

## GLOBAL SPOTLIGHT ON INDONESIA: STRATEGIC TRANSFORMATION OF DETUSOKO BARAT TOURISM VILLAGE IN EMPOWERING MSMEs AND SHOWCASING LOCAL HERITAGE

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### ABSTRAK

*Detusoko Barat Tourism Village, located in Mejono Village, Plemahan District, Kediri Regency, Indonesia, holds significant potential to strengthen the local economy, particularly for micro, small, and medium enterprises (MSMEs). With its stunning natural beauty and profound local wisdom, Detusoko Barat not only attracts tourists but also promotes community empowerment through the management of tourism based on authentic cultural heritage. This study aims to uncover the management strategies implemented in developing Detusoko Barat Tourism Village, with a focus on empowering the economy of MSMEs and ensuring social and cultural sustainability. Using a descriptive qualitative approach and purposive and accidental sampling techniques, this research explores various factors that support and challenge the development of tourism villages, including social, economic, and cultural aspects that influence the management strategies of tourism destinations. The results of the study indicate that the management of the tourism village involves active community participation, with close collaboration between the government, local community, and the private sector. Recommended strategies include enhancing human resource capacity, utilizing digital technology for global promotion, and strengthening local product distribution networks to expand market reach. These efforts aim to position Detusoko Barat Tourism Village as a globally recognized and valued tourist destination.*

**Keywords:** Tourism Management, MSME Growth, Cultural Tourism, Local Economy, Sustainable Tourism

### Introduction

Local Economic Development (LED) has become a primary focus in global development initiatives, emphasizing the utilization of natural and cultural resources inherent to various regions. A strategic approach often implemented is Local Economic Development (LED) itself, which prioritizes active community participation in managing local resources to create employment opportunities, reduce poverty, and promote sustainable development (Muhammad Rapii, 2020; Trisetia Wijijayanti et al., 2020). One effective tool in LED is Community-Based Tourism (CBT), which offers deep cultural experiences, minimizes economic leakage, and enhances destination competitiveness (O. Mtapuri et al., 2021). Initiatives like rural tourism and agritourism can empower local communities by leveraging their unique natural wealth and local wisdom (Trisetia Wijijayanti et al., 2020; Emi Salmah et al., 2021). However, challenges persist in fully involving local populations in the planning and management of tourism. Successful LED strategies often involve optimizing local human resources, improving infrastructure, fostering regional collaboration, and applying appropriate technologies (Muhammad Rapii, 2020).

In Indonesia, with its abundant natural and cultural wealth, the tourism village concept has become a key strategy in supporting economic development at the rural level. Tourism villages integrate the natural, cultural, and communal potential of local societies, creating authentic and sustainable tourism experiences (Irshad, 2010). This concept places local communities as the primary managers, ensuring that economic, social, and environmental benefits are directly experienced by residents. Rural tourism, emphasizing community empowerment and the application of local wisdom, has proven to be a promising sector in sustainable local economic development (Trisetia Wijijayanti et al., 2020).

One region in Indonesia with extraordinary tourism potential is East Nusa Tenggara (NTT), home to 208 tourism villages spread across the province (Prasetyo, 2022). NTT has great opportunities to develop flagship tourism destinations capable of attracting both domestic and international tourists. One such promising tourism village is Detusoko Barat Tourism Village in Ende Regency. As the gateway to Kelimutu National Park, this village offers a variety of nature-, culture-, and community-based attractions, including terraced rice fields, trekking activities, horticulture, and local products like coffee, handicrafts, and traditional cuisine.

However, the development of Detusoko Barat Tourism Village faces several challenges, including inadequate infrastructure, limited skilled human resources, and threats to cultural preservation due to excessive commercialization (Suharto, 2021). Therefore, a comprehensive management strategy and collaboration among stakeholders are required to optimize the village's potential. This research, titled *"Global Spotlight on Indonesia: Strategic Transformation of Detusoko Barat Tourism Village in Empowering MSMEs and Showcasing Local Heritage"*, aims to analyze the implementation of strategic management in developing Detusoko Barat Tourism Village as a flagship destination. The research focuses on empowering micro, small, and medium enterprises (MSMEs), managing tourism potential, and preserving culture and the environment.

This study also identifies the supporting and inhibiting factors in tourism village development strategies using a qualitative approach. In this context, the importance of utilizing local resources, cultural heritage, and technology to strengthen the local economy becomes a primary focus. Alongside technological advancements and smart economic initiatives such as e-commerce, this sector is expected to bolster local economies despite challenges in implementation (Emi Salmah et al., 2024). Through MSME empowerment and strategic transformation, this study is expected to make a significant contribution to managing Detusoko Barat Tourism Village and serve as a reference for developing other tourism villages in Indonesia.

Tourism is increasingly recognized as a key driver of Local Economic Development (LED) in regions like South Africa and other developing areas, though its impacts remain varied. Some studies highlight tourism's role in poverty reduction and job creation (Acha-Anyi & Ndolose, 2022), while others argue that its benefits have yet to be fully realized (Ramukumba, 2019). The success of tourism in promoting LED largely depends on factors such as stakeholder engagement, strategic planning, and inclusive ownership structures (Rogerson & Rogerson, 2019).

Community-Based Tourism (CBT) is often considered an effective model for generating commercial and social value by offering immersive cultural experiences for tourists and reducing economic leakage (Mtapuri et al., 2021). For tourism to play a transformative role in LED, it is essential to develop strategies that address policy gaps, promote sustainability, and engage local communities in the planning process (Acha-Anyi & Ndolose, 2022; Mtapuri et al., 2021). Tourism's importance is particularly evident when it drives changes across various dimensions—social, cultural, environmental, and economic—often closely tied to local communities (Richards & Hall, 2000).

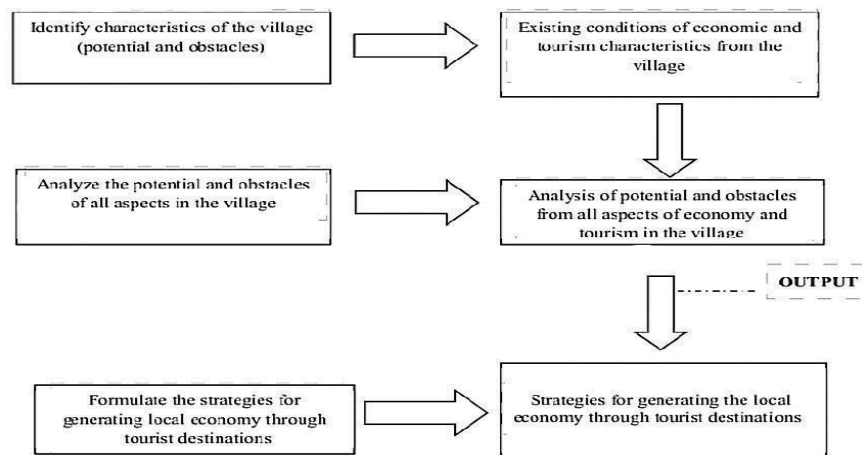
However, successful LED requires effective policy implementation. In some areas, such as the Ada West and Asuogyaman District Councils, the lack of focus on tourism potential as a driver of LED poses a challenge (Larnyoh, 2019). Research also highlights the need for a diagnostic analysis to deepen understanding of the local economy and available resources for sustainable growth (Larnyoh, 2019). Further literature emphasizes the role of community involvement in developing rural tourism, multifunctional agriculture, and local well-being. Rural residents are more likely to support tourism development when they perceive clear improvements in their quality of life (Petrovic, Vujko, et al., 2017). Local leadership is crucial in this process, requiring effective collaboration between government, community, and business leaders to achieve progress (Meyer, 2014). Tourists, in turn, seek experiences that differ from their daily lives, hoping to find a sense of wholeness through new encounters (Lane & Robinson, 2009). While urban areas have flourished, many rural areas face economic decline, prompting countries to address challenges such as youth migration and population decline. In this context, rural tourism emerges as a potential strategy for economic and social recovery (Briedenham & Wickens, 2004). Moreover, utilizing traditional rural buildings for sustainable tourism is considered crucial, particularly those aimed at preserving the environment and encouraging repeat visits from tourists (Leanza et al., 2016; Bilbao-Terol et al., 2017).

### Research Methodology

This research employs purposive sampling and accidental sampling techniques to select samples relevant to the topic under investigation. Purposive sampling is used to select elements that meet specific criteria related to the phenomenon being studied, while accidental sampling is employed to obtain samples based on chance or available opportunities. The data obtained from these samples are analyzed using qualitative descriptive methods, which aim to provide a clear, systematic, factual, and accurate understanding of the facts, characteristics, and relationships between the phenomena being studied (Nazir, 2005).

To analyze the issues and formulate strategies, a SWOT analysis is used as a diagnostic tool. This analysis is useful for identifying problems that need to be addressed, analyzing the relationships between existing issues, and formulating relevant strategies for current and future scenarios. Through this

method, the research can delve deeper into the context being studied and provide a strong foundation for developing recommendations based on empirical findings. This methodology allows the research to gain a more comprehensive understanding of the issues under study and provides an in-depth overview of the aspects influencing the phenomenon. As a result, it can serve as a reference for the development of more effective policies or interventions in the future.



**Figure 1**  
**Step Research**

The first step in this research is to identify the characteristics of the village, including its natural and cultural potential, as well as the challenges encountered in its development. This identification involves analyzing the village's economic conditions, such as per capita income, employment opportunities, and key sectors with the potential to support economic growth. Additionally, an analysis of the characteristics of existing tourist destinations in the village, including tourist attractions, available infrastructure, and supporting facilities, is also conducted.

Following the identification process, a more in-depth analysis is carried out to assess the potential that can be maximized and the obstacles that need to be addressed. These obstacles may include inadequate infrastructure, limited human resources, or insufficient promotion of the village as a tourist destination. The results of this analysis then serve as the basis for formulating Local Economic Development (LED) strategies, leveraging the tourism sector as a primary pillar.

Based on the findings from the SWOT analysis, a general strategy for village economic development is formulated, including plans to overcome obstacles and optimize existing potential to achieve sustainable development goals.

### Research Results and Discussion

In general, a village is strategically located, bordering other towns. For instance, Detusoko Barat Tourism Village is situated near Kelimutu National Park and has potential tourist destinations such as terraced rice fields, waterfalls, and other natural attractions. However, the economic condition of the village's residents has declined, leading to decreased productivity. The village also possesses remarkable potential, including traditional culture and unique coffee processing methods, which have garnered tourist attention.

The development of the village, by planning a tourism center, aims to establish rest areas and improve village facilities to enhance the welfare of the community. Additionally, the village offers nature-based tourism activities such as trekking, cultural tourism, and other attractions like hot springs. The villagers have received substantial information from the government and external parties (community service providers and potential investors) indicating that the development of their tourism area will have both direct and indirect economic impacts. By boosting the tourism sector, the community's welfare can be improved while preserving the local culture and environment. To formulate strategies for generating local economic growth through village destinations, a SWOT analysis has been conducted, as outlined in the table below.

**Table 1. SWOT Analysis**

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> <li><b>Natural Beauty:</b> The village is situated in a stunning area with terraced rice fields, green hills, and waterfalls, making it an attractive ecotourism destination.</li> <li><b>Cultural Richness:</b> The presence of indigenous communities, such as <b>Sao Ria Traditional Village</b>, and unique local practices (e.g., traditional coffee processing) offer authentic experiences for tourists.</li> <li><b>Proximity to Kelimutu:</b> The village serves as a gateway to the famous <b>Kelimutu National Park</b>, enhancing its appeal as a nature tourism destination.</li> <li><b>Local Participation:</b> Active involvement of the local community in tourism activities, such as guiding tours and managing homestays, strengthens the local economy and supports sustainable tourism.</li> </ol>	<ol style="list-style-type: none"> <li><b>Limited Infrastructure:</b> Despite its significant tourism potential, the village faces challenges in providing modern amenities such as comfortable accommodations and adequate transportation infrastructure.</li> <li><b>Lack of Skilled Workforce:</b> Local residents may require additional training to meet the demands of the growing tourism sector, particularly in areas like hospitality and management.</li> <li><b>Seasonal Dependence:</b> Tourism activity is concentrated during specific seasons, such as harvest time, resulting in inconsistent tourism revenue throughout the year.</li> </ol>
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> <li><b>Rising Demand for Ecotourism:</b> The global trend toward sustainable and cultural tourism presents an opportunity for Detusoko Barat to leverage its natural and cultural assets.</li> <li><b>Government Support:</b> Partnering with the government for infrastructure development and marketing efforts can enhance the village's visibility and services.</li> <li><b>Tourism Product Diversification:</b> Expanding offerings to include activities like trekking, cultural exchanges, and wellness tourism (e.g., visits to hot springs) can attract a broader tourist demographic.</li> <li><b>Digital Marketing:</b> Leveraging digital platforms for promotion can help draw international tourists and significantly increase global visibility.</li> </ol>	<ol style="list-style-type: none"> <li><b>Climate Change:</b> Agricultural practices and natural resources in the area, particularly rice fields and coffee plantations, may be affected by climate change.</li> <li><b>Economic Instability:</b> Global recessions or regional economic instability could impact tourism, especially if there is a decline in tourist numbers due to budget constraints or political uncertainty.</li> <li><b>Environmental Degradation:</b> An increase in tourist numbers without proper management could lead to environmental damage, such as soil erosion from trekking activities or pollution from increased waste.</li> </ol>

*Source: data Analysis*

Based on the SWOT analysis above, the SO, ST, WO, and WT strategies can be formulated as follows:

- SO Strategies (Strenght – Opportunities)**  
This strategy is used to optimize internal strengths and leverage external opportunities. The steps that can be taken include:
  - Sustainable Tourism Management:** Develop an ecotourism management system involving the local community to prevent environmental degradation caused by increased tourist numbers.
  - Local Economic Diversification:** Utilize natural beauty as an attraction for year-round tourism activities, reducing dependency on specific seasons.
  - Climate Change Adaptation:** Preserve environmentally friendly traditional practices, such as local irrigation systems, to maintain agricultural sustainability and tourism appeal.
- ST Strategies (Strength – Threats)**

Utilizing internal strengths to address external threats can be done by:

- a. **Strengthening Environmental Management:** Leverage the community's active participation to implement sustainable tourism practices, preventing environmental damage caused by increased visitor activity.
- b. **Building Economic Resilience:** Use the village's cultural richness and proximity to popular tourist destinations to create year-round tourism packages, reducing vulnerability to seasonal fluctuations.
- c. **Promoting Eco-friendly Agriculture:** Capitalize on the traditional knowledge of local farming to adapt to climate change, ensuring the sustainability of agricultural and tourism-related activities

### 3. WO Strategies (Weakness – Opportunities)

Overcoming internal weaknesses by leveraging external opportunities can be achieved by:

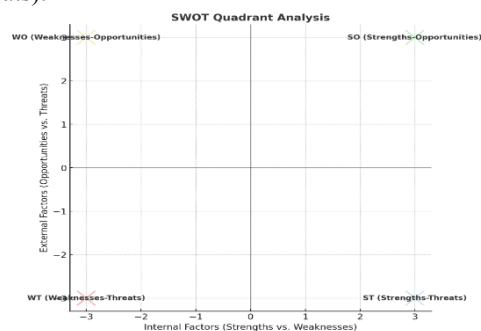
- a. **Skill Development Programs:** Provide training for the local community in hospitality, management, and digital marketing to enhance their ability to meet the demands of the growing tourism sector.
- b. **Infrastructure Development:** Collaborate with the government and private sectors to improve transportation, accommodations, and public facilities, addressing the village's infrastructural limitations.
- c. **Digital Marketing Initiatives:** Utilize digital platforms and social media to promote the village's natural and cultural attractions, increasing its visibility and attracting a broader audience.

### 4. WT Strategies (Weakness – Threats)

Minimizing internal weaknesses to avoid external threats can be done through the following strategies:

- a. **Environmental Risk Management:** Implement waste management systems and conservation policies to prevent environmental degradation due to increased tourism activities.
- b. **Economic Diversification:** Develop non-tourism income sources, such as organic farming or handicrafts, to reduce dependence on the tourism sector and provide stability during economic downturns.
- c. **Community Capacity Building:** Collaborate with educational institutions or NGOs to provide training in sustainable tourism and environmental conservation, empowering the community to address potential challenges effectively.

Here is the SWOT quadrant chart for the analysis of Detusoko Barat Village. Each quadrant represents strategies that align with the combination of internal factors (strengths and weaknesses) and external factors (opportunities and threats).



**Figure 2. SWOT Quadrant Analysis**

*Source : data Analysis*

The strategies can be explained through the following SWOT quadrants:

1. **SO (Strengths-Opportunities) Quadrant:** This strategy focuses on leveraging the internal strengths of the village, such as its natural beauty, cultural richness, and local community involvement, to take advantage of external opportunities like the global demand for sustainable tourism. By promoting ecotourism and diversifying tourism offerings, the village can increase its visibility and attract a broader range of visitors.
2. **ST (Strengths-Threats) Quadrant:** Here, the focus is on using the village's strengths to tackle external threats, such as environmental degradation or economic instability. Sustainable tourism management and eco-friendly agricultural practices can help mitigate the impact of increasing tourist



numbers and climate change. Additionally, building a resilient local economy through cultural and nature-based tourism can shield the community from external economic downturns.

3. WO (Weaknesses-Opportunities) Quadrant: This strategy emphasizes overcoming internal weaknesses by capitalizing on external opportunities. For example, the lack of skilled workforce and infrastructure can be addressed through skill development programs and partnerships with government or private investors for infrastructure improvements. By embracing digital marketing and expanding tourism services, the village can tap into a larger, global market.
4. WT (Weaknesses-Threats) Quadrant: The focus here is on minimizing internal weaknesses to avoid external threats. By managing environmental risks, such as waste management and conservation efforts, the village can protect its natural resources from damage. Economic diversification and training programs for the local community can help the village reduce its dependence on tourism and safeguard against potential economic instability.

Each quadrant presents a clear pathway for utilizing internal resources and responding to external challenges, ensuring the long-term sustainability and growth of Detusoko Barat Village.

In strategic management, understanding the internal and external factors that influence an organization is crucial for formulating effective strategies. The IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrices are tools that help organizations assess their internal strengths and weaknesses, as well as the external opportunities and threats they face.

For Detusoko Barat Village, the matrices are used to evaluate its internal resources (such as natural beauty and cultural richness) and the challenges it faces (like limited infrastructure and workforce skills). Simultaneously, the external opportunities (like the rise in ecotourism and government support) and threats (such as climate change and environmental degradation) are considered to formulate strategic approaches.

The following matrices provide a detailed analysis of these factors, with a focus on identifying key strategies that can leverage strengths, address weaknesses, exploit opportunities, and mitigate threats.

#### 1. IFAS (Internal Factor Analysis Summary) Matrix

The IFAS Matrix focuses on evaluating internal factors, such as resources, capabilities, and weaknesses within the organization or community. By assessing these factors, it is possible to determine how well the organization is positioned internally to meet its goals.

**Table 2. IFAS Matrix**

Internal Factors	Weight	Rating	Weighted Score
<b>Strength</b>			
1. Natural Beauty (stunning rice fields, green hills, waterfalls)	0.20	4	0.80
2. Cultural Richness (indigenous communities, traditional practices)	0.15	4	0.60
3. Proximity to Kelimutu National Park	0.15	4	0.60
<b>Weaknesses</b>			
1. Limited Infrastructure (transportation, accommodations)	0.20	2	0.40
2. Lack of Skilled Workforce (training needs in hospitality)	0.10	2	0.20
3. Seasonal Dependence (tourism is concentrated during harvest)	0.10	2	0.20
<b>Total</b>	<b>1.00</b>		<b>3.10</b>

*Source: data Analysis*

A score of 3.10 suggests that the village's internal strengths are stronger than its weaknesses, but there are areas that need improvement (infrastructure, skilled workforce, and seasonal dependence).

#### 2. EFAS (External Factor Analysis Summary) Matrix

The EFAS Matrix evaluates external factors such as market trends, government policies, and environmental conditions that could present opportunities or pose threats to the organization. This analysis helps identify the external environment's impact on strategic planning.

**Table 3. EFAS Matrix**

External Factors	Weight	Rating	Weighted Score
<b>Opportunities</b>			
1. Rising Demand for Ecotourism (global trend towards sustainable tourism)	0.20	4	0.80
2. Government Support (potential for infrastructure development)	0.15	3	0.45
3. Tourism Product Diversification (trekking, cultural exchanges, wellness)	0.15	4	0.60
4. Digital Marketing (use of social media and online platforms)	0.10	3	0.30
<b>Threats</b>			
1. Climate Change (impact on agriculture and natural resources)	0.20	2	0.40
2. Economic Instability (impact on tourism due to budget cuts or recession)	0.10	2	0.20
3. Environmental Degradation (risk of damage from increased tourism)	0.10	2	0.20
<b>Total</b>	<b>1.00</b>		<b>3.95</b>

*Source: data Analysis*

A score of 3.95 indicates that external opportunities outweigh the potential threats, which suggests that the village can benefit significantly from capitalizing on the opportunities in ecotourism, government support, and product diversification. However, threats like climate change and economic instability need to be addressed

The Detusoko Barat Tourism Village has great potential as an ecotourism destination, thanks to its natural beauty and cultural diversity. However, to achieve its full potential, there is a need for infrastructure development, community skills training, and broader marketing strategies to attract tourists year-round. With support from the government and collaboration with neighboring villages, Detusoko Barat can evolve into a sustainable tourism village, benefiting the economy while preserving the environment and local culture.

Here is a translation of the strategy formulation based on the SWOT analysis for Detusoko Barat Tourism Village:

### 1. Leverage Strengths

- Enhance Ecotourism Appeal:** Focus on promoting the natural beauty and cultural wealth of the village. Develop eco-friendly tourism packages highlighting terraced rice fields, hills, waterfalls, and cultural experiences such as traditional coffee processing.
- Community Engagement:** Strengthen local community participation in tourism activities by providing training for tour guides and homestay managers. This ensures direct benefits for the community and supports sustainable tourism principles to improve local welfare.

### 2. Address Weaknesses

- Improve Infrastructure:** Prioritize improving basic infrastructure, such as transportation access and accommodations. Collaborate with local and regional governments to upgrade roads and establish eco-friendly lodging that meets tourists' needs for comfort without harming the environment.

- b. **Skills Training and Development:** Implement training programs for local workers in hospitality, management, and language skills to meet the demands of a growing tourism sector. This can be achieved through partnerships with local educational institutions or NGOs.
- c. **Seasonality Management:** Create strategies to attract tourists year-round by diversifying tourism offerings. For example, promote off-season experiences such as cultural festivals or wellness tourism to reduce dependency on peak seasons.

### 3. Capitalize on Opportunities

- a. **Promote Ecotourism:** Leverage the growing global trend for sustainable tourism. Highlight the village's natural beauty, cultural experiences, and eco-friendly practices in marketing materials to attract environmentally conscious travelers.
- b. **Government Collaboration:** Work with government agencies to secure funding for infrastructure development and design marketing campaigns to increase tourist numbers. This partnership can also support policies for sustainable tourism practices.

### Tourism Planning Principles

Based on recommendations from the United Nations World Tourism Organization (UNWTO, 2020):

1. **Incremental and Flexible Approach:** Accommodate gradual changes based on local needs and situations.
2. **Systemic Approach:** Ensure all tourism development components (environment, culture, and economy) work harmoniously.
3. **Comprehensive Approach:** Involve multiple stakeholders at every stage of planning.
4. **Integrated Approach:** Align tourism policies with other regional planning, such as transportation and environmental protection.
5. **Sustainable and Environmental Focus:** Prioritize long-term preservation of natural and cultural resources.
6. **Community-Based Approach:** Actively involve local communities in decision-making and ensure direct benefits.
7. **Actionable Plans:** Design realistic plans with concrete action priorities.
8. **Systematic Approach:** Base planning on data, market research, and impact evaluations.

### Sustainable Tourism Strategies

According to the Global Sustainable Tourism Council (GSTC, 2021):

1. **Stakeholder Responsibility:** Ensure accountability among private sectors, governments, and local communities in maintaining environmental sustainability.
2. **Appropriate Tourism Forms:** Encourage environmentally friendly tourism sensitive to local culture.
3. **Social and Cultural Resource Conservation:** Avoid exploitation and support the revitalization of local traditions.
4. **Environmental Management:** Protect ecosystems from damage caused by tourism activities.
5. **Proposed Development Initiatives**
6. **Ecological Sustainability:** Apply environmentally friendly practices in tourism operations.
7. **Social and Cultural Sustainability:** Involve local communities as key actors and protect local traditions.
8. **Economic Sustainability:** Ensure long-term economic benefits for all stakeholders.

This strategy can be implemented through initiatives like forming POKDARWIS (Tourism Awareness Groups) to independently and sustainably manage tourism activities.

### Conclusion

1. **Importance of Gradual Planning:** Development of tourist areas requires planned, sustainable, and stakeholder-inclusive approaches.
2. **Focus on Sustainable Tourism:** All tourism activities should support environmental conservation, empower local communities, and provide sustainable economic benefits.
3. **Community Involvement:** Community-based approaches place locals as key players. Initiatives like POKDARWIS and BUMDes enhance community roles in tourism management.
4. **Collaboration and Innovation:** Synergy among government, investors, communities, and businesses underpins tourism development success.



5. **Long-Term Economic Benefits:** Strategies must ensure sustainable economic growth, fostering local income, stability, and community welfare.

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