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Tourism Village Development Strategy for a Sustainable Tourism Destination: the Case of Tajen Village, Tabanan-Bali

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ABSTRACT

Tajen Village is one of the pioneering tourism villages in Tabanan Regency that has natural, cultural, and artificial tourism potential, so it is very appropriate to be developed. This research aims to find out how internal and external conditions are, as well as to find out strategies that can be proposed in the development of Tajen Tourism Village as environmentally friendly tourism in Tabanan Regency. The data collection technique in this study is through observation, in-depth interviews, documentation, and literature studies. This study uses the concept of AFITH (Attraction, Facilities, Infrastructure, Transportation, and Hospitality) and PEST (Political, Economic, Social, and Technological) analysis. The informant determination technique in this study uses purposive sampling techniques. The informants selected in this study were key informants, main informants and additional informants. The results of the study show that there are four strategic points in the development of Tourism Villages, namely: strategies for developing tourist attractions and tourism destinations, comprehensive strategies for tourism programs, strategies for improving quality, and strategies for human resource development.

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1. Introduction

Sustainable tourism is any form of tourism development, management, and activity that must take into account the environmental, economic, social, and welfare integrity of existing natural and cultural resources for the long term. (Nuzulul et al., 2023). This principle encourages steps to be incorporated into planning, development, program implementation, and evaluation of tourism, with an emphasis on positive impacts on the environment, society, and economy. This can work well if community involvement is actively carried out in collaboration with the government, the private sector, and the community. Sustainable tourism is inseparable from people as human resources who manage potential and preserve the environment (Ilham et al., 2024).

Development village tour done through the potentials that are owned village and without remove characteristics typical custom customs local , culture as well as its beauty and provides impact positive for society . According to (Yuliati & Suwandono, 2016) village tour is a form combination between attractions , accommodation and facilities supporters who have packed in a pattern life united society with the applicable procedures and traditions so that make village the as a objective tourism . While according to (Sastrayuda, 2010), village tour must own uniqueness that is not owned by the village other .

Tabanan Regency is one of the Regency in Bali Province which has Lots village that can reliable as area objective tour Because potential culture and nature . The Central Statistics Agency (BPS) Bali, 2024 stated that Tabanan Regency received nickname as " the land of rice granaries" because results agriculture in the form of rice and paddy become commodity featured in Tabanan Regency and own wide The largest rice field area in Bali Province , Tabanan Regency occupies ranking First in rice and rice production compared to Another district in Bali Province . Tabanan Regency is also developing object tour based on society , so that bring up Lots village tour .

tourist village in essence is one of alternative For accommodate need tourists who have interest special , and during This village tour has of interest to tourists , most of whom big live in the area urban . Development village tour expected to be able to give Lots profit such as , availability field work , increasing income addition for the people living around location Power pull tourism and at the same time push strengthening economy local .

Tajen Village is one of a village in Tabanan Regency which is located in the District Penebel , Tabanan Regency , Bali. This village own The area is approximately 3.13 km². The origin of the name " Tajen " comes from from the word "Teja," which in Balinese language means light or light . According to story local , Ki Bendesa , a spiritual figure from the Tabanan Kingdom, saw light steaming white to sky . He send his followers For look for source light said , which turned out to be originate from tree banyan . Place That Then made into settlement new and named " Tajen ". Tajen Village own potential big For developed as village tourism , and on July 28 , 2023, it was officially set as a Tourism Village by the Regent of Tabanan, I Komang Gede Sanjaya. The potential tours offered among others: beauty nature , culture and traditions , as well culinary traditional . With proper development , Tajen Village potential become destination interesting tour , at the same time maintain values culture and tradition local .

With riches nature , culture and traditions that are still sustainable , village This own potential big For developed as destination tour sustainable that prioritizes empowerment public local . In geographical , village This be in the area plains high rise surrounded by landscape agriculture , especially people's rice fields and gardens , as well as own access direct to paths potential ecotourism For developed more continue . Its location is in the administrative area of Tabanan which is known as Bali's rice barn makes Tajen Village own mark strategic in development tourist based on nature and culture local .

Based on pre observation and pre interview at the beginning with party head village naturally There is a number of problems faced in development tourism in Tajen Village . Problems the among them that is public local Not yet own knowledge about potential Power pull tourism , even though If under review more in Lots potential that can developed as one of the Power pull potential - oriented tourism nature and culture , and its strategic location Because near with Power pull tour Jatiluwih .

However potential existing tourism Not yet utilized optimally and its development Not yet seen in a way significant , considering Still found a number of obstacles , including weakness source Power human , lack of good planning and management and lack of understanding to draft potential Power pull tourism . Based on the existing problems , so on this occasion researcher do study For know potential tourism in Tourism Village Cockfighting as Power pull tour sustainable in Tabanan Regency . Internal and external conditions as Power pull tourism and strategy in develop it as Power pull tour sustainable in Tabanan Regency .

2. Literature Review

2.1. Strategy

Definition of Strategy The word "strategy" comes from the Greek, namely "strategos" (stratos = military and ag = lead), which means "generalship" or something done by war generals in making plans to win the war. In general, strategy is defined as a way to achieve goals. Strategy consists of important activities needed to achieve goals.⁹ According to Nawawi from an etymological perspective, the use of the word "strategic" in the management of an organization can be interpreted as tips, methods and main tactics that are systematically designed in carrying out directed management functions and the existence of strategic organizational goals. Strategy is an overall approach related to ideas, planning, and execution, an activity within a certain period of time. In a good strategy there is coordination of the work team, has a theme that identifies

supporting factors in accordance with the principles of implementing ideas rationally, efficiency in funding and has a way to achieve goals effectively. According to Akdon, basically what is meant by strategy for organizational management is a large-scale plan that is oriented towards the long term far into the future, and is determined in such a way that it allows the organization to interact effectively with its environment in competitive conditions, all of which are directed at optimizing the achievement of goals and various relevant targets.

Based on this review, organizational strategy can be defined as follows:

1. A tool for organizations to achieve their goals.
2. A set of plans formulated by the organization as a result of an in-depth study of the conditions of internal strengths and weaknesses and external opportunities and threats.
3. A dynamic flow pattern that is applied in line with the decisions and actions chosen by the organization.

(Mintzberg, 1994) stated that the concept of "strategy" includes at least five interrelated meanings, where strategy is a:

1. Planning to further clarify the direction taken by the organization traditionally and realize its long-term goals.
2. A reference regarding the assessment of consistency or inconsistency of behavior and actions taken by the organization.
3. The angle positioned by the organization when presenting its activities.
4. A perspective that concerns an integrated vision between the organization and its environment that becomes the boundary for its activities.
5. Details of the organization's tactical steps that contain information to deceive competitors.

According to (Jauch & Glueck, 1988), strategy is a means used to achieve the ultimate goal. Therefore, the strategy must include several things, including being unified, namely binding all parts of the organization into one, broad or comprehensive, namely covering all aspects of the organization. From the opinions above, it can be concluded that strategy is a plan that is formulated systematically by an organization, both public and private organizations, and is used as directed and long-term oriented steps in achieving organizational goals. Strategy forms a pattern of decision-making in realizing the organization's vision. The decisions taken by the organization will later be used as guidelines in realizing organizational progress with the strategy carried out.

2.2. Development Tourism Strategic

in the form of Law No. 10 of 2009 concerning tourism. This article states that the implementation of tourism is based on benefits, balance, independence, participation, sustainability, and sustainability. And in article 4 it states that the purpose of tourism is to increase economic growth, improve community welfare.

eradicate poverty, overcome unemployment, preserve the natural resource environment, and advance culture. With the principle of tourism organizers supporting high religious norms and cultural values as a concept of life in the balance of relations between humans and God Almighty, human relations between humans, and human relations with the environment, maintaining the sustainability of nature and the environment, empowering local communities.

Tourism development strategy is an effort made to increase the tourism potential in an area, the method used can be in the form of making improvements to existing infrastructure both physically and non-physically, so that all of this aims to improve the welfare of the community around the tourist destination.

(Yoeti, 2005) stated that in the strategic planning of a tourist destination, environmental analysis and resource analysis are carried out, the purpose of this analysis is none other than to determine the strengths and weaknesses of the organization or institution responsible for tourism development in the tourist destination.

The things that must be considered in developing a tourist area, in other words, the development carried out cannot be arbitrary, there must be targets and goals achieved, so that what is expected from the development of the tourist destination can be fulfilled according to expectations. The requirements that must be met so that the tourist destination really becomes a good tourist area are:

1. the area has other attractions or characteristics, be it tourist objects or attractions that are displayed. In developing tourism potential in an area, it must rely on what tourists are looking for. The capital of attractions that can attract tourists is:

- a. Natural resources
- b. Cultural tourist attractions
- c. Man-made attractions

2. The existence of other supporting facilities such as recreational games that can make tourists feel more at home. All kinds of facilities and infrastructure are very much needed by tourists while in tourist areas, such as accommodation, restaurants, transportation, prayer rooms, etc. Facilities in tourist areas are specifically intended to support the creation of convenience, comfort, and safety for tourists in visiting tourist destinations. 3. Availability of shopping places, be it souvenirs, places selling typical foods and so on. Souvenirs are one of the main strengths of tourism that tourists always look for. Tourist shopping while traveling is different from their shopping when they are in their home area. Tourists tend not to pay attention to prices but rather prioritize the uniqueness of the product. d. There are vital public facilities such as toilets, parking lots, places to eat and so on to make it easier for visitors, not only that but it can also be equipped with ATMs and adequate roads for visitors. With the existence of these public facilities, it can attract tourists as well as supporting facilities. Tourist facilities and infrastructure are the completeness of tourist destinations to meet the needs of tourists so that they can enjoy their tour. Yoeti explained that there are three factors that determine the success of tourism development, namely the availability of tourist objects and attractions, then the availability of accessibility facilities, namely facilities and infrastructure that allow tourists to visit the tourist area, the occurrence of administrations, namely tourism facilities that can provide comfortable services to the community. In tourism development, there are components that must be accompanied by good performance, therefore there must be parties that work together, namely the government, in this case the Tourism and Culture Office of Trenggalek Regency and the private sector as investors and the community itself as the spearhead in tourism development.

2.3. SWOT

in management. This stage is based on the analysis of the internal and external environment. This analysis activity is often combined in a single activity better known as SWOT (Strengths, Weaknesses, Opportunities, and Threats), the results of the SWOT analysis will show the quality and quantity of the organization's position which then provides recommendations in the form of generic strategy choices and needs or modifications to organizational resources. SWOT analysis is a strategy technique in evaluating strengths, weaknesses, opportunities and threats that can be applied to activities including business and enterprise, education, projects or even to oneself.

The following is an explanation of the SWOT analysis:

1. Strength is a strength that can be relied on by the institution. With this strength, an institution can understand and know the right way to prepare a global plan.
2. Weaknesses are the limitations and shortcomings of an institution. By knowing the weaknesses, the institution is expected to be able to anticipate so that these weaknesses do not become obstacles in achieving the global plan.
3. Opportunity is a situation that benefits the institution. By knowing the opportunities, the institution is expected to be able to utilize them as potential that can deliver the main goal.
4. Threat is a situation that is not beneficial to the institution. This threat needs to be known well by the institution. By knowing the threat, the institution can take initial steps so that the threat does not become a reality.

3. Methodology

Study This carried out in Tajen Village , District Thickener Tabanan Regency , Bali. This village located 20 minutes away from Jatiluwih . The variables used in study This that is variable potential tour according to Sujali in (Amdani, 2008) and internal factors according to (Mill & Morrison, 2009) in (Sudiarta et al., 2014) which consist of five sub variables namely , *attractions, facilities, infrastructure, transportation and hospitality* (AFITH). In addition , there are also variable external

according to (Ward & Peppard, 2022) in (Mahadiansar & Asparyana, 2020) namely , politics , economics , social and technology .

Type of data used in study This is data that is of a nature qualitative and also quantitative . Quantitative data in study This that is amount population , number eye livelihood , and the amount level education in Tajen Village . The data sources that the researcher need are primary data and secondary data . Primary data in study This obtained from questions asked by the researcher . Informant in study This that is , the representative village like Village Head , Village Secretary , and a number of the community in Tajen Village . In addition , secondary data obtained from articles , social media, and Tourism Village websites Cockfighting .

This purposive research use deep sampling techniques determine informant . Selected informant is a person who can give information related object study with really . The informants selected in study This is : Informant The key , namely I Wayan Sukarsa as Head of Tajen Village , and I Made Sumiarta as Secretary of Tajen Village . Main Informant , namely I Wayan Asta as manager or Tajen Village staff , and I Wayan Adi Parwata as Head of Tajen Village . Informant In addition , namely I Nyoman Sudarta as UMKM owners and Ni Wayan Kusuma as Tajen Village community .

Data analysis techniques in study This in the form of SWOT analysis for know strengths and weaknesses are influenced by potential internal factors as well as opportunities and threats influenced by factors external .

4. Results and Discussion

4.1. Results

1. Development Strategy Analysis

Based on SWOT analysis , then can Developing a Tourism Village Development Strategy Cockfighting as Power pull tour sustainable in Tabanan Regency which can implemented by the Tajen Village management . Development strategy This obtained based on results analysis Internal and external conditions of Tajen Village as Power pull tour sustainable in Tabanan Regency . There are several development strategies that can be formulated in the form of a Tourism Village Development Strategy Cockfighting as Power pull tour sustainable in Tabanan Regency can done through four approach main .

4.1 SO (*Strengths Opportunities*) Strategy, combines The Power of Tajen Village with the opportunities that exist For support development village tourism . This strategy focused on development Power pull tourism and destinations tourist .

4.2 ST (*Strengths Threats*) strategy, which utilizes strength village For face threat or challenges . This strategy involving approach comprehensive in tourism program management For overcome potential threat .

4.3 WO (*Weaknesses Opportunities*) strategy, which aims to minimize weakness with utilise available opportunities . Focus from this strategy is improvement quality services , facilities , and aspects others who support management village tour .

4.4 WT (*Weaknesses Threats*) strategy, minimizing weakness at a time avoid threats that can hinder development village tourism . Approach This done through development source Power human resources (HR), including improvement awareness public to benefits and importance tourism in the village said . With implementation of this strategy , it is hoped that the Tourism Village Cockfighting can develop in a way sustainable .

2. Tourism Village Development Strategy and Program Cockfight

In developing tourist villages Cockfighting the need for targets and goals to be achieved achieved , so that later what to expect from development of tourist villages Cockfighting can achieved . Based on the SWOT above so can obtained strategy for development potential of Tajen Village as Power pull tourism . The strategies that are produced is as following .

3. Tourism Attraction and Destination Development Strategy Tourist

first strategy namely , development strategy Power pull tourism and destinations tourist can done moreover formerly with develop the potentials that have been there is , in matter This is a program

that can be applied For develop potential Tajen Village Tour such as , grouping Power pull tour moreover formerly such as , potential nature , potential culture and potential artificial . Next need also done making tour the flagship that will be will be one of mainstay or *icon* in DesaTajen . With existence opportunity in the form of village based on technology , Tajen Village can maximize use technology information the as a promotional media in development in a way comprehensive (Amdani, 2008). Maximization activity promotion can done with utilizing social media For upload information related Power existing attractions and attractions . And can make hashtags that will be must For affixed to the post to be uploaded like for example #jelajahtajen, #pesonadesatajen, and so on . These things can help in the promotion process , especially again in this digital era information more easy accessed wherever , whoever , and whenever .

4. Comprehensive Strategy for Tourism Program

Second strategy namely a comprehensive strategy tourism . The potential of Tajen Village classified as many , in matter This that is potential nature , culture and man-made . Tourism Village The written Tajen in the Babad Arya Tabanan which is known with tree equipped banyan tree with place worship called Pura Pucak Batur . And the activities its people like dance and instruments music typical Balinese and activity subak which is still traditional . Potential this is what will happen later can made into as an event on power pull tourism that will be can managed by the Tajen Village community . The next program maximization cooperation with external tourism parties where the aim is For increase visibility , accessibility , and success in a way comprehensive . This cooperation involving various party external , including agent travel , media and government area , for each other support in reach objective together . Next that is mentoring compilation package tourism . The intended assistance This is what will happen later For help manager / pokdarwis compile or develop product featured in the village . With Thus , research This give contribution significant in sustainable development of Tourism Villages .

5. Improvment Strategy Quality

third strategy namely the improvement strategy quality . Programs that can applied namely the training program entrepreneurship , which is designed For practice public local in skills entrepreneurship , including management business tourism , marketing and management finance . This program aiming For support business idea development and attracting potential investor interest . In addition, Tajen Village can do cooperation with government , the establishment of good cooperation between public with government will help the development process further directed in accordance with existing regulations and of course will more maximum too, considering government besides play a role as a regulator also plays a role as facilitator . Governance building program institutional in village tourism is very important For ensure effective , sustainable and results - oriented management that can support development tourism and welfare public local . Such as forming a management body tour / group aware purposeful tourism For manage and develop tourist in a way sustainable .

6. Human Resource Development Strategy

Programs that can applied that is maximization role society that can done with apply principle base focus development sustainable , involving community or Tajen Village community and guarantee sustainability environment , maintaining uniqueness culture local , appreciate difference culture and dignity humans , and play a role in determine percentage income in projects in the community (Yoeti, 2005). For minimize existence village other tours that have Power similar attraction and potential , can socialization strategy is carried out the potential of Tajen Village for know more in superiority from Tajen Village which will later can made into as characteristics typical village so that can become material differentiation between Tourist Villages Cockfighting with villages tour others . With By implementing this strategy , it is hoped that the Tourism Village will Cockfighting as Power pull tour sustainable can become an attractive and sustainable destination Power the competition in the tourism market .

Based on results research , then can explained between strategies and programs that have been formulated in accordance with draft sustainable under review from five aspects that is economic , social , cultural , environmental and political . Where in strategy I the development of various products tour rural in Tourism Village Tajen , creating brand image destinations , and improve marketing strategies product tour can fulfil aspect economic , social , cultural as well as environment . In strategy II , namely make event or events on the day certain , maximization cooperation with external tourism parties , and assistance compilation package tourism to fulfill aspect economic , social , cultural , environmental and political Because in stage event , maximization cooperation , and preparation package tour including into the aspect social , cultural and environmental , while aspect economics and politics will follow along with openness Power pull tour as field Work new for public local . In strategy III , namely strengthen soul entrepreneurship public village in the field tourism , building Network marketing with tourism stakeholders , and build governance institutions that can fulfil aspect economic , social , cultural and environmental . Where the maximization cooperation with government can fulfil aspect politics and economics . In strategy IV , namely development source Power human resources (HR) and improve awareness public to aware tour fulfil aspect economic , social , political . Where in the aspects the fulfilled Because existence role community or increasing society . Aspects social fulfilled Because society that begins active participate in development village . Aspect culture fulfilled Because existence activity promotion , and aspects final that is environment fulfilled Because community that participates participate active .

5. Conclusion

Based on results analysis , conclusions that can be drawn taken about Tourism Village Tajen in Tabanan Regency is as following . This village own potential tour sustainable , covering tour natural , cultural , and artificial . Internal strength of the village covering diversity Power pull tour nature , heritage culture , products local like snacks traditional that is laklak , access good road , short distance from center city , facilities adequate infrastructure , as well service optimal officers . However , some weaknesses were also found , such as promotions that have not been maximum , lack of the role of tourism human resources , the low awareness public about tourism , lack of board information , lack of transportation local , not yet availability package tourism , as well as Not yet the formation of POKDARWIS. From the side external , opportunities development covering progress technology . A necessary threat anticipated is emergence Lots village other tours and lack of collaboration with industry tourism . For that , development strategy village covering strengthening Power pull tourism , tourism program like *events* and collaborations with party external , improvement quality promotion and participation society , and improvement awareness public to importance tourism . This is expected can increase Power Attraction and sustainability of Tourism Village Cockfighting .

Based on the conclusion that has been described , there is some suggestions that can given For Tajen Village Manager in Tabanan Regency . Manager expected capable maximize internal village potential with increase promotion and marketing , at the same time optimize inheritance culture owned as Power pull tour featured . In addition , it is important For ensure that access information about village tour This easy reached by the candidate tourists . Cooperation with party external is also necessary improved , such as collaborate with agency relevant government , MSMEs, and sectors tourist others , and strengthen roles and involvement group aware tourism (POKDARWIS) in development village tourism . For strengthen success management , awareness public local need improved , so that they participate play a role active in development and preservation potential village .

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