

Development Strategy of Kemiri Tourism Village in Jember Regency

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Abstract: Kemiri village is a village in the western part of Jember district exactly on the slopes of Mount Argopuro that is well-known with The Tancak Waterfall. Kemiri Village is very strategic with fresh air condition that makes Kemiri Village become one of the tourist destinations in East Java, especially in Jember Regency.

Purpose: The research aims to identify the potential and the existing conditions in Kemiri Tourism Village, identify internal and external factors in the development of Kemiri Village Tourism, and formulate the main or grand strategies and alternative strategies as well as programs that be able to implement on the process of development Kemiri Village Tourism.

Design/Methodology/Approach: The data collection techniques use observations, interviews, documentation, focus group discussions, library studies, and questionnaires. Also, the data analysis techniques use qualitative descriptive, IFAS, EFAS, IE and SWOT Matrix Analysis

Findings: Based on the results of IFAS Matrix Analysis, the internal factors that became the main strength of the Kemiri Village Tourism is about 'Kemiri Village Tourism social capital and participation of the community' with a score 0,364. Also, the main weakness of the Kemiri Village Tourism about 'unscheduled services in tourism activities' with a score 0,032. On the result of EFAS Matrix Analysis, it shows that the main opportunity of the Kemiri Village Tourism is 'open the employment opportunities around tourist attractions' with a score 0,300. Also, the main threat of the Kemiri Village Tourism is 'decrease the value and local wisdom' and 'conversion of agricultural land for tourism needs' with each score 0,029. The main strategy

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based on the IE Matrix analysis that can be implemented by the Kemiri Village Tourism are hold and maintain means the market penetration and the product development. The alternative strategies from the results of SWOT Matrix Analysis obtained as many as 13 strategies with programs formulated on each of these strategies.

Keywords: Development Strategy; Kemiri Tourism Village; Tourism Development

Paper Type: Article-Research

Introduction

Tourism is one of the sectors that has a major impact on the development of a country or region. According to Law No. 10 of 2009 about Tourism, tourism is a variety of tourist activities and is supported by facilities and services provided by local communities, tourists, governments, and entrepreneurs. Tourism is also a potential industrial sector to develop the economic sector of a region. A Tourist Destination is a geographical area located in one or more regions and serves as a residence and destination of tourists that there is a combination of products and services consisting of tourist attractiveness, public facilities, tourist facility, accessibility, infrastructure, and communities that are interconnected and complement to the realization of environmentally responsible tourism, socially fair, and economically worthy. The village has the potential as a community-based tourist destination based on the local cultural wisdom of its communities and be able to become a driver of economic growth based on togetherness and sustainability. In principle, the development of the tourist village has a tourist product offered which is the original activity that occurs in the village community. There is support from the local community through activities or traditions that happen in the community. It uses to identify from the active involvement in the activities and management of the tourist village, as well as the attitude and values that remain preserved based on the values and norms of

the daily community in the tourism village. Kemiri Village is a village in the western part of Jember district precisely the slope of Mount Argopuro which is well-known for its Tancak Waterfall. The village of Kemiri is presented with a spirit of pluralism, solidarity, togetherness, conservation of the living environment by focusing on local wisdom. The tourists who come there are about 30 tourists per day, and on weekends can reach about 50 more people who are listed in the visitor book of Kemiri Tourism Village. The tourists who come to Kemiri Tourism Village are not only from Jember district, but also from Lumajang, Banyuwangi, Bondowoso, and Situbondo Regency (Riski Ramadani, Rizal, and Kurniawan 2022). There has been an increase in visits marking that Kemiri Tourist Village is more well known by the community from the outer of Jember District. There seems to be a difference in the intensity of the tourists who intend to travel to Jember district. It is evident from the information obtained from the Ministry of Culture and Tourism of East Java Province (disbudpar.jatimprov.go.id, 2023) announced the celebration of Jember Fashion Carnaval (JFC) that won the MURI (Museum of Indonesia Records) record with the number of UMKM rankings is 2.548 UMKM and the second MURI record is there are 268 highlights to complement the appearance of talent throughout the JFC. It shows the gap or inequality between the tourists that visit to the tourist attractiveness above with the attraction of the Kemiri Tourism Village. Based on the difference in number of the tourist that visited, a strategy and programs tourism village development activities are required, which refers to the Law No. 10 of 2009 about Tourism that explains the related industries, destinations, marketing and institutions that exist in Kemiri Tourism Village, Jember District. In determining the strategy of development on Kemiri Tourism Village, it is also necessary to identify the strengths, weaknesses, opportunities and threats related to tourism villages in order to be able to produce an appropriate,

accurate and effective strategy. External factors are also needed in determining strategy and program of tourism development villages. The external factors that use about Politics, Economy, Social, Technology, Environment, and Law (PESTEL) (Fasa, Berliandaldo, and Prasetyo, 2022) that related to Kemiri Tourism Village.

Methods

The research aims to identify the potential and existing conditions in the Kemiri Tourism Village. Further to identify internal and external factors that based on the strengths, weaknesses, opportunities and threats that Kemiri tourism Village has and formulate the main development strategy (Grand Strategy) and Alternative Strategy and programs that be able to implement in the process of development of the Kemiri Tourism Village. To answer the objectives of the research is by identifying internal and external factors through observations, interviews, FGD (Focus Group Discussion) and the questionnaires by the identified informants (Sugiyono, 2014). After these factors are obtained, further analysis is carried out using the data condensation, data presentation, conclusions drawing (Miles, Huberman, and Saldana, 2014), IFAS Matrix (Internal Factor Analysis Summary), the EFAS matrix (External Factors Analysis summary) and the IE (Internal-External) Matrix (David and David, 2016) to obtain the main strategy and the SWOT Matrix (Rangkuti, 2015) to obtain the alternative strategy and program that use to develop the Kemiri Tourism Village.

Discussion and Findings

The development of tourism sector shows a positive trend that can be expected to drive the economic sector. The definition of edutourism (often written as 'edu-tourism' in some publications) used in this article is any type of tourism activity with the main purpose of education, learning, and acquiring knowledge about places, people, processes, cultures, or any

related niche (Alipour, Fatemi, and Malazizi 2020). Edutourism development requires the use of local resources, the unique local wisdom becomes a tourism attraction to improve the community's economy (Lubis, Rohmatillah, and Rahmatina 2020). The potential and existing conditions in Kemiri Tourism Village that refers on The Law No. 10, 2009 about Tourism describes about industry, destination, marketing and institutional tourism. The tourism industry is a group of tourism enterprises that are interrelated in order produce goods and/or services for the satisfaction of the needs of tourists in tourism maintenance. The tourism industry is concerned with the competitiveness of tourism products, tourism partnerships, business credibility, as well as responsibility for the natural and socio-cultural environment. Tourism industries or enterprises include tourist attractions, tourist areas, transportation services, travel services, food and beverage services, accommodation providers, entertainment and recreation activities, meeting, intensive travel, conferences and exhibitions, information services, consultancy services, pre-tourism services, leisure tours and spa.

According to Pitana and Gayatri (2005), the tourism industry has grown rapidly and flourished throughout the countries of the world, thereby giving many positive impacts in various aspects of economic, political, and socio-cultural. Kemiri Tourism Village is one of the tourist areas in Jember district that has potential in the field of tourism and creative industries. The tourist activities that take place in rural areas with a still natural atmosphere are on the slopes of Mount Argopuro with most of its inhabitants occupied as farmers. The village of Kemiri also welcomes the tourists who visit to interact and learn about the life of the community as a farmer such as cultivation, planting, to harvesting. Educational tourism or edutourism activities are also carried out on paddy plants, coffee, to mushrooms. Various such activities are provided on the edutourism package offered by the

Kemiri Tourism Village. Kemiri Tourism Village also offers educational tours in the field of UMKM industry to educate the tourists.

One of these destinations includes attractions or tourist attractions that are also mentioned in the development of tourist destinations. The attractions offered in Kemiri Tourist Village are natural attractions packed with tourist packages like tourists can enjoy the views of Kemiri Tourism Village in the form of agricultural landscapes, cool air due to its location on the high plains. Other attractions offered in Kemiri Tourism Village are education related to UMKM mushroom houses, liquid smoke industry, agrotourism orange gardens, orchid gardens and Jember Coffee Centre (JCC). Jember Coffee Centre (JCC) which is the result of Pokdarwis Kemiri's cooperation with the educational institutions of Pondok Pesantren Al-Hasan. JCC is an educational program facility owned by Pondok Pesantren Al-Hasan which is also used as a training room for coffee entrepreneurs in Jember district. About this cooperation, the JCC was used as a place of coffee for edutourism activities included in the edutourism package of Kemiri Tourism Village. Related to the attractions of Kemiri Tourism Village also provides edutourism packages to support tourism in Kemiri Tourism Village and the packages are used to facility the tourists.

Marketing is a communication activity aimed at influencing the market as a target for the sale of tourist products. The marketing efforts of Pokdawis Village Tourism Kemiri aim to attract the interest of tourists to travel in Kemiri Tourism Village. One of the managers of Pokdarwis Village Travel Kemiri delivered the marketing carried out using social media and internet media. Through the Internet, Kemiri Tourism Village uses a website that is integrated with the Kemenparekraf program, namely, jadesta.kemenparekraft.go.id. It is also that the target of promotion or tourism marketing is temporarily still within the

scope of Jember District. The use of social media platform Instagram as a promotional media is also done as an alternative action to Village Tourism Kemiri in doing promotion of his village. The social media such as Instagram, Facebook or Youtube is effective, inexpensive and easily accessible in relation to the potential and uniqueness of educational tourism by the community or tourists. Kemiri Tourism Village also uses the social media platform Whatsapp to communicate with potential tourists and give about information and service center for the tourists. In line with Irmawati (2011) view of direct marketing, that is, marketing communications involving the use of telephone, internet or other means to communicate directly with potential tourists. In addition to being used to communicate, WhatsApp is also used as a travel package booking mode for the tourists who want to do pre-booking system and visit Kemiri Tourism Village. Tourists are not taking a tour package recorded and prepared as a facility that will be obtained by tourists later. However, there are other findings from are explaining the lack of marketing and promotion strategies carried out by Kemiri Tourism Village, so that the potential of Kemiri tourism village is not much known by the community of Jember District or outside the area. This is proved by the survey that they have done to as many as 100 respondents from different regions, getting the result that 80% of respondents do not know the tourist destination in Kemiri Tourism Village. At the same time 88% of respondents intend to visit Kemiri Tourism Village if they know about the destination or attraction in Kemiri Village.

Human resources have become one of the main focuses in the development of Kemiri Tourism Village. Development of tourist destinations is accompanied by development of human resources. In improving the quality of human resources have been carried out by training, socialization and implementation of support both in relation to the process of institutional

management as well as related process of services to tourists. Development of tourism products became the main task of managers, including Pokdarwis Village Tourism Kemiri. The development of tourism products is also included in the comprehensive services obtained by tourists who visit the Kemiri Tourism Village. Development of this educational tourism product has the aim of developing tourist products that can provide services more than just meet the expectations of visiting tourists.

Efforts to develop the Kemiri Tourism Village have been made but the results received are still not in line with expectations. Of some of these efforts, according to the Chief of the Pokdarwis Kemiri Tourism Village only 40% run while others have programs that are running, and some do not. This is because the knowledge related to the management or management of the tourist village is still lacking and the people are still completely unconscious about the existence of tourist villages that can provide benefits when it can be managed to the maximum. This is in line with Frasawi (2018) research which states that the development of tourism village efforts is still not in accordance with what is expected, it is due to the lack of awareness of managers and the public in tourism development village and the low knowledge of the managers of the community in tourism management.

The Grand Strategy is carried out through the IFAS, EFAS and IE Matrix Analysis, considering the degradation results obtained from the identification of internal and external factors. The first step in determining the main strategy of development of Kemiri Tourism Village is by performing the technique of analysis of the IFAS Matrix and finding the Total Score of Internal Factors. The second stage in defining the development strategy of the Kemiri tourism village is by conducting the analysis technique of the EFAS matrix and find the total scores of internal factors. Then perform the IE Matrix Analysis by combining the results of Total

Scores from Internal factors and External factors. Results of the Matrix analysis of IFAS, EFAS and IE as well as the main strategies that can be applied in the development of the Kemiri Tourism Village. The Internal Factors and IFAS Matriks Kemiri Tourism Village on Figure 1, below:

Figure 1. Internal Factors and IFAS Matriks

No.	Internal Factors	Weight	Rating	Score
Strengths				
1	Partnership with Educational Institution	0,079	3	0,237
2	Kemiri Tourism Village has many UMKMs	0,077	3	0,231
3	Kemiri Tourism Village has many edutourism packages	0,086	4	0,344
4	One-stop edutainment	0,079	3	0,237
5	Offline marketing or promotion	0,075	3	0,225
6	Managed by Kemiri Tourism Village's human resources	0,084	4	0,336
7	Kemiri Tourism Village has social capital and community participation	0,091	4	0,364
Weaknesses				
8	Kemiri Tourism Village has few tourism enterprises or industries	0,056	2	0,112
9	Kemiri Tourism Village has few support facilities	0,051	2	0,102
10	Kemiri Tourism Village has limited funding to develop	0,037	2	0,074
11	The access to Kemiri Village Tourism is still not easily accessible	0,042	2	0,084

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12	Uncertain open and close hours tourism activities	0,037	2	0,074
13	Few documentations and information about Kemiri Tourism Village	0,037	2	0,074
14	Discontinued marketing or promotion about Kemiri Tourism Village	0,039	2	0,078
15	Unscheduled services in tourism activities	0,032	1	0,032
16	Lack of socialization and training about tourism	0,046	2	0,092
17	Regulation and operational mechanisms are still unclear	0,042	2	0,084
Total		1,0		2,780

(Resource: Researcher, 2024)

The IFAS Matrix Analysis shows that the main strength of the Kemiri Tourism Village is 'Kemiri Tourism Village has social capital and community participation' and obtain score 0.364. It is in line with the findings of research conducted by Nisa, Ani and Hartanto (2023) which stated that community participation in decision-making gets a good value in it's result and community involvement in implementation is reflected in energy contributions and dissemination of information are described well.

Furthermore, some weaknesses have the same score where the shortcomings that the Kemiri Tourism Village has are related to the 'Kemiri Tourism Village has limited funding to develop ', 'uncertain open and close hours tourism activities ', and 'few documentations and information about Kemiri Tourism Village ' by obtaining a score 0.074. In connection with the funding has been communicated by the Chief of the Pokdarwis Village Kemiri that funding in the management of the Kemiri Tourism Village is

still limited and only obtained from the Head of the Village and the members of Pokdarwis allowance. The 'uncertain open and close hours tourism activities' also become a weakness because information access related to Kemiri Tourist Village is unclear. It can be shown, for example, through information on Google that describes Kemiri Tourism Village has been temporarily closed and it's relevant with the article was made by Salsabila et al. (2023) describes about Kemiri Tourism Village was previously busy and it became uncoordinated due to the unclear organizational structure.

Regarding the 'few documentations and information about Kemiri Tourism Village', it is also in line with the article of Riski Ramadani et al. (2022) which states that there is still no documentation information of the tourist attraction which causes many people to wonder about tourist attractions available in the location. The total score of the internal factor is 2.780. This indicates that the score obtained by Kemiri Tourism Village is above the average, which indicates the ability of Kemiri tourism Village to use its strengths and minimize its weaknesses has been done well and effectively.

Furthermore, an EFAS Matrix Analysis (External Factor Evaluation) is carried out with external factors consisting of political, economic, social, technological, environmental and law factors relating to the existing conditions of the Kemiri Tourism Village. Like the IFAS Matrix, the calculation of the EFAS Matrix in this study is performed to determine the weight, rating, and score of each external factor found in the kemiri tourism village. Total score found on EFAS Matrix Analysis used on IE Matrix Analysis to get the Grand Strategy to develop the Kemiri Tourism Village. The External Factors and EFAS Matrixes Kemiri Tourism Village in Figure 2, below:

Figure 2. External Factors and EFAS Matriks

No.	External Factors	Weight	Rating	Score
Opportunities				
1	Kemiri Tourism Village gets support from external actors	0,066	3	0,198
2	Tourism and creative industries that is growth and in demand	0,064	3	0,192
3	Open the employment opportunities around tourist attractions	0,075	4	0,300
4	Strengthening the community relationship	0,066	3	0,198
5	Development of technology and information	0,070	3	0,210
6	The technology facilitates the promotion of Kemiri Tourism Village	0,072	4	0,288
7	Easily access the information about Kemiri Tourism Village	0,068	3	0,204
8	Increase the awareness about environmental activities	0,066	3	0,198
9	Increase the practice of ecofriendly activities	0,060	3	0,180
10	Tourism Strategic Plan 2021-2026 Jember Regency	0,070	3	0,210
Threats				
11	Increase the competitiveness between Tourism Village	0,047	2	0,094
12	Creating economic gaps between community in Kemiri Tourism Village	0,050	2	0,100
13	Decrease the value and local wisdom in Kemiri Tourism Village	0,029	1	0,029

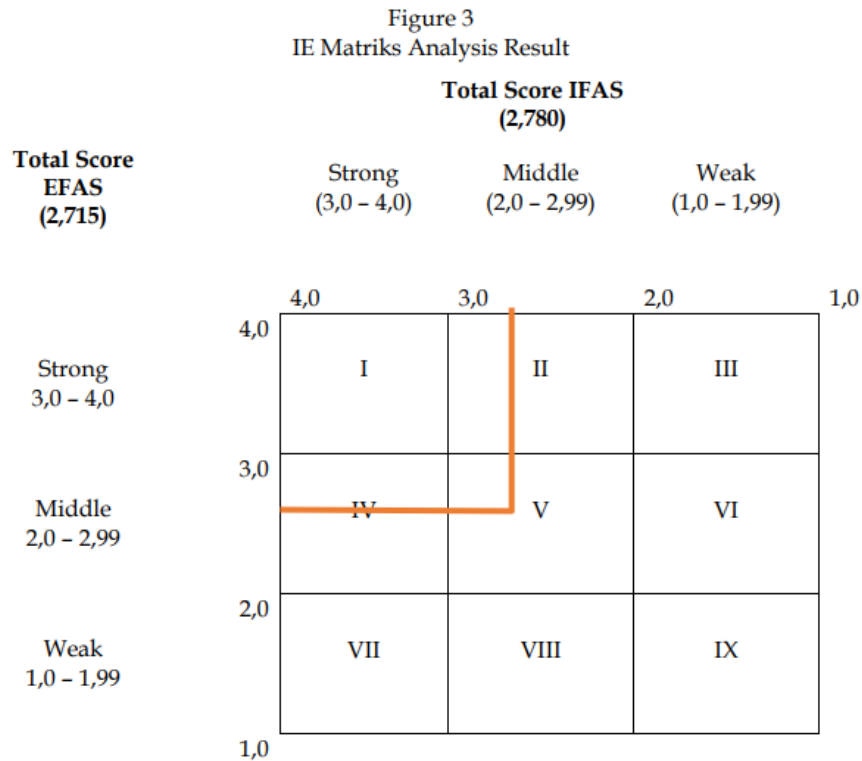
14	Deviation in tourist behavior towards social norms of community	0,039	2	0,078
15	Unprepared community about technology and digitalization	0,047	2	0,094
16	Too many social media applications	0,041	2	0,082
17	Decrease the quality of environment and natural disaster	0,031	1	0,031
18	Conversion of agricultural land for tourism needs	0,029	1	0,029
Total		1,0		2,715

(Resource: Researcher, 2024)

According to the EFAS Matrix, the main opportunity in the development of Kemiri Tourism Village is to 'open the employment opportunities around tourist attractions' with an acquisition score of 0.300. The next opportunity that Kemiri tourism Village has is 'the technology facilitates the promotion of Kemiri Tourism Village' with the acquisition of a score of 0,288. Whereas the threat that exists in Kemiri Tourism Village are a 'Decrease the value and local wisdom in Kemiri Tourism Village' and 'conversion of agricultural land for tourism needs' has the same score are 0.029. about the 'Decrease the value and local wisdom in Kemiri Tourism Village' is similar with the statement of (Lubis, Rohmatillah, and Rahmatina 2020) that tell Tourism Village Development does not only develop an area into a new tourist destination, but also has a negative impact, an alteration in local identity. But, in another point of view by (Pavlić, Portolan, and Puh 2015) talk about the tourism development has significant effects on positive social impacts of tourism and can affect the quality of life and support of tourism development. The total score of the external factor is 2.715. It shows that the scores that have been obtained by Kemiri Tourism Village are above the average

score which shows that Kemiri Tourism Village that enable to take advantage of the opportunities and minimize threats has been done well and effectively.

The results of the IE (Internal-External) Matrix Analysis are carried out to formulate the Main Strategy (Grand Strategy) to Kemiri Tourism Village development by combining between the total score of the IFAS (Internal Factor Analysis Summary) Matrix is 2.780 and the total score of the EFAS (External Factor Analysis Summary) Matrix is 2.715. IE Matrix Analysis Result on Figure 3, below:



(Source: Researcher, 2024)

The results of the mapping on the IE Matrix of Kemiri Village Tourism in Figure 1, show that the position of Kemiri

Tourism Village is on the V Cell. According to (Bisnis et al. 2021) that the division of the V Cell is Hold and Maintain. It means the main strategy to develop Kemiri Tourism Village leads to 1) Market Penetration and 2) Product Development.

1. The market penetration strategy is a strategy to strengthen the Kemiri Tourism Village's position in a business environment by increasing loyalty to customers in the existing market segment for the products offered. It is to establish good relationship with the tourist or customer and to make market penetration efforts to increase promotion on a large scale by collaborating with local artists, celebgrams, celebtiktoks or influencers to reach certain segments (Putri et al., 2021). Kemiri Tourism Village is enabled to request services from social media account users that are already well known in Jember Regency about introducing and promoting the Kemiri Tourism Village's products. The development on tourism village be able enrich, innovate and optimize the structure of tourism products, adapt to the personalized tourism development, as well as help meet the diverse needs of tourists, open the potential tourist market, and develop new incremental points of the tourism economy (Zhang 2012).
2. Product development is a part of the activities in creating relationships with the tourists or customers based on product characteristics. According to Tjiptono (2014), product development is a strategy for original, enhanced, modified, and new brand products. Product development be able to creat competitiveness and uniqueness to make different and compared to other products (Nugraha and Wahid 2018). In product development, it is also necessary to pay attention to element product materials based on local culture and environmentally friendly to be oriented towards sustainable tourism (Yanti Sandra Dewi et al. 2023).

The development of tourist villages will be able to optimize the potential of existing villages with supporting resources, strong institutions, accompanied by strengthening partnerships and networks (Arintoko et al. 2020). Based on the results of the SWOT Matrix Analysis, the tourism village development strategy must consider the score ranking of the importance of each factor as carried out in research. The results of this multiplication reflect the interaction between the Strength-Opportunity (SO), Weakness-Opportunity (WO), Strength-Threat (ST) and Weakness-Threat (WT) factors. Furthermore, the results of this interaction can be used as a basis for determining the alternative strategy with the programs to develop Kemiri Tourism Village.

1. Strategi SO and Programs

The focus of strategy based on Strengths and Opportunities becomes the focus of the first strategy. The implementations of the focus of the strength and opportunity strategy based on the results of the SWOT analysis with the programs to develop Kemiri Tourism Village are as follows:

- a. Strengthening relationships between stakeholders
The programs to strengthen relationship between stakeholders are creating the discussion forum and build a relation with stakeholder continuously.
- b. Increasing the variety of edutourism product and UMKM based on unique local potential
The programs to increase the variety of edutourism and UMKM products are giving education and training to administrators and UMKM actors. Another program is making communication forums for administrators and UMKM actors.
- c. Improve the marketing strategy on edutourism and UMKM product
The programs to improve the marketing strategy on edutourism and UMKM products are increasing internet

and digital technology and building partnerships with local influencers and communities in Jember Regency.

2. Strategy WO and Programs

The focus of the strategy based on Weaknesses and Opportunities becomes the focus of the second strategy. The implementations of the focus of the Weaknesses-Opportunities strategy based on the results of the SWOT analysis are as follows:

- a. Increase the entrepreneurial spirit of the community in Kemiri Tourism Village

The programs to increase the entrepreneurship of the community are organizing workshops about entrepreneurship on tourism and creative industries and creating discussion forum for UMKM Kemiri Village.

- b. Increase the access and supporting facilities development in Kemiri Tourism Village

The programs to increase the access and supporting facilities development are repairing the road, adding the signs to go Kemiri Tourism Village and adding the supporting facilities, the examples are toilet, restaurant, souvenir shop, and information center.

- c. Build a marketing networks with stakeholder that focus on tourism and creative industries sectors

The programs to build marketing networks with stakeholders are building relationships and partnership with the community and social media influencers and building cooperation with accommodation actor (business) and travel agent.

- d. Create regulations to implement sustainable tourism

The programs to create regulations to implement sustainable tourism are making regulations based on Tourism Strategic Plan 2021-2026 Jember Regency and making regulations about dos and don'ts for tourism activities in Kemiri Tourism Village.

3. Strategi ST and Programs

Based on the analysis of the results of the Strengths and Threats item scores, the focus of the strength-threat strategy becomes the third strategy focus. The implementations of this strategy focus include:

- a. Create the unique, valuable and different attraction products

The programs to create unique, valuable and different attractive products are packaging creatively and interestingly the edutourism and UMKM products and following related popular products and markets.

- b. Increase knowledge and management based on technology and digital

The programs to increase knowledge and management based on technology and digital are joining the workshop about digital technology and joining the education about Digital Tourism in Kemiri Village.

- c. Increase the education related to environmental conservation

The programs to increase the education related to environmental conservation are providing information boards about environment and socializing environmental conservation to communities and the tourists.

4. Strategi WT dan Programs

The focus of the Weaknesses-Threats strategy becomes the fourth strategy focus on the development of Kemiri Tourism

Village in Jember Regency. The implementations of the focus of the strategy are as follows:

- a. Increase the capacity and capability of human resources on the tourism and creative industries

The programs to increase the capacity and capability of human resources on the tourism and creative industries are joining the workshop that focuses on tourism and creative industries and joining the workshop about edutourism and UMKM product development.

- b. Increase public awareness about sustainable tourism

The programs to increase public awareness about sustainable tourism are making social media contents about sustainable tourism in Kemiri Tourism Village and socialize to community about sustainable tourism in Kemiri Village.

- c. Improve the provision of information for public and the tourists

The programs to improve the provision of information for the public and tourists are building information boards on strategic places around Kemiri Tourism Village and providing digital contents that are easy to access and forward by community and tourists.

Conclusion

Internal Factors describe about the strength and weakness that based on the Law No. 10 of 2009 about Tourism consists of industry, destination, marketing, and institutional In Kemiri Tourism Village. Eksternal Factors describe the opportunity and threat from politics, economy, social, technology, environment and law that found in Kemiri Tourism Village. The weight, rating and score in Internal and External Factors is formulated to determine the development strategy based on IE Matrix and SWOT Matrix Analysis. Development strategies have been found through Internal and External Factors, IE and SWOT Matrix

Analysis in Kemiri Tourism Village. Based on IE Matriks Analysis Result, it shows total score 2,780 on IFAS and 2,215 on EFAS and refers to V Cell. It shows Kemiri Tourism Village be able to use market penetration and product development strategy to develop the potential. Based on SWOT Matrix Analysis, 13 alternative strategies be able to implement to develop and each strategy has programs to support the development strategy in Kemiri Tourism Village, Jember Regency.

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