



Community-Based and Sustainable Development Strategy for Toyomarto Tourism Village, Malang Regency

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ABSTRACT

Toyomarto Tourism Village, a developing tourism destination with untapped potential, requires the right strategy to optimize its assets. This study aims to analyze internal and external factors and identify suitable strategies for community-based and sustainable development. The VRIO framework (Valuable, Rare, Inimitable, Organized) is used to assess internal factors, while external factors are analyzed using the PESTEL framework (Political, Economic, Social, Technological, Environmental, Legal). A mixed-method approach involving interviews and questionnaires was applied. The Meta-SWOT analysis indicates that the SO (Strength-Opportunity) strategy is most appropriate, utilizing existing strengths to capitalize on opportunities. Strategies include collaborating with the government and academia to promote the Grama Tirta tradition and partnering with plantation and livestock sectors to develop agrotourism.

INTRODUCTION

In the 2024 Indonesian Tourism Village Awards (ADWI), East Java province submitted 71 tourism villages, six of which are situated in Malang Regency. Although several communities possess well-developed tourism facilities, others, like Toyomarto Village, are still in the nascent phases of development. Notwithstanding its pioneering status, Toyomarto successfully attained a spot in the ADWI Top 300, due to its unique natural settings and abundant historical resources. These attributes highlight the village's unexploited capacity for tourism expansion. Nonetheless, Toyomarto encounters significant problems, especially regarding inadequate tourism infrastructure and restricted managerial capabilities for sustainable long-term development (Ministry of Tourism and Creative Economy of the Republic of Indonesia [MoTCE], 2024).

Under the present circumstances, it is imperative to formulate a strategy plan grounded in the principles of Community-Based Tourism (CBT). CBT fosters active community involvement in tourist development, ensuring that local citizens reap economic, social, and cultural benefits. This method not only fosters equitable growth but also enhances the sustainability of tourism ventures. According to Murphy (1985, as referenced in Mualissin, 2007), effective CBT necessitates the involvement of the community in the planning, management, and decision-making processes pertaining to tourism. Recent studies have corroborated this viewpoint, emphasizing that community empowerment and collective ownership are essential for attaining sustainable success in tourist development (Giampiccoli & Mtapuri, 2020; Salazar, 2012).

Sustainable tourism development must extend beyond providing economic advantages to local people; it should also emphasize environmental conservation. Attaining equilibrium among these aims is crucial for sustained existence. In this setting, it is essential to establish context-specific and environmentally sustainable development methods for communities such as Toyomarto. These measures can ensure that tourist activities enhance community well-being while safeguarding the natural ecosystems that underpin the village's tourism attractiveness. Recent studies highlight that incorporating environmental stewardship into tourist planning improves sustainability and resilience, especially in rural or developing areas (UNWTO, 2022; Scheyvens & Biddulph, 2018).

LITERATURE REVIEW

Community-Based Tourism (CBT)

Community-Based Tourism (CBT) has emerged as a vital strategy for fostering inclusive and sustainable tourism growth, especially in rural and poor areas. Community-Based tourist (CBT) prioritizes local communities in tourist planning and execution, guaranteeing their involvement in decision-making and equitable distribution of the economic, social, and cultural advantages derived from tourism operations. This participative methodology promotes local ownership, reinforces cultural identity, and improves the sustainability of tourism initiatives. Recent study highlights that effective implementation of CBT can substantially aid in poverty alleviation, environmental conservation, and

community empowerment (Giampiccoli & Mtapuri, 2020; Manyara & Jones, 2021). Villages such as Toyomarto, now in the nascent phases of tourism development, can strategically embrace a Community-Based Tourism (CBT) framework to facilitate inclusive growth and ensure long-term sustainability.

Sustainable Tourism Development

Sustainable tourism development is a strategic approach that harmonize the economic, socio-cultural and environmental aspects to guarantee long-term sustainability. It aims to satisfy the requirements of current tourists and host communities without compromising future generations. This methodology underscores prudent resource management, cultural conservation, and inclusive community participation.

As global tourism increases, the implementation of sustainability principles is crucial to reduce environmental impacts and promote social equity. Research also emphasizes the importance of linking tourism development to the Sustainable Development Goals (SDGs), especially in building resilience in rural areas and vulnerable ecosystems (UNWTO, 2022; Gössling & Hall, 2021). In rising locations such as Toyomarto, incorporating sustainability principles into tourism planning may ensure that tourism development positively impacts local livelihoods while safeguarding natural and cultural resources.

Development strategies are essential for improving tourist satisfaction and function as useful tools for identifying and maximizing the tourism potential of a particular region. Hendrick (2022) emphasizes that a well-thought-out strategy can increase local income and community involvement. The SWOT-based approach has also proven effective, as in the research of Asmara Wildani (2024) and Urai Okta who placed tourism strategies in Quadrant I (aggressive strategy) and Quadrant II (diversification), with a focus on digital promotion, events, infrastructure, and human resource development. These methodologies underscore the significance of cohesive strategic planning to foster sustainable tourist advancement and community development.

However, Fatra Nugraha, Setiawan, and Noor (2022) stated that challenges such as limited access to information, irrigation, and infrastructure still hamper sustainable tourism development. The research delineates five pivotal strategic factors that affect the efficacy of community-based village development: a robust tradition of mutual cooperation (gotong royong), community dependence on governmental and external support for agricultural endeavors, the participation of private investment, the availability of suitable technology, and the onset of internal conflicts instigated by external interventions. Therefore, strengthening infrastructure and community involvement, one of which is through CBT, is the key to the success of sustainable tourism development.

METHODOLOGY

This study uses a mixed-methods approach by combining qualitative and quantitative data to understand the development of Toyomarto Tourism Village as a whole. Qualitative data were obtained through in-depth interviews, observations, and literature studies, while quantitative data were collected

through standardized questionnaires to assess stakeholders' perceptions and strategies. Primary data collection was conducted through interviews, questionnaire distribution, and field documentation. Eleven informants were involved through purposive, quota, and snowball sampling techniques (Sugiyono, 2013), consisting of local residents, POKDARWIS, local government, business actors, academics, and influencers, with the main focus on active community and POKDARWIS participation. Secondary data were obtained from scientific journals, government archives, and other relevant sources (Kurniawan & Puspitaningtyas, 2016).

The analysis was conducted using the Meta SWOT and Resource-Based View (RBV) approaches. Internal variables are indicated using the VRIO dimension (Barney, 1991), while external variables are indicated using the PESTEL framework (Kotler & Keller, 2016; Porter, 2008; Sinulingga, 2021). A total of 17 indicators are used to identify the strengths, weaknesses, opportunities, and threats faced by the village. The results are arranged in the IFAS and EFAS matrices, then mapped in the Internal-External Matrix to determine the strategic position. The SWOT matrix is then used to formulate SO, ST, WO, and WT strategies to produce sustainable and evidence-based solutions (Rangkuti, 2017).

RESEARCH RESULTS AND DISCUSSION

The analytical framework comprised multiple steps. The Meta SWOT analysis was employed to assess Toyomarto's strategic position by identifying internal and external elements. The internal study utilized the Resource-Based View paradigm, whereas the external analysis was informed by the PESTEL framework. An Internal Factor Analysis Summary (IFAS) matrix was created to assess internal strengths and weaknesses, with indicators assigned weights and ratings, leading to score calculations. An External Factor Analysis Summary (EFAS) matrix was utilized to evaluate external opportunities and dangers, informed by stakeholder feedback (Rangkuti, 2017).

The outcomes of the IFAS and EFAS were subsequently represented in the Internal-External (IE) matrix, a strategic planning instrument that classifies enterprises into growth, stability, or retrenchment zones based on their internal and external circumstances. This phase offered a visual depiction of Toyomarto's strategic position. A SWOT matrix was developed to produce four strategic alternatives: SO strategies that leverage strengths to exploit opportunities; ST strategies that employ strengths to mitigate threats; WO strategies that rectify weaknesses by seizing opportunities; and WT strategies that reduce both weaknesses and threats. The integration of these methodologies facilitates the development of evidence-based, sustainable solutions specifically designed for the context of Toyomarto Tourism Village.

Table 1. Toyomarto Tourism Village IFAS Analysis

Item	Weight	Rating	Skor
<i>Strength</i>			
X1	0,15	3,91	0,58
X2	0,15	4,00	0,61
X3	0,13	3,36	0,43
X4	0,15	3,82	0,56
<i>Strength Total Score</i>			2,18
<i>Weakness</i>			
X5	0,11	3,00	0,34
X6	0,08	2,00	0,15
X7	0,10	2,55	0,25
X8	0,14	3,55	0,48
<i>Weakness Total Score</i>			1,22
IFAS Total Score			3,41

Source: Research data processed by the author (2025)

Table 2. Toyomarto Tourism Village EFAS Analysis

Item	Weight	Rating	Score
<i>Opportunity</i>			
X9	0,13	3,27	0,42
X10	0,13	3,27	0,42
X11	0,14	3,64	0,52
X12	0,12	3,00	0,36
X13	0,14	3,64	0,52
<i>Opportunity Total Score</i>			2,25
<i>Threat</i>			
X14	0,11	2,73	0,29
X15	0,07	1,73	0,12
X16	0,09	2,27	0,20
X17	0,07	1,73	0,12
<i>Threat Total Score</i>			0,73
EFAS Total Score			2,98

Source: Research data processed by the author (2025)

Based on the results of the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) analysis, Toyomarto Tourism Village is in Quadrant I of the SWOT matrix. This position indicates that the village has strong internal strengths and great external opportunities, so that the Strength-Opportunity (SO) strategy is the most appropriate approach to implement. This strategy aims to utilize the village's superior potential to achieve external opportunities available in supporting sustainable tourism development. This appropriate development strategy and policy direction are expected to explore

tourism potential while increasing community participation and can contribute to increasing regional income through an approach based on data and field conditions (Fredrick Hendrick, 2022).

The SO strategy in the context of Toyomarto includes several main steps. One of them is establishing partnerships with the government and educational institutions to elevate the Grama Tirta tradition into an annual cultural agenda that is well-organized and supported by effective promotion. In addition, collaboration between villages and business actors in the plantation and livestock sectors is also important to strengthen agrotourism development and increase accessibility. Another strategy is to compile experience-based tour packages, which involve tourists in the production process of MSMEs such as local crafts and cuisine. This approach provides added value in the form of direct interaction and strengthens the community economy (Rangkuti, 2017).

The application of this SO strategy is also reinforced by the findings of Mario Barreto (2016), who stated that the right development strategy allows a destination to diversify tourist attractions and modify the system to make tourist trips easier and more attractive for tourists. In this case, Toyomarto not only strengthens local identity through cultural events, but also seeks to expand the types of attractions and improve tourist comfort through cross-sector collaboration. This diversification is important in creating a diverse tourism experience while increasing the competitiveness of the destination.

In line with this, the study by Urai Okta and Asmara Wildani (2024) also implemented the SO strategy in order to increase the attractiveness of the destination through promotion, development of supporting facilities, and strengthening human resource capacity. These three aspects have been proven to be able to increase the number of tourist visits and strengthen the sustainability of the destination from a social, economic, and institutional perspective. Referring to these findings, it can be concluded that the SO strategy is the right approach to develop the Toyomarto Tourism Village comprehensively and sustainably, by emphasizing collaboration, community participation, and innovation in managing local potential.

CONCLUSION AND RECOMMENDATIONS

The evaluation of the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) substantiates that the optimal strategy for the advancement of Toyomarto Tourism Village is the Strength-Opportunity (SO) approach. This strategy utilizes the village's inherent strengths to exploit external chances for sustainable development. The primary strategic initiatives of this strategy aim to optimize the village's distinctive characteristics and cultivate relationships to augment tourist potential.

The initial strategic action entails engaging with government entities and academic institutions to professionalize and elevate the promotion of the Grama Tirta event. This collaboration seeks to enhance the event's prominence, guaranteeing meticulous organization and efficient marketing to draw a wider audience, thus reinforcing its status as a significant cultural destination in Toyomarto Tourism Village.

The second strategic action is to connect the local community with the agro sector. This position promotes collaboration and coordination to create integrated agrotourism experiences that merge agricultural activities with tourism. By cultivating collaborations with plantation and livestock enterprises, the village can provide tourists with a more immersive and authentic experience, thereby augmenting the allure and sustainability of Toyomarto's tourism offers.

The third strategic action highlights the development of tourism packages that actively engage local micro, small, and medium companies (MSMEs). These packages aim to provide tourists with practical experiences in the manufacture of local commodities, including traditional crafts and gourmet items. By directly interacting with MSMEs, tourists enhance their understanding of the village's cultural and economic dynamics, while simultaneously bolstering the local economy and fostering community-based business.

Recommendations

To support sustainable development, several strategic recommendations need to be implemented in Toyomarto Tourism Village. First, it is important to strengthen partnerships with plantation and livestock managers to develop agrotourism initiatives that are mutually beneficial for all stakeholders. This collaboration can create an authentic tourism experience while strengthening the relationship between the agriculture and tourism sectors. In addition, increasing public awareness and training on the economic benefits of providing homestays also needs to be intensified. With increasing community understanding and skills, participation in the development of community-based tourism accommodation is expected to expand.

Furthermore, the use of digital channels for promotion and marketing must be increased so that the reach of information about Toyomarto's tourism potential is wider and attracts more tourists. On the other hand, environmental sustainability practices need to be integrated comprehensively into tourism management. This includes good waste management, implementation of conservation programs, and the application of environmentally friendly ecotourism concepts. By combining digital promotion strategies and sustainability principles, tourism development in Toyomarto will be in line with long-term ecological and social welfare.

FURTHER STUDY

This study, like many academic inquiries, is constrained by certain restrictions. A notable limitation is its restricted reach, as the study concentrates just on Toyomarto Tourism Village. This enables a thorough analysis but restricts the applicability of the findings to other tourism villages or regions with varying settings. Future research should employ a comparison methodology by analyzing several tourism villages to obtain a more thorough understanding of the dynamics of community-based and sustainable tourism development. Furthermore, future research might examine the sustained efficacy of Strength-Opportunity (SO) tactics, the extent of community involvement over time, and the impact of digital technologies on improving rural tourist governance and

promotion. Such extensions would enhance the existing comprehension and provide more substantial policy consequences.

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