TOURISM VILLAGE DEVELOPMENT STRATEGY IN PATI REGENCY: OPTIMIZING COLLABORATION AND DESTINATION MANAGEMENT NETWORKS

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Abstract

Pati Regency, as part of the integrated tourism area of *Pakudjembara*, has untapped tourism potential, including the Gunungsari Pine Forest, which offers beautiful scenery and cool air in the Muria mount ains, and was inaugurated as a Tourist Village on December 2, 2017. However, a lack of networking and cooperation between the government and village tourism managers is impeding the development of tourism in this area, which has a negative impact on visitor attraction. This study emphasizes the importance of collaboration between managers, the government, the community, and the private sector to enhance the quality, innovation, and competitiveness of tourist destinations in support of sustainable and competitive tourism development. The research sample includes village tourism managers, Tourism Awareness Groups (Pokdarwis), MSMEs in the tourism value chain, as well as village and Pati Regency governments, with the leading sector being the Pati Regency Tourism and Culture Office. The local community and visitors are also part of the research sample. Data collection techniques include questionnaires, in-depth interviews, field observations, and document studies from government reports. The data was analyzed using the Quantitative Strategic Planning Matrix (QSPM) to assess the relative attractiveness of various development strategies based on internal and external factors. The outcome of this research is the formulation of strategies to enhance the development of the Gunungsari Pine Forest Tourist Village through collaboration and networking involving various stakeholders.

Keywords: Collaboration; networking; strategic planning
JEL Code: D13, I31, J22, K31

INTRODUCTION

Pati Regency is one of the regencies included in the integrated tourism development plan of Pakudjembara (Pati, Kudus, Demak, Jepara, Rembang, Blora). This policy is considered very strategic for Pati Regency in efforts to develop tourism potential that has not been maximally managed. One of the tourist destinations currently trending in Pati Regency is the Gunungsari Pine Forest. Located on the slopes of the Muria Mountains, specifically in Dukuh Pangonan, Gunungsari Village, Tlogowungu District, the Pangonan Pine Forest offers beautiful natural scenery and a serene atmosphere. Previously, the Gunungsari Pine Forest was only visited by local residents. However, after being well managed, this area was officially designated as a Tourist Village on December 2, 2017. The management of this tourism site is under the Gunungsari Pangonan Village-Owned Enterprise (BUMDes). With an entrance fee of IDR 5,000 per person, the funds collected are used for the management and maintenance of the tourist site.

Although Pati Regency has many tourist villages, the involvement between the management of these villages and the local government is still lacking. This has resulted in a low appeal of the tourist villages to the public, which impacts the low number of visitors. This phenomenon highlights the importance of effective development strategies for tourist villages through collaboration and networking between the management and various stakeholders. Alternative tourism is currently becoming a trend among travelers (Stanciu, Popescu, and Stanciu 2023). This tourism initiative promotes the concept of interaction between nature, culture, and the local community. One type of alternative tourism that is currently being developed and promoted is rural tourism. Tourist villages are becoming a global trend, offering visitors a more unique and fresh vacation experience, as well as highlighting the importance of tourism in the national economy (Ştefan Tudor 2024).

The establishment of tourist villages has become a priority for the Ministry of Tourism and Creative Economy (Kemenparekraf/Baparekraf) because these villages have significant potential to contribute to national revenue. Indonesia, with its 74,000 villages, offers vast opportunities for developing tourist villages as a sector of tourism and creative economy, supported by local

wisdom in each village that adds value for visiting tourists. Additionally, the absorption of labor in tourist villages contributes significantly to addressing unemployment issues. If this large potential can be harnessed in Indonesia, tourist villages could provide a solution to employment challenges in the country. Central Java also has great potential for developing tourist villages. The region boasts 818 tourist villages divided into three categories: 409 classified as traditional tourist villages, 375 developing tourist villages, and 34 advanced tourist villages (Central Java Tourism and Youth Sports Office, 2023). This data indicates that the development of tourist villages in Central Java still requires ongoing support to elevate existing tourist villages to advanced status. The management of tourist villages is an integral part of sustainable tourism development programs.

The phenomenon of weak collaboration and networking in tourism is an issue frequently encountered by many tourist destinations (Palazzo et al. 2021), including Pati. One of the main causes of weak collaboration is the lack of communication and coordination among various stakeholders (Wardhani et al. 2022). For example, there is often a lack of synchronization between government policies, the needs of the tourism industry, and the aspirations of the local community. This can lead to overlapping programs, inefficient resource allocation, and misdirected infrastructure development.

In addition, the lack of trust and willingness to collaborate also serves as a major obstacle (Cehan, Eva, and Iaţu 2021). Many stakeholders in the tourism industry tend to focus more on their own individual or group interests rather than considering the long-term benefits of mutually beneficial collaboration. This results in low participation in collaborative programs and a lack of support for joint initiatives. Another phenomenon that exacerbates weak collaboration is limited access to information and technology (Buhalis 2019). Many tourist destinations lack adequate access to information technology, which is essential for connecting various stakeholders and facilitating information exchange. Without sufficient technological support, it is challenging for tourist destinations to keep up with trends and innovations that could enhance their competitiveness.

The result of weak collaboration and networking is the low quality of the tourist experience (Sfandla and Björk 2013), the lack of innovation in tourism products (Wehrli et al. 2017), And the

lack of effective promotion (Palazzo et al. 2021). This not only hampers tourism growth but also reduces the potential economic benefits that local communities could gain. Therefore, strengthening collaboration and networking in tourism is crucial to ensure the sustainable and competitive development of destinations. Based on the background of the aforementioned phenomenon, this study investigates strategies for developing tourist villages in Pati Regency through collaboration and networking among the management of these villages.

LITERATURE REVIEW

Collaboration and networking

Collaboration and networking in tourism are crucial strategies for the sustainable and competitive development of tourist destinations (Mei, Lerfald, and Bråtå 2017). This collaboration involves various stakeholders such as the government, tourism managers, local communities, the private sector, and educational institutions working together to plan, develop, and promote tourist destinations (Cehan et al. 2021). Through collaboration, various parties can share resources, knowledge, and experiences to create more appealing and high-quality tourism products (Santoso and Cahyani 2022). Networking also plays a vital role in expanding the promotional and marketing reach of tourist destinations (Ramayah, Lee, and In 2011). By building a strong network, tourist destinations can be more easily accessed by a broader market, both domestic and international. Additionally, through networking, tourism managers can stay updated on the latest trends and innovations in the tourism industry, which in turn can enhance the competitiveness of the destination (Wardhani, Purnomo, and Pratiwi 2023). This collaboration can also create positive synergy in addressing environmental, social, and economic issues, ensuring that tourism development is not only economically beneficial but also sustainable and advantageous for local communities (Palazzo et al. 2021).

Networking currently distributes knowledge that is formalized through various channels and in various formats, but lacks strategies to ensure that the target groups are suitable (Valeri 2016). As a main weakness of electronic communication related to distribution, this article attempts to

identify that low social proximity tends to increase barriers to knowledge sharing (Mei et al. 2017). Sharing knowledge can help members by addressing areas of weakness and assisting in the selection of appropriate content for the appropriate target group in the appropriate format (Wardhani and Widodo 2020).

According to recent research, experts and expertise can more easily search, socialize, reach out, and broaden their horizons when using online platforms like Twitter, blogs, or social networking sites like LinkedIn. This makes them useful for sharing knowledge both inside and across organizations (Wardhani, Purnomo, Pratiwi, et al. 2023). The speed of identifying relevant knowledge for (some or all) network members poses a significant challenge for organizations. Therefore, networks must recognize potential target groups as well as subgroups responsible for enhancing observation (Pratiwi and Hartono 2019).

Previous research examining adaptive complex systems has shown that collaborative structures play a crucial role (Ammirato S, Felicetti, and Della Gala 2015; Cehan et al. 2021; Marasco et al. 2018; Santoso and Cahyani 2022; Sentanu et al. 2023; Sigala 2017; Wardhani, Purnomo, and Pratiwi 2023). Among these articles, there are various perspectives in the literature regarding the use of terms such as "partnership," "alliance," "collaboration," "network," and "inter-organizational relationships." In the context of this research, "networking" is defined as a dynamic structure that relies on social relationships continuously built among members to create shared value, trust, and understanding necessary for collective action. The goal is to achieve "collaborative advantage," where multiple organizations can accomplish something that a single organization cannot (de Almeida, Gohr, and Santos 2020).

Although collaboration often faces challenges, these collaborative relationships also create and provide access to knowledge and other strategic resources that are essential (Andhita, Kirana, and Artisa 2020). The inability to build strong partnerships and solid networks often hinders efforts to enhance the tourist experience, which in turn affects their satisfaction and loyalty. The lack of innovation in tourism products leads to stagnation, making tourist destinations less appealing and unable to compete with others. Additionally, ineffective promotion reduces the visibility and attractiveness of destinations, thereby limiting opportunities to attract tourists and boost regional revenue as well as economic benefits for local communities.

Therefore, strengthening collaboration and networking in the tourism sector is a crucial step to ensure the sustainable and competitive development of destinations. With effective collaboration among various parties, including tourism village managers, the government, communities, and the private sector, synergies can be created that enhance the quality of tourism products, introduce new innovations, and implement more strategic promotions. This research aims to explore and formulate strategies for developing tourist villages in Pati Regency, focusing on the important role of collaboration and networking in improving the quality and competitiveness of tourist destinations.

Tourism Trend

Alternative tourism is currently a trend among travelers. This type of tourism promotes the concept of interaction between nature, culture, and local communities. One form of alternative tourism that is being developed and offered today is rural tourism. Tourist villages are becoming a global trend, providing visitors with a more unique and fresh vacation experience, as well as highlighting the importance of tourism in the national economy (Buhalis and Sinarta 2019; Wardhani, Purnomo, and Pratiwi 2023).

The establishment of tourist villages has become one of the priorities for the Ministry of Tourism and Creative Economy (Kemenparekraf/Baparekraf) because these villages have significant potential to contribute to national revenue. Indonesia, with its 74,000 villages, offers vast opportunities for developing tourist villages as a sector of tourism and the creative economy, supported by local wisdom in each tourist village that adds value for visiting tourists. Additionally, the absorption of labor in tourist villages contributes significantly to addressing unemployment issues. Central Java also has great potential for developing tourist villages. The region has 818 tourist villages divided into three categories: 409 classified as traditional tourist villages, 375 developing tourist villages, and 34 advanced tourist villages (Youth Sports and Tourism Departement Pati District, 2023). Based on this data, it shows that the development of tourist villages in Central Java still needs to be further encouraged to elevate existing tourist villages to advanced status. The management of tourist villages is part of sustainable tourism development programs.

Digitalization of Tourism

The development of tourism through digital technology can be defined as a travel experience enriched by the use of digital technology before, during, and after the trip (Pratiwi et al. 2020). Digitalization offers opportunities to expand market reach, enhance growth, improve operational efficiency, and strengthen the competitive advantage of the tourism sector. This technology aids in developing and customizing tourism products, enhancing destination connectivity, collecting data to monitor performance, and improving destination management (Khurramov Ortikjon Kayumovich 2020).

Tourism Sustainability

Sustainable tourism refers to a destination's ability to maintain its appeal and functionality over the long term without degrading the natural, cultural, or social environment (Kasemsap 2020). This entails handling tourism in a way that takes into account the needs of the environment, society, and economy for both the present and the future. By using sustainable tourism practices, you can be sure that visitors won't hurt the environment, deplete natural resources, or have a negative influence on the customs and communities in the area. This strategy encourages travelers to act responsibly, supports small businesses in the area, and promotes eco-friendly lodging.

Collaboration between a range of stakeholders is necessary to achieve sustainable tourism, including the government, travel agencies, local communities, and travelers themselves (Buonincontri et al. 2021). The use of renewable energy sources and limiting the number of visitors to sensitive areas are just two examples of the policies and regulations that the government can enact to promote sustainable practices. Businesses in the tourism industry can implement sustainable business practices, like cutting back on waste, using less water, and buying locally produced goods (Asmelash and Kumar 2019). Local communities can benefit from sustainable tourism through job creation and the preservation of their cultural heritage. By collaborating, these stakeholders can create a tourism industry that is economically viable, environmentally friendly, and socially responsible, ensuring that destinations remain attractive and vibrant for future generations (Liu et al. 2019).

RESEARCH METHODOLOGY

This research employs a quantitative method to analyze the development strategies of the Gunungsari Pine Forest Tourist Village through collaboration and networking. The study was conducted at the Gunungsari Pine Forest Tourist Village, located in Dukuh Pangonan, Gunungsari Village, Tlogowungu District, Pati Regency. The research sample includes tourism village managers, the Tourism Awareness Group (Pokdarwis), Micro, Small, and Medium Enterprises (UMKM) within the tourism value chain, as well as the village and Pati Regency government, led by the Pati Regency Tourism and Culture Office. Additionally, local communities and visitors are also part of the research sample. Data collection techniques involve distributing questionnaires, in-depth interviews, field observations, and documentary studies from government reports. The collected data were analyzed using the Quantitative Strategic Planning Matrix (QSPM), which helps assess the relative attractiveness of various development strategies based on internal and external factors. This analysis aims to formulate optimal strategies for enhancing the development of the Gunungsari Pine Forest Tourist Village through collaboration and networking involving various stakeholders.

RESULT AND DISCUSSION

Analysis of the Internal and External environment of the Pangonan Pine Forest

The internal environment examines the strengths and weaknesses of the Pangonan Pine Forest tourist destination. Based on observations and interviews with several informants from the Pangonan Pine Forest area, a SWOT analysis was conducted to identify internal factors, which include strengths and weaknesses, as well as external factors, which encompass opportunities and threats.

1. **Internal environmental factors of Pangonan pine forest**
   a. *Strenght* - S

The strengths factor refers to internal organizational elements that can support the development of the Pangonan Pine Forest. Below are some findings from the analysis of internal environmental factors obtained by the researcher in the field:

1) The Pangonan Pine Forest offers a pristine and cool natural atmosphere, serving as a primary attraction for tourists

2) The facilities at Pangonan Pine Forest are adequate, including restrooms, meeting halls, prayer rooms, and homestays

3) It features various natural tourism potentials, such as the Coffee Plantation and Watu Payon, which can attract diverse groups of tourists

4) The area hosts training programs and events organized by the government to enhance destination recognition and strengthen networks.

b. *Weakness* – W

The weaknesses factor refers to internal organizational elements that may limit the improvement and development of the Pangonan Pine Forest. These include:

1) The absence of an organizational structure results in a lack of clear responsibilities for the management of the Pangonan Pine Forest, hindering effectiveness

2) Funding for the development and management of the Pangonan Pine Forest is primarily derived from village funds allocated to the village-owned enterprise (BUMDes)

3) The operation of food stalls limited to weekends reduces food options and comfort for visitors

4) The local community has not fully grasped the concept of tourism awareness and effective tourism management

5) The narrow access roads, which can only accommodate motorcycles, complicate access for visitors driving cars

6) Promotional efforts by the management are inadequate, as there is no official website to provide up-to-date information about the Pangonan Pine Forest.

2. **External environmental factors of Pangonan pine forest**

Threats and opportunities are referred to as the external environment. While threats can obstruct organizational advancement, opportunities can direct organizational activities. Below are some external environmental factors affecting the Pangonan Pine Forest:

a. *Opportunities* – O

The opportunities factor refers to external conditions that can be leveraged by the destination to achieve its objectives, which include:

1) Creating a tour package that combines learning experiences about organic fertilizers and coffee cultivation can attract environmentally conscious tourists.

2) Collaboration with similar tourist attractions, such as Kopi Jollong, for joint promotions to enhance appeal

3) Utilizing digital platforms to showcase the beauty and uniqueness of the Pangonan Pine Forest

4) Developing road infrastructure leading to the location to facilitate access for visitors traveling by motor vehicle.

b. *Threats* – T

The threats factor refers to external conditions that may hinder or harm the Pangonan Pine Forest destination, which include:

1) The emergence of other tourist destinations that are more easily accessible and offer more facilities, which may attract visitors away from the Pangonan Pine Forest.

2) Inconsistent recovery in tourist numbers post-COVID-19 may disrupt the sustainability of local micro, small, and medium enterprises (UMKM) around the Pangonan Pine Forest.

3) The community's lack of understanding regarding tourism awareness results in insufficient engagement in tourism development efforts.

Analysis of Internal and External Factors

a. *Matriks Internal Factor Evaluation* **(IFE)**

The internal environment analysis is conducted using the Internal Factor Evaluation (IFE) matrix, which involves assigning scores to each factor in the internal environmental analysis to obtain a weighted value. The weights and ratings from questionnaires filled out by knowledgeable informants involved in the management of the Pangonan Pine Forest destination are multiplied to determine the score for the internal environmental analysis.

Based on the questionnaire results, weights and ratings for each factor were obtained. The weighting of the questionnaire results utilized a comparative matrix. Ratings were assigned on a scale ranging from Not Important (1) to Very Important (4). The weighted score is derived from the multiplication of the weight by the rating. The sum of all factors results in the Internal Factor Evaluation (IFE) score.

Based on the results of the questionnaire regarding the internal environmental factors, the Internal Factor Evaluation (IFE) matrix can be constructed as follows:

Table 1. Matriks IFE

No		Internal determining factors	Weight	Ratings	Value
			B	R	B x R
		Strength			
1	S1	The Pangonan Pine Forest offers a pristine and cool natural atmosphere, serving as a primary attraction for tourists	0,122	4	0,427
2	S2	The facilities at Pangonan Pine Forest are adequate, including restrooms, meeting halls, prayer rooms, and homestays	0,105	3	0,342
3	S3	It features various natural tourism potentials, such as the Coffee Plantation and Watu Payon, which can attract diverse groups of tourists	0,119	3	0,371
4	S4	The area hosts training programs and events organized by the government to enhance destination recognition and strengthen networks	0,088	4	0,308
		sub-Total	**0,434**		**1,448**
		Weakness			

5	W1	The absence of an organizational structure results in a lack of clear responsibilities for the management of the Pangonan Pine Forest, hindering effectiveness	0,098	2	0,160
6	W2	Funding for the development and management of the Pangonan Pine Forest is primarily derived from village funds allocated to the village-owned enterprise (BUMDes)	0,098	2	0,147
7	W3	The operation of food stalls limited to weekends reduces food options and comfort for visitors	0,071	1	0,089
8	W4	The local community has not fully grasped the concept of tourism awareness and effective tourism management	0,108	2	0,176
9	W5	The narrow access roads, which can only accommodate motorcycles, complicate access for visitors driving cars	0,071	1	0,098
10	W6	Promotional efforts by the management are inadequate, as there is no official website to provide up-to-date information about the Pangonan Pine Forest	0,119	2	0,222
		sub-Total	0,566		0,893
		Total value	1,000		2,341

According to the calculations from the Internal Factor Evaluation (IFE) matrix, the strategic factor with the main strength is "The Pangonan Pine Forest offers a pristine and cool natural atmosphere, serving as a primary attraction for tourists," with a score of 0.427. Conversely, the main weakness identified is "The promotional efforts by the management are insufficient, as there is no official website to provide up-to-date information about the Pangonan Pine Forest," which has a score of 0.222.

b. *Matriks Eksternal Factor Evaluation* (EFE)

The External Factor Evaluation (EFE) matrix is used to analyze the external environment. The most important factors influencing the growth of the Pangonan Pine Forest destination are determined using the EFE matrix. After that, a survey is carried out with expert-completed questionnaires for ratings and weights. The weighted score for all external factors

influencing the Pangonan Pine Forest is derived using the ratings and weights for each opportunity and threat factor. This score will then inform the selection of strategies for the development of the Pangonan Pine Forest.

Based on the results of the questionnaire regarding the external environmental factors, the External Factor Evaluation (EFE) matrix can be constructed as follows:

Table 2. Matriks EFE

No		External determining factors	Weight	Ratings	Value
			B	R	B x R
		Opportunity			
1	O1	Creating a tour package that combines learning experiences about organic fertilizers and coffee cultivation can attract environmentally conscious tourists	0,145	3	0,490
2	O2	Collaboration with similar tourist attractions, such as Kopi Jollong, for joint promotions to enhance appeal	0,141	3	0,441
3	O3	Utilizing digital platforms to showcase the beauty and uniqueness of the Pangonan Pine Forest	0,145	4	0,563
4	O4	Developing road infrastructure leading to the location to facilitate access for visitors traveling by motor vehicle	0,141	3	0,423
		Sub Total	**0,573**		**1,917**
		Threat			
5	T1	The emergence of other tourist destinations that are more easily accessible and offer more facilities, which may attract visitors away from the Pangonan Pine Forest	0,141	3	0,370
6	T2	Inconsistent recovery in tourist numbers post-COVID-19 may disrupt the sustainability of local micro, small, and medium enterprises (UMKM) around the Pangonan Pine Forest	0,145	3	0,381
7	T3	The community's lack of understanding regarding tourism awareness results in insufficient engagement in tourism development efforts	0,141	3	0,459

				sub-Total	0,427		1,210
				Total	1,000		3,130

Based on the EFE (External Factor Evaluation) matrix table, the external factor that represents the greatest opportunity for the development of the Pangonan Pine Forest destination is "Utilizing digital platforms to showcase the beauty and uniqueness of the Pangonan Pine Forest," with the highest score of 0.563. Conversely, the main threat faced is "The community's lack of understanding of tourism awareness leads to insufficient engagement in tourism development," which has a score of 0.459.

After processing and analyzing the data, it was discovered that the internal state still indicates that the strengths factors outweigh the weaknesses. This situation can be considered a valuable asset for continued development. Additionally, the external environment remains favorable, as the opportunities present outweigh the threats.

c. *Matching Stage in the SWOT Diagram*

Based on the evaluation of internal and external factors, the strategic approach is ascertained by computing the difference between total strengths and weaknesses along the X-axis and the difference between total opportunities and threats along the Y-axis. The calculation process looks like this :

Coordinates X = S − W = 1.448 − 0.893 = 0.555

Coordinates Y = O − T = 1.917 − 1.210 = 0.707

As a result, the data values for both factors (X and Y) are positive and are, respectively, 0.555 and 0.707. For greater accuracy, this can be seen in the following Figure 1.

Figure 1. Diagram SWOT
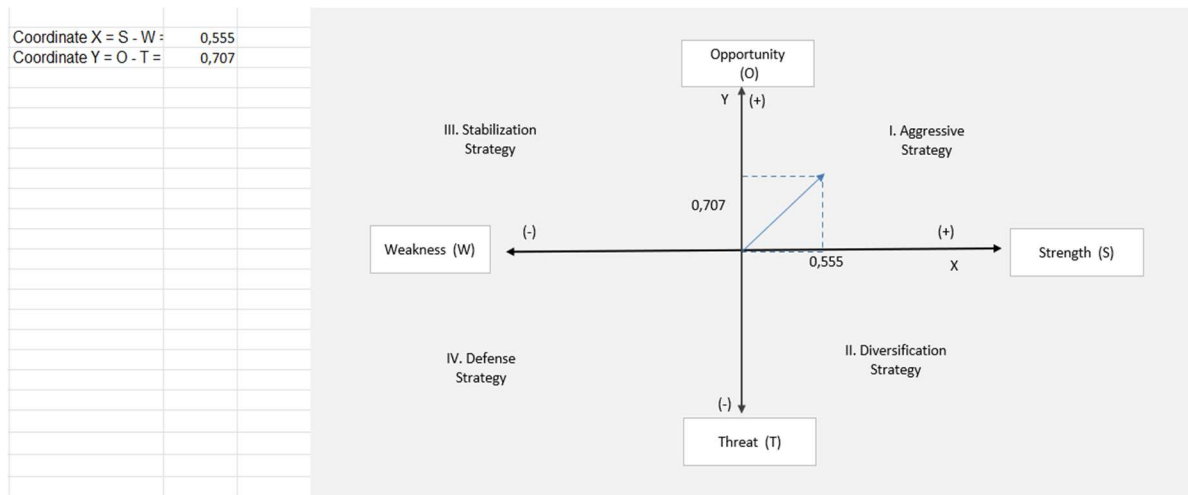
The SWOT diagram yields coordinates of 0.555 and 0.707 based on data analysis; this places the coordinate in Quadrant 1, which denotes an aggressive strategy. This tactic points to a very advantageous circumstance. The local government is able to take advantage of opportunities because it has both strengths and opportunities. Under these circumstances, the best course of action is to support an aggressive (growth-oriented) strategy. Therefore, it can be concluded that the strategic focus should be on minimizing existing internal issues to better seize opportunities in the tourism industry at the Pangonan Pine Forest, ensuring continued growth and resilience amidst emerging competitive tourism threats.

d. *Matriks SWOT*

The SWOT matrix illustrates alternative development strategies by formulating strategies based on the combination of internal and external factors. Its purpose is to generate four main alternative strategies: the Strengths-Opportunities Strategy (S-O), which leverages strengths to capitalize on opportunities; the Strengths-Threats Strategy (S-T), which uses strengths to mitigate threats; the Weaknesses-Opportunities Strategy (W-O), which addresses weaknesses to take advantage of opportunities; and the Weaknesses-Threats Strategy (W-T), which reduces weaknesses to avoid threats. The SWOT matrix can be seen in the following Figure 2.

Figure 2. Matriks SWOT

MATRIKS SWOT		Kekuatan (S)		Kelemahan (W)	
	S1	The Pangonan Pine Forest offers a pristine and cool natural atmosphere, serving as a primary attraction for tourists	W1	The absence of an organizational structure results in a lack of clear responsibilities for the management of the Pangonan Pine Forest, hindering effectiveness
	S2	The facilities at Pangonan Pine Forest are adequate, including restrooms, meeting halls, prayer rooms, and homestays	W2	Funding for the development and management of the Pangonan Pine Forest is primarily derived from village funds allocated to the village-owned enterprise (BUMDes)
	S3	It features various natural tourism potentials, such as the Coffee Plantation and Watu Payon, which can attract diverse groups of tourists	W3	The operation of food stalls limited to weekends reduces food options and comfort for visitors
	S4	The area hosts training programs and events organized by the government to enhance destination recognition and strengthen networks	W4	The local community has not fully grasped the concept of tourism awareness and effective tourism management
			W5	The narrow access roads, which can only accommodate motorcycles, complicate access for visitors driving cars
			W6	Promotional efforts by the management are inadequate, as there is no official website to provide up-to-date information about the Pangonan Pine Forest
Peluang (O)		**Strategi SO**		**Strategi WO**	
O1	Creating a tour package that combines learning experiences about organic fertilizers and coffee cultivation can attract environmentally conscious tourists	SO1	Organizing nature and educational tourism events by creating events that combine natural beauty with education on sustainable agriculture to attract visitors	WO1	Establishing a clear organization to enhance management and leverage opportunities, such as community training
O2	Collaboration with similar tourist attractions, such as Kopi Jollong, for joint promotions to enhance appeal	SO2	Expanding digital promotion by utilizing social media and a website to promote tourism packages and upcoming events, targeting a wider audience	WO2	Conducting training for the community on tourism awareness and management to increase their involvement in tourism development
O3	Utilizing digital platforms to showcase the beauty and uniqueness of the Pangonan Pine Forest	SO3	Developing partnerships by collaborating with other tourism entities to create attractive and mutually beneficial tour packages	WO3	Creating an official website to provide up-to-date information about the Pangonan Pine Forest and utilizing social media for promotion
O4	Developing road infrastructure leading to the location to facilitate access for visitors traveling by motor vehicle			WO4	Proposing infrastructure improvements for road access to facilitate tourist visits and enhance visitor comfort
Ancaman (T)		**Strategi ST**		**Strategi WT**	
T1	The emergence of other tourist destinations that are more easily accessible and offer more facilities, which may attract visitors away from the Pangonan Pine Forest	ST1	Utilizing the natural ambiance and authenticity of the Pangonan Pine Forest for tourists seeking nature experiences, despite competition from other destinations	WT1	Developing an organizational structure by forming a clear management team to handle the management, promotion, and development of the Pangonan Pine Forest in a more directed manner
T2	Inconsistent recovery in tourist numbers post-COVID-19 may disrupt the sustainability of local micro, small, and medium enterprises (UMKM) around the Pangonan Pine Forest	ST2	Enhancing and promoting existing facilities as a selling point to compete with other more accessible tourist destinations	WT2	Seeking alternative funding sources, such as sponsorship or crowdfunding, to reduce dependence on village funds
T3	The community's lack of understanding regarding tourism awareness results in insufficient engagement in tourism development efforts	ST3	Regularly hosting quality events to attract tourists and increase visitor loyalty despite competition from other destinations	WT3	Monitoring the growth of tourist numbers and conducting evaluations to improve the visitor experience

A number of different strategies can be developed by maximizing opportunities and strengths while minimizing threats and weaknesses based on the analysis of internal and external factors. The SWOT analysis has formulated five alternative strategies for the development of the Pangonan Pine Forest destination, which are as follows:

a) **Strategy S-O**

1) Organize nature and education events by creating activities that combine natural beauty with education about sustainable agriculture to attract visitors.

2) Expand digital promotion by utilizing social media and a dedicated website to promote tour packages and upcoming events, targeting a wider audience.

3) Develop partnerships by collaborating with other tourist attractions to create attractive and mutually beneficial tour packages.

b) **Strategy W-O**

1) Establish a clear organization to enhance management and take advantage of opportunities, such as providing training for the community.

2) Conduct training for the community on tourism awareness and management to increase their involvement in tourism development.

3) Create an official website to provide up-to-date information about the Pangonan Pine Forest and utilize social media for promotion.

4) Propose infrastructure improvements to the roads to facilitate tourist access and enhance visitor comfort.

c) **Strategy S-T**

1) Utilize the natural ambiance and authenticity of the Pangonan Pine Forest to attract tourists seeking an outdoor experience, despite threats from other destinations.

2) Enhance and promote existing facilities as a selling point to compete with more accessible tourist destinations.

3) Organize high-quality events regularly to attract visitors and increase loyalty, even in the face of competition from other destinations.

d) **Strategy W-T**

1) Develop an organizational structure by forming a clear management team to handle the administration, promotion, and development of the Pangonan Pine Forest for more directed efforts.

2) Seek alternative funding sources, such as sponsorship or crowdfunding, to reduce dependence on village funds.

3) Monitor the growth in tourist numbers and conduct evaluations to enhance the visitor experience.

The next step is the analysis using the Quantitative Strategic Planning Matrix (QSPM), which comes after obtaining alternative strategies from the SWOT analysis. With the aid of the QSPM tool, strategists can impartially assess alternative plans in light of previously determined critical internal and external success factors.

The matrix is computed by multiplying the attractiveness score by the weight of each strategic factor, as the following figure illustrates.

Figure 3. *Matriks Quantitative Strategic Planning Matrix* **(QSPM)**

No		Faktor Internal Eksternal	Weight	Strategi 1 (SO-1)		Strategi 2 (SO-2)		Strategi 3 (SO-3)		Strategi 4 (WO-1)		Strategi 5 (WO-2)		Strategi 6 (WO-3)		Strategi 7 (WO-4)		Strategi 8 (ST-1)		Strategi 9 (ST-2)		Strategi 10 (ST-3)		Strategi 11 (WT-1)		Strategi 12 (WT-2)		Strategi 13 (WT-3)	
				AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS
		Strength																											
1	S1	The Pangonan Pine Forest offers a pristine and cool natural atmosphere, serving as a primary attraction for	0,12	3	0,412	4	0,427	2	0,290	4	0,442	3	0,381	3	0,336	4	0,427	4	0,442	3	0,320	4	0,427	3	0,351	4	0,427	3	0,397
2	S2	The facilities at Pangonan Pine Forest are adequate, including restrooms, meeting halls, prayer rooms, and homestays	0,11	3	0,276	3	0,289	2	0,236	3	0,289	3	0,285	3	0,315	2	0,223	3	0,289	3	0,276	3	0,276	3	0,302	3	0,276	3	0,263
3	S3	It features various natural tourism potentials, such as the Coffee Plantation and Watu Payon, which can attract diverse groups of tourists	0,12	3	0,311	3	0,341	3	0,311	3	0,326	3	0,386	3	0,297	3	0,341	3	0,400	2	0,282	3	0,341	2	0,267	3	0,297	3	0,326
4	S4	The area hosts training programs and events organized by the government to enhance destination recognition and strengthen networks	0,09	4	0,308	4	0,319	3	0,275	3	0,275	3	0,242	3	0,220	3	0,220	3	0,242	3	0,220	3	0,264	2	0,187	3	0,231	3	0,220
		weakness																											
5	W1	The absence of an organizational structure results in a lack of clear responsibilities for the management of the Pangonan Pine Forest, hindering effectiveness	0,10	2	0,221	2	0,233	2	0,209	3	0,307	3	0,258	2	0,209	2	0,233	3	0,283	3	0,258	3	0,307	3	0,295	2	0,233	2	0,233
6	W2	Funding for the development and management of the Pangonan Pine Forest is primarily derived from village funds allocated to the village-owned enterprise (BUMDes)	0,10	3	0,258	3	0,270	3	0,295	4	0,369	4	0,344	2	0,221	3	0,283	3	0,258	2	0,233	3	0,307	2	0,221	3	0,270	2	0,233
7	W3	The operation of food stalls limited to weekends reduces food options and comfort for visitors	0,07	2	0,151	3	0,187	3	0,222	3	0,222	3	0,178	3	0,196	2	0,142	3	0,205	3	0,187	2	0,160	2	0,160	3	0,187	3	0,187
8	W4	The local community has not fully grasped the concept of tourism awareness and effective tourism management	0,11	2	0,244	3	0,339	3	0,366	3	0,298	3	0,325	3	0,298	3	0,285	3	0,312	2	0,217	3	0,339	3	0,285	3	0,271	2	0,190
9	W5	The narrow access roads, which can only accommodate motorcycles, complicate access for visitors driving cars	0,07	2	0,116	3	0,214	3	0,231	3	0,214	3	0,205	2	0,142	3	0,196	3	0,231	3	0,187	3	0,214	2	0,160	2	0,160	3	0,231
10	W6	Promotional efforts by the management are inadequate, as there is no official website to provide up-to-date information about the Pangonan Pine Forest	0,12	2	0,193	3	0,371	4	0,415	3	0,400	3	0,326	2	0,267	3	0,297	3	0,311	2	0,282	2	0,282	2	0,222	3	0,297	3	0,297
		Opportunity																											
1	O1	Creating a tour package that combines learning experiences about organic fertilizers and coffee cultivation can attract environmentally conscious tourists	0,15	4	0,508	3	0,454	3	0,490	3	0,399	3	0,436	2	0,236	3	0,399	3	0,418	3	0,381	3	0,418	2	0,345	2	0,327	3	0,418
2	O2	Collaboration with similar tourist attractions, such as Kopi Jollong, for joint promotions to enhance appeal	0,14	3	0,476	3	0,406	4	0,494	3	0,406	3	0,406	3	0,370	3	0,388	3	0,388	3	0,423	2	0,317	3	0,353	3	0,353	2	0,300
3	O3	Utilizing digital platforms to showcase the beauty and uniqueness of the Pangonan Pine Forest	0,15	3	0,490	2	0,236	3	0,454	3	0,454	3	0,454	2	0,345	3	0,381	3	0,472	3	0,436	3	0,418	2	0,309	3	0,399	3	0,363
4	O4	Developing road infrastructure leading to the location to facilitate access for visitors traveling by motor vehicle	0,14	3	0,476	3	0,459	3	0,459	3	0,441	3	0,353	2	0,300	2	0,247	3	0,353	3	0,370	2	0,300	2	0,335	2	0,282	3	0,441
		Threat						0																					
5	T1	The emergence of other tourist destinations that are more easily accessible and offer more facilities, which may attract visitors away from the Pangonan Pine Forest	0,14	2	0,317	3	0,388	4	0,494	3	0,353	3	0,353	2	0,265	2	0,282	3	0,388	2	0,317	2	0,265	2	0,335	2	0,265	2	0,247
6	T2	Inconsistent recovery in tourist numbers post-COVID-19 may disrupt the sustainability of local micro, small, and medium enterprises (UMKM) around the Pangonan Pine Forest	0,15	2	0,290	3	0,418	3	0,418	2	0,327	3	0,399	2	0,345	3	0,363	3	0,399	2	0,290	2	0,327	3	0,363	2	0,327	2	0,272
7	T3	The community's lack of understanding regarding tourism awareness results in insufficient engagement in tourism development efforts	0,14	2	0,229	3	0,388	3	0,441	3	0,370	3	0,423	2	0,335	3	0,317	3	0,370	3	0,370	2	0,265	2	0,265	3	0,388	2	0,300
		Jumlah			5,279		5,738		6,101		5,893		5,754		4,697		5,026		5,762		5,051		5,225		4,755		4,990		4,918

Based on the QSPM analysis above, conclusions can be drawn regarding the priority order of strategies for the development of the Pangonan Pine Forest tourist destination, as presented in the following table:

Table 3. strategy arrangement resulting from QSPM matrix analysis

No	Code	Strategy	TAS	Priority
1	SO1	Organizing nature and educational tourism events by creating events that combine natural beauty with education on sustainable agriculture to attract visitors	5,28	6
2	SO2	Expanding digital promotion by utilizing social media and a website to promote tourism packages and upcoming events, targeting a wider audience	5,74	5
3	SO3	Developing partnerships by collaborating with other tourism entities to create attractive and mutually beneficial tour packages	6,10	1

4	WO1	Establishing a clear organization to enhance management and leverage opportunities, such as community training	5,89	2
5	WO2	Conducting training for the community on tourism awareness and management to increase their involvement in tourism development	5,75	4
6	WO3	Creating an official website to provide up-to-date information about the Pangonan Pine Forest and utilizing social media for promotion	4,70	13
7	WO4	Proposing infrastructure improvements for road access to facilitate tourist visits and enhance visitor comfort	5,03	9
8	ST1	Utilizing the natural ambiance and authenticity of the Pangonan Pine Forest for tourists seeking nature experiences, despite competition from other destinations	5,76	3
9	ST2	Enhancing and promoting existing facilities as a selling point to compete with other more accessible tourist destinations	5,05	8
10	ST3	Regularly hosting quality events to attract tourists and increase visitor loyalty despite competition from other destinations	5,23	7
11	WT1	Developing an organizational structure by forming a clear management team to handle the management, promotion, and development of the Pangonan Pine Forest in a more directed manner	4,75	12
12	WT2	Seeking alternative funding sources, such as sponsorship or crowdfunding, to reduce dependence on village funds	4,99	10
13	WT3	Monitoring the growth of tourist numbers and conducting evaluations to improve the visitor experience	4,92	11

The table above shows that the Total Attractiveness Score (TAS) in the QSPM analysis indicates the highest value, which represents the top priority, namely:

1. **SO – 3**: Developing partnerships by collaborating with other tourist attractions to create attractive and mutually beneficial tour packages, with a TAS value of 6.10 (Priority 1);

2. **WO** - **1**: Establishing a clear organization to enhance management and leverage opportunities, such as providing training for the community, with a TAS value of 5.89 (Priority 2);

3. **ST** - **1**: Utilizing the natural ambiance and authenticity of the Pangonan Pine Forest to attract tourists seeking an outdoor experience, despite threats from other destinations, with a TAS value of 5.76 (Priority 3);

4. **WO** - **2**: Conducting training for the community on tourism awareness and management to increase their involvement in tourism development, with a TAS value of 5.75 (Priority 4);

5. **SO - 2**: Expanding digital promotion by utilizing social media and a website to promote tour packages and upcoming events, targeting a wider audience, with a TAS value of 5.74 (Priority 5);

CONCLUSION

Based on the results of the External Factor Evaluation (EFE) analysis, the total score for the EFE matrix of the Pangonan Pine Forest destination is 3.13, which is above the average score of 2.5. This indicates that the Pangonan Pine Forest can leverage opportunities to mitigate the threats it faces.

Based on the results of the Internal Factor Evaluation (IFE) analysis, the total score for the Pangonan Pine Forest destination is 2.34, indicating that the area has considerable potential for developing nature-based tourism.

Based on the SWOT matrix analysis, there are thirteen alternative strategies for the Pangonan Pine Forest, including organizing nature and education events that combine natural beauty with sustainable agriculture, expanding digital promotion through social media and a

website to attract a wider audience, developing partnerships with other tourist destinations to create mutually beneficial packages, establishing a clear organization to enhance management and leverage opportunities through community training, conducting training on tourism awareness and management to increase local involvement, creating an official website and utilizing social media for promotion, proposing infrastructure improvements to facilitate access and enhance visitor comfort, utilizing the natural ambiance and authenticity of the forest to attract tourists despite threats from other destinations, enhancing and promoting existing facilities to compete with more accessible tourist spots, regularly organizing high-quality events to attract visitors and increase loyalty, developing an organizational structure with a clear management team to handle administration and promotion, seeking alternative funding sources such as sponsorship or crowdfunding to reduce dependence on village funds, and monitoring tourist growth and conducting evaluations to enhance the visitor experience.

Based on the results of the internal-external (IE) matrix analysis, the Pangonan Pine Forest is positioned in cell II (growth and build) within the IE matrix. This indicates that the tourist destination possesses significant internal strengths compared to the external threats it faces.

In the QSPM (Quantitative Strategic Planning Matrix) decision stage, the results indicate that there are five strategies that can be implemented for the Pangonan Pine Forest destination, listed in the following order: developing partnerships by collaborating with other tourist attractions to create attractive and mutually beneficial tour packages; establishing a clear organization to enhance management and leverage opportunities, such as providing training for the community; utilizing the natural ambiance and authenticity of the Pangonan Pine Forest to attract tourists seeking outdoor experiences, despite threats from other destinations; conducting training for the community on tourism awareness and management to increase their involvement in tourism development; and expanding digital promotion by utilizing social media and a website to promote tour packages and upcoming events, targeting a wider audience.

SUGGESTION

To improve the management and competitiveness of the Pangonan Pine Forest tourist destination, several priority strategies can be implemented according to the results of the QSPM analysis:

1. Developing partnerships with other tourist destinations: Pangonan Pine Forest should collaborate with other tourist attractions to create attractive and beneficial tour packages. By offering a variety of comprehensive holiday packages, this can attract more visitors. This effort has the potential to enhance the appeal of the tourist site and expand its market share.

2. Establishing a clear management organization: The formation of an organization with a clear structure and functions is necessary to enhance management efficiency and capitalize on existing opportunities. Additionally, the management team should provide training to the local community to improve their skills in tourism management, enabling them to better face challenges and seize opportunities.

3. Establishing a clear management organization: The formation of an organization with a clear structure and functions is necessary to enhance management efficiency and capitalize on existing opportunities. Additionally, the management team should provide training to the local community to improve their skills in tourism management, enabling them to better face challenges and seize opportunities.

4. Conducting training for the community on sustainable tourism management: Increasing community awareness and involvement in tourism management is crucial. Training on management and tourism awareness can enhance participation and active engagement from the community, which in turn can improve the quality of services and tourism facilities.

5. Expanding digital promotion: Utilizing social media and websites is an important step to reach a wider audience in the digital age. By implementing effective digital promotion strategies, Pangonan Pine Forest can increase its visibility and attract more visitors, particularly by promoting tour packages and upcoming events.

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