

# STRATEGIES FOR VILLAGE TOURISM DEVELOPMENT IN COASTAL DURING COVID-19: CHALLENGES AND OPPORTUNITIES

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## STRATEGIES FOR VILLAGE TOURISM DEVELOPMENT IN COASTAL DURING COVID-19: CHALLENGES AND OPPORTUNITIES

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**Abstract:** The Covid-19 outbreak has had a negative impact on the decline in the number of visits in the tourism sector, one of which is the tourist village. The recovery of tourist villages during Covid-19 relies heavily on the role of the Tourism Awareness Community (Pokdarwis). However, the role of the Tourism Awareness Community in the development of tourist villages during Covid-19 is still not clearly discussed. Therefore, this study aims to analyze the tourism village development strategy during COVID-19 by the Tourism Awareness Community in the Teritip Village, Balikpapan-Indonesia. This study uses the QSPM (Quantitative Strategic Planning Matrix) method, which is a method for determining the priority of alternative strategies obtained from a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats). The results showed that the position of the Tourism Awareness Community was in quadrant V (Hold and Maintain), namely market penetration and product development strategies. That is, the professional management of tourist villages is crucial to increasing the number of tourist visits. The management of the tourist village must be able to optimize the resources they have to develop a tourist village in the Teritip Village. In addition, the development of attractive tour packages is also the key to attracting tourists. Therefore, strengthening human resources related to the professionalism of tourism village management is very necessary in order to advance tourism villages.

**Key words:** village tourism, rural tourism, coastal, SWOT, QSPM

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### INTRODUCTION

Tourism has the potential for visits by 2030 to reach 1.8 billion people. This increase is in line with the absorption of labour in the world, which is one in eleven (1:11) workers in this world whose lives depend directly or indirectly on tourism. The tourism industry also created a Gross Domestic Product (GDP) of US\$3.3 trillion. This figure, according to calculations by the United Nations Environment Program (UNEP) represents almost 9% of the world's total GDP. According to the Ministry of Tourism and Creative Economy (2014), the contribution of the tourism sector to the national Gross Domestic Product (GDP) in 2014 has reached 9% or Rp. 946.09 trillion. Meanwhile, foreign exchange from the tourism sector in 2014 reached Rp 120 trillion and contributed to employment opportunities of 11 million people.

However, since the emergence of the COVID-19 pandemic, tourism activities in Indonesia have decreased (Gössling et al., 2021; Uğur and Akbıyık, 2020; UNWTO, 2020). This is due to various government policies that aim to limit human interaction activities during COVID-19. However, since the implementation of the new normal after COVID-19, economic activities including tourism activities have started slowly towards normalization. The packaging of tourism activities in the new normal encourages the development of a vision of tourism activities by considering important aspects during the new normal such as aspects of sustainability, technology, and health and safety (World Travel and Tourism Council (WTTC), 2020). Recently, there is a change in the trend of tourism activities from mass tourism to alternative tourism, this trend provides advantages for tourist villages to be an option in tourism development. Many studies have highlighted the importance of village development to support tourism development (Gao and Wu, 2017; Huang et al., 2021; Sesotyaningtyas and Manaf, 2015; Situmorang et al., 2019; Xu et al., 2018; Zhou et al., 2021). In particular, the Indonesian government has a focus on developing tourist villages and digital villages in the national development plan (Kemenkopmk,

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2020). Because tourist villages generally have a variety of products that can be offered to tourists, the main product is the daily life of the people in the village (Ariani et al., 2020). The experiences given to tourists are in the form of cultural diversity, unique nature, and creative work in the village. Therefore, the development of tourist villages in various regions is important to restore the economy of people in rural areas. The issuance of the Decree of the Head of the Youth, Sports, and Tourism Office of Balikpapan City Number 188.46/047/DPOP concerning the Inauguration of the Community "Travel Awareness Community of the Teritip Village" in the Teritip Village, East Balikpapan District is proof of the seriousness of the Balikpapan local government to participate in developing alternative tourism in the form of a village. Tourism in the Balikpapan area. As the gateway to Balikpapan City in the East, Teritip has very promising tourism potential. Some of the tourism potentials in the barnacle area include mangrove forests, plantations, animal husbandry, religion, yellow bamboo fishing and the famous crocodile breeding tourism. There is a lot of potential in the Teritip Village, it is proper for barnacles to seriously develop a tourist village as an alternative tourist destination for tourists.

Geographically, the Teritip Village is one of the villages in the East Balikpapan sub-district, Balikpapan City, East Kalimantan Province. Teritip Village is a coastal area to the east of Balikpapan. The Teritip Village has 33 Neighborhoods. As the gateway to Balikpapan City in the East, Teritip Village has very promising tourism potential. Some of the tourism potentials in the barnacle area include mangrove forests, plantations, animal husbandry, religion, yellow bamboo fishing and the famous crocodile breeding tourism. The large potential in the Teritip Village is appropriate in this area to seriously develop a tourist village as an alternative tourist destination for tourists. Most of the Teritip sub-districts are coastal areas that have various tourism potentials. Based on the results of field observations carried out on October 23, 2021, to map the tourism potential of the Teritip Village, eight tourism potentials were found consisting of mangrove forests, barnacle dams/reservoirs, crocodile breeding, barnacle beaches (Tanjung Bayur and Madani), Ashoka crabs (Madani) and fishing, farming at Mount Bubuk, livestock at Mount Binjai, and several natural attractions such as rubber plantations, fruit plantations, and rice fields). Referring to the criteria of a tourist village, the Teritip Village has met as a tourist village. This is because the tourist village is an area that has the potential and uniqueness of a distinctive tourist attraction, namely to experience the unique life and traditions of rural communities with all the potential. These criteria include: a. has the potential for tourist attractions (natural, cultural, and artificial/creative work attractions); b. have a community of people; c. have the potential of local human resources who can be involved in tourism village development activities; d. have management institutions; e. have opportunities and support for the availability of basic facilities and infrastructure to support tourism activities; and f. has the potential and opportunities for the development of the tourist market (Ariani et al., 2020).

The varied tourism potential in several neighbourhoods in the Teritip Village is an advantage in developing tourist villages. The concept of an integrated tourist village between neighbourhoods with various tourist destinations can attract tourists to visit. But unfortunately, the large amount of tourism potential is still not managed properly by tourism managers. Even some tourist destinations are still managed individually and have not involved many local communities as the basis for managing tourist villages. In fact, the issue of community-based tourism development can encourage the creation of sustainable tourism. Many scholars have highlighted the importance of community involvement in the sustainable tourism development (Junaid et al., 2021; Moayerian et al., 2022). One model of tourism development that empowers communities with Community Based Tourism (CBT) is the development of tourist villages (Gabriel-Campos et al., 2021; Komariah et al., 2020; Mahfud et al., 2018; Wu et al., 2022). Community-based tourism (CBT) has been adopted in developing countries as a way for sustainable tourism development that ensures the achievement and distribution of tourism benefits to all, through community empowerment and tourism participation (Junaid et al., 2021; Noorashid and Chin, 2021; Nugroho and Numata, 2020; Walsh and Zin, 2019). The concept of community participation in tourism still raises various problems, for example, not all communities have benefited from the existence of the tourism industry. This is due to a lack of public understanding and awareness about the importance of tourism benefits for the community. CBT encourages empowered local communities to expand their member participation as well as their tourism benefits. In addition, the Government of Indonesia, for example, has the mandate to use resources sustainably for the benefit of the community, including tourism. Therefore, CBT is very important in the Indonesian context as a tool to achieve sustainable tourism goals, as mandated by Indonesian law.

Most of the tourist destinations in the barnacle tourism village have the status of individual ownership. This condition raises a number of problems in the tourism village management process. In this context, the management of the tourist village and the Tourism Awareness Community (Pokdarwis) in the Teritip Village play an important role in advancing the tourism village in the Teritip Village. Therefore, it is necessary to analyze the strategic role of the Teritip Tourism Awareness Community in Balikpapan in an effort to develop a tourist village in the Teritip-Balikpapan Village. Some steps that can be taken are to create an internal matrix and an external matrix from the strategy for the role of the Tourism Awareness Community in Teritip Village. Specifically, this study aims to: (1) determine the SWOT (strengths, weaknesses, opportunities, and threats) of the Tourism Awareness Community, (2) analyze the internal and external key factors of the Tourism Awareness Community, (3) analyze the strategic position of the Tourism Awareness Community, and (4) analyze the Tourism Awareness Community development strategy to developing a tourist village.

## MATERIAL AND METHODS

This study uses the QSPM (Quantitative Strategic Planning Matrix) method. QSPM is a method for determining the priority of alternative strategies obtained from a SWOT analysis (strengths, weaknesses, opportunities and threats). The selection of the QSPM method aims to analyze the strategy of the community role "Tourism Awareness Community (Pokdarwis)" to develop a tourist village in the coastal area of Teritip Village. The data needed in this study are primary and secondary. Primary data is data obtained through direct observation, interviews, and questionnaires. Secondary data is

data collected using a literature study. The method of collecting data or information is done through several techniques including observation, interviews, expert opinions, and literature studies.

The selection of respondents is adjusted to environmental conditions and the number of respondents to be taken, namely respondents who are considered to be able to represent and understand the problems studied. Determination of respondents was carried out using an expert survey method with purposive random sampling type consisting of the head of the Tourism Awareness Community (Pokdarwis) (1 respondent), member of the Tourism Awareness Community (Pokdarwis) (3 respondent), the Balikpapan Tourism Office (3 respondent), and tourism academics (3 respondent).

Quantitative analysis is used in the assessment of the formulation of strategies for the development of tourism villages in the coastal area of the Teritip Village. Strategy formulation using SWOT and QSPM methods. SWOT analysis is a qualitative analysis tool to generate alternative strategies by considering external and internal factors of the organization. QSPM is used to determine alternative strategies that are generated in the SWOT matrix (David et al., 2009). Stages of analysis with SWOT and QSPM are as follows (David et al., 2009; Taslimi and Omeyr, 2014), see Figure 1:

1. Determine EFEM (The External Factor Evaluation Matrix). At this stage, the determination and evaluation of external factors are carried out.
2. Determine IFEM (The Internal Factor Evaluation Matrix). At this stage, the determination and evaluation of internal factors are carried out.
3. Determine the SWOT Matrix. At this stage, an analysis of the strengths, weaknesses, opportunities, and threats is carried out for alternative strategies.
4. Determine alternative strategies that have been generated from SWOT analysis with QSPM analysis.

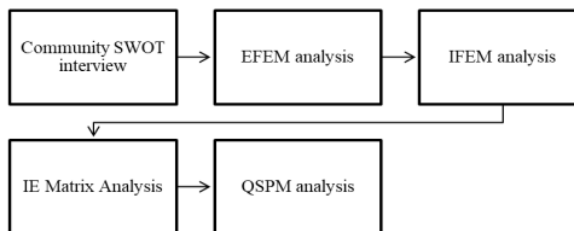


Figure 1. Research Procedure

## RESULTS AND DISCUSSION

### Analysis of Environmental Factors Tourism Awareness Community in Teritip Village

The results of the identification of the external and internal environment are used to compile the External Factor Evaluation (EF) and Internal Factor Evaluation (IFE) matrices. After identifying the internal and external factors, then an analysis of the strengths and weaknesses, as well as opportunities and threats that can affect the strategy carried out by the Teritip Village Tourism Awareness Community is carried out in developing a tourist village in the Teritip-Balikpapan Village.

#### External Factor Analysis (Opportunities and Threats)

Based on the results of the analysis of the external environment of the Teritip Tourism Awareness Community, several external factors were obtained in the form of opportunities and threats to the Teritip Tourism Awareness Community. The external factors that are opportunities and threats for the Teritip Tourism Awareness Community are shown in Table 1.

Table 1. Identification of Community External Factors Tourism Awareness Community in Teritip Village (Data source: The processed primary data)

External Factors	Opportunity	Threat
Economy	Policy on the new capital city of Indonesia in East Kalimantan	The Covid-19 pandemic has weakened tourism activities.
Socio-cultural		The dynamics of changing tourist behavior.
Politics and Law	The tourism sector as one of the national development priorities	-
Industrial Environment	Corporate Social Responsibility (CSR) grant for industry in Balikpapan	-
Science and technology	-	Disruption of new technologies in the tourism sector.

#### Internal Factor Analysis (Strengths and Weaknesses)

Based on the results of the analysis of the internal environment of the Teritip Tourism Awareness Community, several internal factors were obtained in the form of strengths and weaknesses for the Teritip Tourism Awareness Community. The internal factors which are strengths and weaknesses for the Teritip Tourism Awareness Community are shown in Table 2.

Table 2. Identification of Community Internal Factors Tourism Awareness Community in Teritip Village (Data source: The processed primary data)

Internal factors	Strength	Weakness
Human Resources	-	The management of the Tourism Awareness Community in Teritip Village does not yet have a good tourism awareness for tourism village management
Management	The Tourism Awareness Community has legal legality as a community managing the tourism village in Teritip Village.	Don't have a good Tourism Awareness Community organizational management yet
	-	There are no binding regulations for the management of the Tourism Awareness Community
Facilities and infrastructure /natural resources	Has the potential of a tourist attraction (Natural, cultural, and artificial/creative work attractions)	There is no permanent community office yet
Finance	-	There is no fixed funding for community activities
Program	-	The Tourism Awareness Community does not yet have a program related to the management of tourism villages

### EFEM and IFEM Matrix

The calculation of EFEM (The External Factor Evaluation Matrix) and IFEM (The Internal Factor Evaluation Matrix) involves an assessment carried out by five respondents, namely the head of the Teritip Tourism Awareness Community, 5 board members, and 3 academics. The selection of external respondents was based on the fact that these parties knew the internal and external conditions of the Teritip Tourism Awareness Community. The involvement of external parties in this study is expected to produce a more objective alternative strategy.

#### EFEM (The External Factor Evaluation Matrix)

After obtaining the external strategic factors of the Teritip Tourism Awareness Community which includes opportunities and threats, then a questionnaire is given about giving weights and ratings to the opportunities and threats variables. Furthermore, the weighting uses the paired comparison matrix method. The results of the ranking and weighting can be seen in Table 3.

Table 3. EFEM Matrix of Tourism Awareness Community in Teritip Village (Data source: The processed primary data)

A. OPPORTUNITY		WEIGHT	RATING	WEIGHT SCORE
1	Policy on the new capital city of Indonesia in East Kalimantan	0.190	3.200	0.608
2	The tourism sector as one of the national development priorities	0.213	3.200	0.683
3	Corporate Social Responsibility (CSR) grant for industry in Balikpapan	0.173	3.200	0.555
B. THREAT				
1	The Covid-19 pandemic has weakened tourism activities	0.143	3.400	0.487
2	The dynamics of changing tourist behavior	0.140	2.200	0.308
3	Disruption of new technologies in the tourism sector	0.140	1.600	0.224
<b>TOTAL</b>		<b>1</b>		<b>2.865</b>

Based on the calculation of the EFEM matrix in Table 3, the strategic factor which is the biggest and most influential opportunity for the Tourism Awareness Community in the development of the Teritip Tourism Village is the tourism sector as one of the national development priorities (0.683). The tourism sector is considered as one of the prima donnas in industrial development to increase the pace of national development.

The tourism sector is proven to be able to support the people's economy and now its existence is very necessary and is one of the important sectors to earn foreign exchange and increase government revenues outside of oil and gas. Meanwhile, the external factor that became the main threat that the Teritip Tourism Awareness Community could avoid in the development of the Teritip Tourism Village was the Covid-19 pandemic which weakened tourism activities (0.487). This condition makes sense because the current COVID-19 pandemic outbreak has caused a decrease in tourist activity in all countries and has caused a decrease in the number of tourist visits to tourist destinations, including tourist villages. The results of the EFEM matrix analysis for opportunities and threats obtained a total score of 2.865, this indicates that the Teritip Tourism Awareness Community is above the average (2.5).

The total score of 2.865 indicates that the Teritip Tourism Awareness Community responds well to the opportunities and threats that exist in its management. In other words, the Community Strategy Travel Awareness Community effectively takes advantage of existing opportunities and minimizes the effects that may arise from external threats.

#### IFEM (The Internal Factor Evaluation Matrix)

The IFEM matrix is used to determine the internal organizational factors related to strengths and weaknesses that are considered important. After obtaining the internal strategy factors which include strengths and weaknesses, the next stage is like the stages in the IFEM analysis. The results of the ranking and weighting can be seen in Table 4 below.

Table 4. Matrix IFEM the Tourism Awareness Community in Teritip Village (Data source: The processed primary data)

A. STRENGTH		WEIGHT	RATING	WEIGHT SCORE
1	The Tourism Awareness Community has legal legality as a community managing the tourism village in Teritip Village.	0.164	3.6	0.589
2	Has the potential of a tourist attraction (Natural, cultural, and artificial/creative work attractions)	0.169	4	0.676
B. WEAKNESS				
1	The management of the Tourism Awareness Community in Teritip Village does not yet have a good tourism awareness for tourism village management	0.101	1.200	0.122
2	Don't have a good Tourism Awareness Community organizational management yet	0.128	1.600	0.205
3	There are no binding regulations for the management of the Tourism Awareness Community	0.117	1.600	0.188
4	There is no permanent community office yet	0.069	1.800	0.125
5	There is no fixed funding for community activities	0.091	1.400	0.127
6	The Tourism Awareness Community does not yet have a program related to the management of tourism villages	0.139	1.200	0.167
<b>TOTAL</b>		<b>1</b>		<b>2.198</b>

The strengths and weaknesses of the Teritip Tourism Awareness Community are shown in Table 4. Based on Table 4, the internal strategic factors that are the strengths of the Teritip Tourism Awareness Community in developing a tourist village in the Teritip-Balikpapan Village, namely having the potential for a tourist attraction natural, cultural, and

artificial/creative works) (0.676). This variable is the main strength because the variety of Tourism Attractions in the Barnacle Village has a role to attract tourist visitors in the Teritip Tourism Village.

Meanwhile, the internal factor that became the biggest weakness of the Teritip Tourism Awareness Community was that they did not have good organizational governance of Tourism Awareness Community and Tourism Village Management (0.205). Weak governance is the main factor hindering the running of an organization. The availability of clear governance will make the operational direction of the management of the tourism village in the Teritip Village. Therefore, it is appropriate for the Teritip Tourism Awareness Community to organize its management according to the needs of the organization in the context of developing tourist villages.

The results of the IFEM matrix analysis for strengths and weaknesses obtained an average total score of 2.198, this means that the Teritip Tourism Awareness Community is below the average (2.5) of all its internal strengths. So, it can be concluded that the Teritip Tourism Awareness Community has a weak internal position and requires strengthening of governance and institutional management of tourism villages.

### IE Matrix Analysis

After going through the EFEM external factor analysis stage and IFEM internal factor analysis, the next stage in the strategy formulation process is the matching stage. The method used for this stage is through mapping using the Internal-External (IE) matrix. This mapping process is carried out to make it easier to determine alternative strategies. The preparation of the IE matrix is done by combining the values obtained in the EFEM matrix and the IFEM matrix. The results of the two matrices will be the input for the IE matrix in determining the position of the Teritip Tourism Awareness Community in its role in developing a tourist village in the Teritip-Balikpapan Village.

Based on the analysis of the EFEM matrix, the total score for the external critical factor of the management is 2.865 and the score from the IFEM matrix is 2.198, the results of this score can indicate the position of the Teritip Tourism Awareness Community through the IE matrix with coordinates (2.198; 2.865). The IE matrix for the Teritip Tourism Awareness Community is shown in Figure 2. The figure shows that the position of the Teritip Tourism Awareness Community is in Quadrant V (Hold and Maintain), namely the market penetration strategy and product development. That is, the professional management of tourist villages is crucial to increasing the number of tourist visits.

The management of the tourist village must be able to optimize the resources they have to develop a tourist village in the Teritip Village. In addition, the development of attractive tour packages is also the key to attracting tourists. Therefore, strengthening human resources related to the professionalism of tourism village management is very necessary in order to advance tourism villages.

### SWOT Matrix

The SWOT matrix analyzes the strengths, weaknesses, opportunities and threats to produce alternative strategies that will be carried out by the Teritip Tourism Awareness Community. SWOT analysis is the formulation of conventional strategies that underlie the formation of strategies that can be adapted to the position of the Teritip Tourism Awareness Community. Based on the IE matrix analysis of the Teritip Tourism Awareness Community, it can be determined that the Teritip Tourism Awareness Community is in the Quadrant V (Hold and Maintain) position. So, a suitable strategy is applied to increase the role of the Teritip Tourism Awareness Community in the development of tourist villages in the Teritip-Balikpapan Village as shown in Table 5. The strategies in Table 5 were

obtained by interviewing respondents about the strategies of SO (Strength and Opportunity), WO (Weakness and Opportunity), ST (Strength and Threat), and WT (Weakness and Threat).

### SO Strategy (Strength and Opportunities)

SO strategy is a strategy that utilizes the strengths of the Teritip Tourism Awareness Group Community to take advantage of existing opportunities. One of the strategies that can be offered for the development of the Teritip Tourism Village is the development of a tourism village based on sustainable tourism. Previous studies have discussed the importance of paying attention to sustainability aspects in tourism development (Mwesiumo et al., 2022; Ristić et al., 2019). The development of sustainable tourism in rural areas will contribute to increasing resilience in local communities (Amir et al., 2015). Therefore, several strategies are needed to ensure sustainable development or rural tourism and to maintain the resilience of local communities.

### WO Strategy (Weakness and Opportunities)

WO strategy is a strategy that aims to improve weaknesses by taking advantage of external opportunities. The strategies that can be offered in the development of the Teritip Tourism Village are training on strengthening human resources for tourism village managers, compiling and carrying out the functions of the tourism village management



Figure 2. IE Matrix Analysis

(Note: vertical axes= EFE index; horizontal axes= IFE index)

organization<sup>14</sup> and applying for CSR (corporate social responsibility) grants from industry. The contribution of CSR funds plays an important role in tourism<sup>5</sup> development and is even believed to be able to improve performance and accelerate tourism development (Koseoglu et al., 2021; Kuzey et al., 2021; Wong et al., 2021).

Table 5. Results of SWOT Matrix Analysis (Data source: The processed primary data)

Internal factors	<b>Strength (S)</b> 1. The Tourism Awareness Community has legal legality as a group managing the barnacle tourism village. 2. Has the potential for tourist attraction (natural, cultural, and artificial/ creative work attractions).	<b>Weakness (W)</b> 1. The management of the Tourism Awareness Community does not yet have a good tourism awareness for the management of tourism villages. 2. Do not have good organizational governance for Tourism Awareness Community. 3. There is no binding regulation for the management of the Tourism Awareness Community. 4. There is no permanent community office yet. 5. There is no permanent funding for the activities of the Tourism Awareness Community. 6. The Tourism Awareness Community does not yet have a program related to the management of tourism villages.
External Factors	<b>Opportunity (O)</b> 1. Policy on the new capital city of Indonesia in East Kalimantan. 2. The tourism sector as one of the national development priorities. 3. Corporate Social Responsibility (CSR) grant for industry in Balikpapan.	<b>SO</b> 1. Development of tourism villages based on sustainable tourism (S1, S2, O1, O2, O3)
	<b>Threat (T)</b> 1. The Covid-19 pandemic has weakened tourism activities 2. The dynamics of changing tourist behavior 3. Disruption of new technologies in the tourism sector	<b>ST</b> 1. Application for CHSE (Cleanliness, Health, Safety & Environment Sustainability) certification for tourist villages (S1, S2, T1, T2). 2. Development of tourism village digitization (S1, S2, T2, T3).
		<b>WO</b> 1. Training on strengthening human resources for tourism village managers (W1, W2, O1, O2); 2. Develop and carry out the functions of the tourism village management organization (W2, W3, W6, O1, O2); 3. Application of CSR grants from industry (S1, O2, O3).
		<b>WT</b> 1. Institutional strengthening of tourism village administrators and program development (W1, W2, W3, W5, W6, O1, O2, O3)

#### ST Strategy (Strength and Treat)<sup>2</sup>

The ST strategy is a strategy that uses the strength of the Teritip Tourism Awareness Community to avoid or reduce the impact of external threats. Strategies that can be offered for the development of the Teritip Tourism Village<sup>11</sup> the submission of CHSE certification for tourist villages and the development of digitizing tourist villages. CHSE certification is the process of granting certificates to Tourism Businesses, Tourism Destinations, and other Tourism Products to provide guarantees to tourists for the implementation of Hygiene, Health, Safety, and Environmental Sustainability (Kemenparekraf, 2020). Obtaining the CHSE certification aims to provide certainty and guarantee of cleanliness and safety for tourists during their activities in tourist destinations during the Covid-19 pandemic.

#### WT Strategy (Weakness and Treat)<sup>16</sup>

WT strategy is a strategy that is directed to reduce internal weaknesses and avoid external threats. The main weakness in the development of the Teritip Tourism Village is that it does<sup>1</sup> not yet have good Pokdarwis organizational governance. This is certainly an obstacle in the process of optimizing the role of the Teritip Tourism Awareness Community in the development of tourism villages in the Teritip-Balikpapan Village. The strategies that can be offered for the development of the Teritip Tourism Village are strength<sup>17</sup>ing the tourism village management institutions and program development. This strategy is important to do to deal with the impact of the Covid-19 pandemic on the tourism industry (Gabriel-Campos et al., 2021). The importance of strengthening communities and social networks for the development of tourist villages during the pandemic has also been discussed in previous studies (Gabriel-Campos et al., 2021).

#### Strategy Priority Analysis (Quantitative Strategic Planning Matrix)

After doing the<sup>8</sup> output stage of the analysis of the internal and external environment through the EFEM and IFEM matrices. As well as the matching stage with the IE and SWOT matrices, the next stage is the decision stage using QSPM. This technique objectively indicates which alternative strategy is the best. QSPM uses input from the first stage and the match<sup>13</sup> the second stage to objectively determine among alternative strategies.

The QSPM determines the relative attractiveness of various strategies based on the extent to which internal and external strategic factors are utilized or improved. The AS (Attractiveness Score) shows the attractiveness of each strategy to the community's internal and external key factors. AS scores were obtained through a questionnaire addressed to the five expert respondents. The TAS (Total Attractiveness Score) value of each respondent is obtained from the result of multiplying the average weight with the AS value of each strategic key factor. Then proceed with the calculation of the STAS value (Sum Total Attractiveness Scores) of each respondent by adding up the entire TAS value of each internal and external factor.

Several alternative strategies analyzed by using QSPM are as follows: (1) development of tourism villages based on sustainable tourism; (2) training on strengthening human resources for tourism village managers; (3) develop and carry out the functions of the tourism village management organization; (4) application of CSR grants from industry; (5) submission of the tourist village CHSE certification; (6) development of digitalization of tourist villages; (7) institutional strengthening of tourism village management and program development. Based on the results of the QSPM assessment, it is obtained in order from the highest to the lowest TAS value. From this sequence, priority strategies can be generated that can be implemented by the Teritip Tourism Awareness Community in the development of tourism villages in the Teritip-Balikpapan Village, namely as follows: (1) training on strengthening human resources for tourism village managers (17.74); (2) institutional strengthening of tourism village management and program development (16.94); (3) development of tourism villages based on sustainable tourism (16.22); (4) development of tourism village digitization (15.74); (5) application of CSR grants from industry (14.83); (6) develop and carry out the functions of the tourism village management organization (15.09); (7) submission of tourism village CHSE certification (14.25).

## CONCLUSION

Based on the results of the IE analysis, it can be seen that the position of the Tourism Awareness Community is in quadrant V (Hold and Maintain), namely the market penetration strategy and product development. This finding means that professional tourism village management is very important to increase the number of tourist visits. The tourism village manager must be able to optimize the resources they have to develop a tourist village in the Teritip Village. In addition, the development of attractive tour packages is also the key to attracting tourists. Therefore, strengthening human resources related to the professionalism of tourism village management is very necessary in order to advance tourist villages, especially in the context of restoring tourist villages after the Covid-19 pandemic.

Alternative strategies for the development of tourism villages in the Teritip-Indonesia sub-district carried out by the Tourism Awareness Community in succession are (1) training to strengthen human resources for tourism village managers; (2) strengthening of tourism village management institutions and program development; (3) development of tourism village based on sustainable tourism; (4) development of digitalization of tourist villages; (5) application of CSR grants from industry; (6) formulating and carrying out the functions of the tourism village management organization; and (7) application for CHSE tourism village certification. The results of this study have important implications for the development of tourist villages in other areas after the Covid-19 pandemic.

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