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## 2 SWOT and MICMAC analysis to determine the development strategy and sustainability of the Bongkasa Pertiwi Tourism Village, Bali Province, Indonesia

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### ABSTRACT

Village tourism is one of the alternative forms of sustainable tourism that began to be developed in Bali. Bongkasa Pertiwi tourism village is one of the villages designated as a tourist village with a variety of natural potential. The purpose of this research is to analyze the strategy and development program of the Bongkasa Pertiwi Tourism Village, and to analyze the factors that play a role in the sustainability of the Bongkasa Pertiwi Tourism Village. The main data collection technique in this study is through FGD, the results of which are input to the SWOT and MICMAC analysis. The results of the SWOT analysis show that Bongkasa Pertiwi Tourism Village has strong category competitiveness, and high category attractiveness as a tourist village, so the strategic position of the development of the Kenderan tourism village is in the condition of growth and build. The three main factors in the sustainability of a tourist village are the uniqueness of the tourist village, the competence of human resources, and the presence of a driving force that has a link with stakeholders.

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## 1. Introduction

The tourism sector has important benefits for development, as well as being able to improve the economy and prosperity of the people in an area. Bali Province, or better known as the island of Gods, is a world tourist destination. Tourism that is not properly designed will result in (1) damage or permanent change in the physical environment; (2) damage or permanent change of historical/cultural areas and natural resources; (3) too many people and traffic jams; (4) there is pollution; and (5) traffic problems (Mill, 2000). For this reason, it is necessary to realize sustainable tourism development based on democracy, efforts to diversify tourism attractions that are oriented to improving community welfare, preservation of cultural arts and environmentally friendly tourism development (Putra & Pitana, 2010). Bongkasa Pertiwi Tourism Village is one of the villages in Badung Regency, Bali Province, which is designated as a tourism village. The main tourist attraction in the village of Bongkasa Pertiwi is the Ayung River which is famous for its currents which is suitable for rafting. The expanse of rice fields and plantations that stretch out in almost every banjar is a tourism attraction that is increasingly difficult to find in urban areas. But for now, the visit and the results obtained from rural tourism activities are not in line with expectations, so it has not been able to provide prosperity for local

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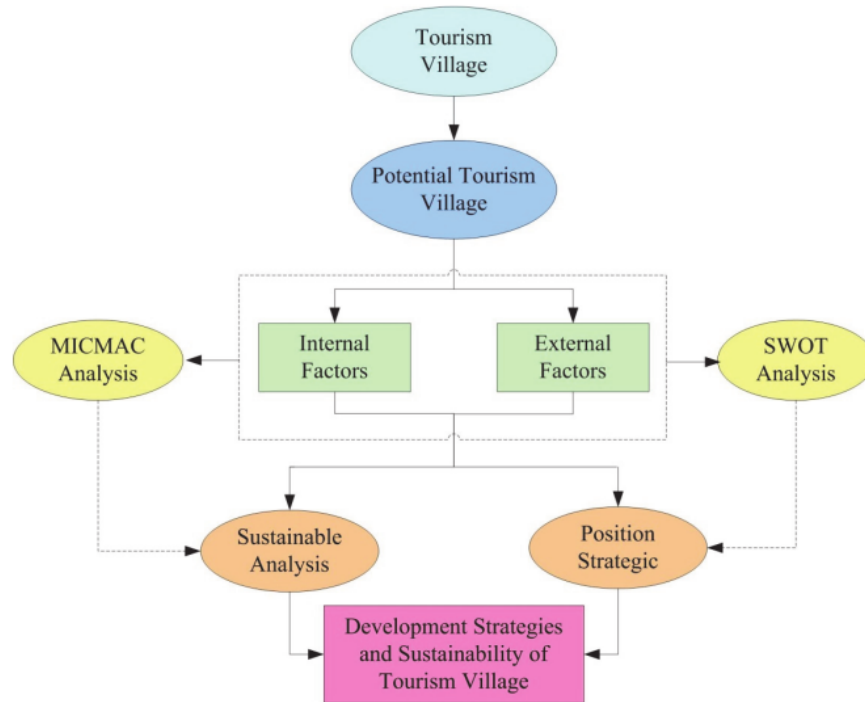
people optimally. In addition there are also tourist villages that have not shown tourism activities such as tourist villages in general.

Therefore, it is necessary to evaluate and determine the potential attractiveness and strategies set for the development and sustainability of the Perpetwi Tourism Village, for the sake of balance and sustainability of tourism development and environmental sustainability.

## 2. The research objective and framework

The tourism village was developed with the principle of community participation and the sustainability of its development. Therefore, the objectives of this study are: (1) to analyze the strategy and development program of the Bongkasa Pertiwi Tourism Village; (2) to analyze the factors that play a role in the sustainability of the Bongkasa Pertiwi Tourism Village.

Based on the research objectives, a research framework can be arranged as Fig.1.



**Fig. 1.** Research Framework

## 3. Literature review

### 3.1 Theory of tourism planning

According to Inskip (1991), the basic planning process provides a general planning framework, and emphasizes the concept of planning to be sustainable, system-oriented, holistic, integrated, and environment with a focus on successful development that can support community involvement. Tourism planning is carried out at various levels, from the macro level to the local level or in more detail. Each level focuses on considerations that are sometimes different and specific. The levels of tourism planning are differentiated at the national, provincial, and site levels. National level tourism planning includes: (1) national tourism policy, structural remodeling, international achievement in the country; (2) facilities at the national level, service standards; (3) investment policies; (4) marketing policies. While tourism planning at the provincial level covers tourism policies at the provincial level,

achievement network and vehicles, facilities and standards, services, and so on. For planning at the site/land level including the location of buildings and facilities (Pratiwi, 2006).

Tourism planning has several objectives, including: (1) identification of alternative approaches; (2) adaptation to things that are not desirable; (3) maintaining uniqueness; (4) creating desired things; (5) avoiding things that are not desirable. In its implementation, tourism planning often encounters obstacles, such as: (1) lack of closeness about the principles of tourism planning; (2) the cost of making a tourism development plan is relatively high; (3) the number of parties involved and the complexity of the network; (4) diversity of business and tourism products; (5) different seasonality in each destination; and (6) ownership that often changes in the tourism business (Pratiwi, 2006).

### *3.2 Sustainable tourism development*

The United Nations World Commission on Environment and Development (UNWCED) in Purba (2002), states that sustainable development is development that can meet the needs of today's society without hampering the ability of future generations to meet their needs. Here the importance of the linkages between population, resources and environment is emphasized and the need to pay attention to the continuity of relations between people, resources and development.

The definition of sustainable tourism development has various meanings in accordance with the context and dynamics of tourism activities. The World Trade Organization (WTO) defines sustainable tourism development as development that meets the needs of today's tourists, while protecting and encouraging opportunities for the time to come. Sustainable tourism products are integrated in harmony with the local environment, society and culture, so that they contribute permanently and are not victims of exploitation of tourism development. Therefore the policy of sustainable tourism development is more directed at the use of natural resources and the use of human resources in the long term (Sharpley, 2000).

The basic principle of sustainable tourism development according to Sharpley (2000) refers to the basic principle of sustainable development. According to Yaman & Mohd (2004) sustainable tourism development is characterized by four conditions namely: (1) community members must participate in the tourism planning and development process; (2) education for the community, industry players and visitors or tourists; (3) maintain the quality of the environment; and (4) investment in the availability of tourism infrastructure.

While the indicators developed by the Government of Indonesia regarding sustainable tourism development emphasize several things, namely: (1) awareness of environmental responsibility where sustainable tourism development strategies must place tourism as a green industry or environmentally friendly industry, which is the responsibility of the government, the tourism industry, the community and tourists; (2) increasing the role of local governments in tourism development; (3) tourism industry empowerment that is able to create tourism products that can compete internationally and to improve the welfare of the community at tourist destinations; (4) partnership and community participation in tourism development aimed at minimizing the difference in the level of welfare of tourists and people in the tourist destination to avoid conflict and domination with each other.

### *3.3 Concepts of development strategies*

Strategy is a general plan that is integrative designed to enable tourism organizations to achieve their goals through the allocation of appropriate use of resources despite finding many obstacles from competitors (Marpaung, 2002). Development is a process, a way, an act of making things better, advanced, perfect and useful. Development is a process/activity to advance something that is deemed necessary to be arranged in such a way by rejuvenating or maintaining that which has developed to become more attractive and developing (Alwi, 2005).

### 3.4 *The life cycle theory of tourist destination*

The life cycle theory of tourist destinations is explained in seven phases in the development of tourist destinations, namely exploration, involvement, development, consolidation, stagnation, decline, and rejuvenation (Butler, 2006). Korten (1986) revealed that community development is as a product and creative initiative of the community with the aim of realizing empowerment. Community-based resource management is a community activity to promote the region through the exchange and creation of community creations through local resources that are fully available and make use of nature, culture, history, industry, talented people, and other local resources (Natori, 2001).

Robinson (2012) states that **Community Based Tourism (CBT) is a guide in the field of tourism that focuses on community participation as well as local tourism issues and as a management that is closely related to sustainable tourism. CBT is a form of tourism that provides opportunities for local people to control and be involved in tourism management and development. CBT is very much needed in developing tourism villages because community involvement has an important role in the sustainability of tourism in the tourism villages. Broadly alternative tourism theory, is defined as a form of tourism that is consistent with natural, social and community values and allows both local people and tourists to enjoy positive and beneficial interactions and enjoy experiences together (Smith & Eadington, 1992). This definition is in accordance with the tourism village which is also one part of alternative tourism.**

### 3.5 *Concept of tourism village*

A tourism village is a rural area that offers a whole atmosphere that reflects the authenticity of the countryside from spatial planning, architecture, buildings, and socio-cultural life patterns of society, daily customs and is able to provide components of basic needs of tourists such as accommodation, food and drinks, souvenirs and tourist attractions (Suwatoro, 1997).

Village tourism is one form of rural tourism that provides many benefits in developing existing rural resources. These various potentials can be a tourist attraction that can provide opportunities for local people to get additional income through tourism. Thus, the development of a tourism village can be one of the efforts to grow local entrepreneurial potential, diversify tourism products, sustain the economy of the local community, and revitalize local culture (Santhyasa, 2016).

## 4. Method

### 4.1 *Data*

The data source of this study uses **primary data and secondary data. Primary data is data directly obtained from informants. Secondary data is data obtained from the first party in the form of documents such as literature, journals, statistical tables, and other references relating to research problems (Marzuki, 1983).**

Determination of informants (in a qualitative method referred to as research subjects) is done purposively, namely policy holders at the level of the tourism village management agency, village government, community leaders, and academics, travel agents. Considering this research found recommendations, it can be categorized that all informants are key informants (without ignoring the base informants), namely: (1) those who understand the problem in depth; (2) those who have experience in managing tourist objects; (3) those who are accepted from various groups who have an objective view of their social environment (Moleong, 2011). The main data collection method used in this study is Focus Group Discussion with relevant stakeholders who are considered as experts.

### 4.2 *SWOT analysis*

Strategic factors are systematically identified which is then continued to formulate an activity strategy using a SWOT analysis. SWOT analysis is carried out to maximize strengths and opportunities, and minimize weaknesses and threats (Wijaya et al., 2019).



### 4.3 MICMAC analysis

MICMAC analysis is an analysis of system variables based on direct classification where the relationship between variables is obtained directly from the identification of experts and stakeholders. The MICMAC framework is shown in Fig. 2 below.

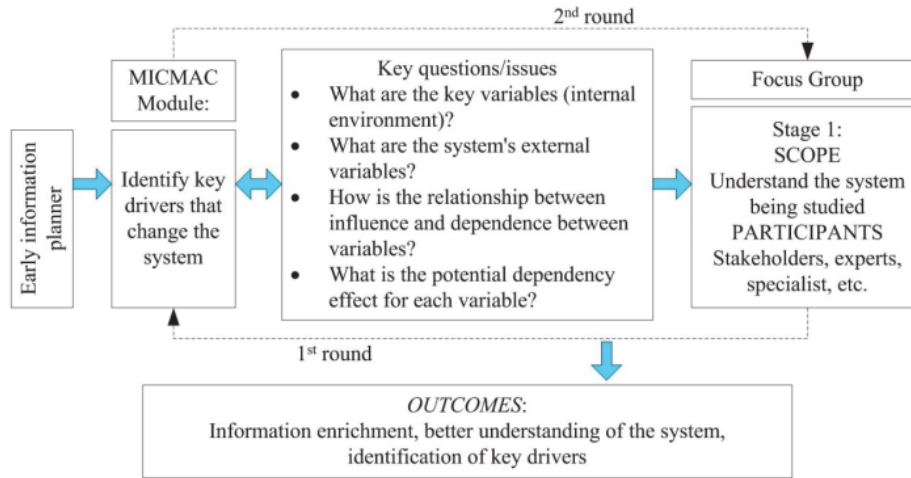


Fig. 2. MICMAC Framework (Stratigea in Fauzi, 2019)

## 5. Result and discussion

### 5.1 Strategic factors for developing tourism village

#### 5.1.1 Internal strategis factors

Based on the results of the identification of the development of a tourist village in the village of Bongkasa Pertiwi that the strength factor is still greater than the weaknesses.

**Table 1**  
Internal Factor Analysis Results

	Internal Strategic Factors	Weight	Score	Results
<b>Strengths</b>				
1.	There is a beautiful natural view	0.070	3.833	0.27
2.	Availability of hospitality from local people	0.066	3.583	0.23
3.	There are several temples as tourist attractions	0.067	3.667	0.25
4.	There is agricultural irrigation organized by <i>subak</i>	0.067	3.667	0.25
5.	There are several arts groups	0.066	3.583	0.23
6.	Strategic and easily accessible location	0.055	3.000	0.16
7.	There are adequate tourism facilities	0.069	3.750	0.26
8.	There are ATV riders and rafting	0.072	3.917	0.28
9.	Parking lots available	0.072	3.917	0.28
10.	There are supporting facilities such as: electricity, municipal waterworks, internet network, etc.	0.072	3.917	0.28
<b>Weaknesses</b>				
1.	Inadequate road infrastructure	0.023	1.250	0.03
2.	Inadequate toilet facilities	0.066	3.583	0.23
3.	Lack of promotion	0.059	3.250	0.19
4.	The unavailability of adequate homestays	0.061	3.333	0.20
5.	Not yet available guard posts	0.064	3.500	0.22
6.	People lack the capability to participate as tourism village actors	0.053	2.917	0.16
	<b>Total</b>	<b>1,00</b>		<b>3,53</b>

This condition indicates that the internal potential of both the capacity of individual communities and the support of Local Government and the potential of natural, social and cultural resources can minimize the weaknesses of infrastructure limitations, institutional structures and economic opportunities. Therefore it is necessary to have intensive efforts in developing economic opportunities through the tourism village effort and exploiting the potential of resources and strong social capital in the community.

### 5.1.2 External strategic factors

Based on the results of the identification of the development of the tourism village in the Village of Bongkasa Pertiwi that the external factors are greater opportunities than the threat factor. This condition shows that the tourism potential of Bongkasa Pertiwi Village is quite potential in capturing external opportunities in dealing with all possible external threats that can arise at any time.

**Table 2**  
External Factor Analysis Results

Internal Strategic Factors		Weight	Score	Results
Opportunities				
1.	Global tourism trends towards alternative tourism	0.09	3.750	0.35
2.	Community participation in preserving culture	0.10	3.917	0.39
3.	Government policy in the development of the Bongkasa Pertiwi Tourism Village	0.10	3.833	0.37
4.	National political conditions	0.05	2.083	0.11
5.	The security of Bali	0.08	3.250	0.27
6.	Advances in information technology	0.09	3.750	0.35
7.	Availability of transportation	0.08	3.333	0.28
8.	Increased cooperation relationships with tourism actors	0.10	3.833	0.37
Threats				
1.	There is a tendency to change the function of agricultural land	0.07	2.833	0.20
2.	Competition with other tourist areas/villages with similar potential	0.08	3.333	0.28
3.	Trends in the development of travel agents who are reluctant to cooperate with tourist villages	0.09	3.417	0.29
4.	The development of livelihood opportunities in the field of tourism outside the Bongkasa Pertiwi Village which results in local tourism workers preferring to work outside the village rather than developing local tourism	0.06	2.500	0.16
Total		1,00		3,53

## 5.2 Strategies and programs of tourism village development

### 5.2.1 SWOT matrix

The development of the Bongkasa Pertiwi Village as a tourism village uses a SWOT analysis of Strength, Weakness, Opportunity and Threat to formulate a strategy through mapping the identification of internal and external factors. SWOT analysis is the systematic identification of various factors to formulate a strategy. This analysis is based on logic that can maximize strengths and opportunities, but simultaneously minimize weaknesses and threats. The strategic decision making process is always related to the making of the company's mission, goals, strategies and policies (Rangkuti, 2000). Identification of factors compiled based on the results of the analysis of the assessment of the object of tourist attraction and the readiness of developing community based tourism. All factors that are potential from the community and weaknesses are internal factors, while all opportunities and obstacles originating from outside the village become external factors.

Mapping internal and external factors in developing tourism in the Bongkasa Pertiwi Village as a community-based tourism village includes 28 factors consisting of 16 internal factors and 12 external factors. Next is the identification of internal and external factors for the development of the Bongkasa Pertiwi Tourism Village.

The strengths of internal factors possessed by the Bongkasa Pertiwi Tourism Village include other natural panoramic beauty, hospitality of the population, temples as tourist attractions, agricultural irrigation organized by subak, arts, strategic locations and easily accessible, adequate tourism facilities available, there are tracking lanes, ATV raiders, and rafting, availability of adequate parking lots, and supporting facilities such as municipal waterworks, internet networks, electricity, and others.

Internal factors such as weaknesses are inadequate public toilet facilities, tourism village promotion programs are still lacking, homestays are not yet available, security guard posts are not yet available, people lack the capability to participate as tourism village actors, road infrastructure in some tourist attractions is inadequate.

External factors that become an opportunity include the global tourism trend towards alternative tourism, community participation in preserving culture, the existence of government policies in the development of the Bongkasa Pertiwi Village as a tourist village, conducive national political conditions, the situation of Bali's regional security, the advancement of information technology, the availability of transportation, increasing cooperation with tourism actors.

External factors that pose a threat include a tendency to change the function of agricultural land, competition with other tourism areas/villages with similar potential, trends in the development of travel agents who are reluctant to cooperate with tourism villages, development of livelihood opportunities in the field of tourism outside the Bongkasa Pertiwi Village which results Local tourism workers prefer to work outside the village rather than develop local tourism.

**Table 3**  
SWOT Diagram of Potential Development of Bongkasa Pertiwi Tourism Village

		Internal Factors	
		Strengths	Weaknesses
External Factors	Opportunities	<b>S-O Strategies</b> 1) Creating a tourism village program that involves the community from planning, implementation and evaluation. 2) Tourism village development program according to local cultural potential and synergize with tourism. 3) Establish an institution that specifically promotes promotion, 4) Strengthening the tourism village management body	<b>W-O Strategies</b> 1) Strengthening the role of the community in the development of tourism facilities and general infrastructure. 2) Strengthening the management agency's human resources by providing education and training for village tourism managers. 3) Development of micro, creative small businesses. 4) Provide training and understanding to the community about the benefits of rural tourism for welfare.
	Threats	<b>S-T Strategies</b> 1) Development of tourism spatial 2) Development of a pattern of cooperation with villages that have tourism potential that meets the Bongkasa Pertiwi Village. 3) Increasing public awareness of the tourism village and the environment 4) Strengthening partnerships and partnerships between tourism stakeholders	<b>W-T Strategies</b> 1) Strengthening the quality of community human resources and community understanding of the development of tourist villages 2) Strengthening community participation in developing tourist villages



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External constraints that are still faced are the low participation of the community in the development of tourist villages, the cultural characteristics of the community are pragmatic, the lack of ability to market services, the sustainability of partnerships, continuity of funding, the emergence of guest houses, and privately managed villas. Seeing internal and external conditions in the development of the tourism village in the Bongkasa Pertiwi Village, a comprehensive and integrated strategy is needed to strengthen the development of tourism potential.

Some of these strategies are: (1) creating a tourism village program that involves community participation from the planning, implementation and evaluation stages; (2) development of a tourism village program according to local cultural potential and synergizing with tourism actors; (3) forming an institution that specifically handles promotion, cooperative relations with tourism actors; (4) strengthening the tourism village management body; (5) strengthening community participation in the development of tourism public facilities and infrastructure; (6) strengthening the human resources of the management body by providing education and training in tourism village management; (7) development of micro, small businesses creatively through innovation; (8) providing training and understanding to the community about the benefits of rural tourism for welfare; (9) development of rural tourism spatial planning; (10) development of cooperation patterns with villages that have tourism potential which is close to Bongkasa Pertiwi Village; (11) increased public awareness of tourism villages and the environment; (12) strengthening partnerships and cooperation between tourism stakeholders; (13) strengthening the quality of community human resources and community understanding of the development of tourism village; (14) strengthening participation community in developing tourist villages.

#### 5.2.2 Strategy analysis

Internal and external conditions faced by the community demanded the importance of community capacity building strategies both in creating economic opportunities and maintaining the existence of environmental and cultural conservation and the strength of the institutional structures that exist in the community. Based on the mapping results, in general the SWOT matrix results that the existence of potential natural resources, culture, and supporting infrastructure of the Bongkasa Pertiwi Village and community capacity are in quadrant I as indicated by internal factor values of 3.53 and external factors 3.41. Industrial position in the quadrant I is a very favorable position for the Bongkasa Pertiwi Village. The strength of the potential that is owned can take full advantage of existing opportunities.

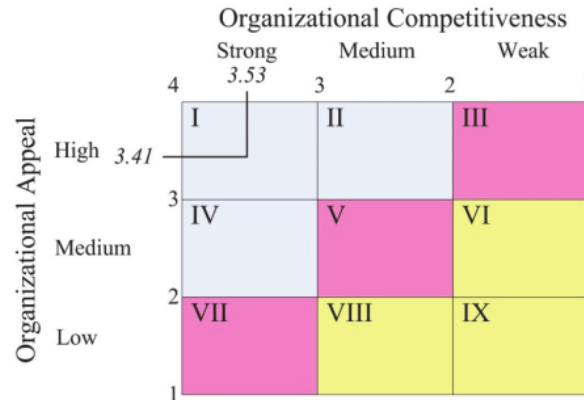
The results of internal and external analysis (IFAS and EFAS) are then included in the Internal External Matrix or often called the IE Matrix. In the IE matrix there are nine cells with the implementation of the following strategies growth and build strategy is applied if the organizational position is in cells I, II, and IV, the hold and maintain strategy is applied when the organization's position is in cells III, V, and VII; and the harvest or diverst strategy is applied if the organization's position is in cells VI, VIII, and IX (David, 2006).

It means that the Bongkasa Pertiwi Village has strong category competitiveness and high category attractiveness as a tourist village, so the position of the Bongkasa Pertiwi tourism village development strategy is in the Growth and Build condition, as shown in Fig. 3.

The strategic position of Bongkasa Pertiwi Village as a tourism village is in the Growth and Built position in cell I, so the strategy adopted is intensive strategy (market penetration, market development and product development) or integration (backward integration, forward integration and horizontal integration) (David, 2006).

Intensive strategies that can be applied to the development of the Bongkasa Pertiwi tourism village, namely: (1) market penetration strategy, which is a strategy to find a wider market share for the tourism potential of the Bongkasa Pertiwi Village that currently exists through more active marketing efforts;

(2) product development strategies, namely strategies for developing existing types of attractions, or creating new attractions.



**Fig. 3.** Strategic Position of Bongkasa Pertiwi Tourism Village Development

Market penetration strategy in the development of rural tourism can be done with a work program in the form of opening a wider market share of both domestic and foreign tourists. The development of the internet encourages customers to obtain information easily and quickly, so that consumers faced by tour managers are consumers sensitive to price and quality. Tourism Village Managers need to promote products online by utilizing internet media and applications.

The implementation of market penetration strategies in the development of Perongkwi Pertiwi Tourism Village, namely: (1) opening new attractions such as games, culinary, education; outbound facilities (campsites) so as to attract tourists to visit Bongkasa Pertiwi village; (2) marketing the product mix by adding digital processes; in places with new distribution models and representations; on prices with price transparency and new pricing models; do promotion off line and on line; carry out internal and external optimization processes; conduct physical evidence online and integration (Septyato & Dewanto, 2016).

The implementation of the product development strategy in the tourism village is by creating new tourism objects around the Bongkasa Pertiwi village, in the form of: (1) attractions, regular and periodic festivals, and arranging the traditions and culture of the local community; (2) creating new tours such as educational tours by activating the participation of the community or SMEs (silver crafts) by giving the experience of making silver crafts to guests visiting the Bongkasa Pertiwi tourism village; (3) making a culinary tourism design in the middle of rice fields or river banks, by combining tracking and rafting paths.

There are several obstacles faced in developing the Bongkasa Pertiwi Village into a tourism village, namely: (1) there is still no homestay available for tourists to stay, there are only a few simple guesthouses or villas; (2) the quality and ability of the people who have not been adequate in managing homestays, so that lodging businesses in the village of Bongkasa Pertiwi are dominantly owned or managed by the private sector; (3) the Tourism Village Management Agency has not been able to work optimally and is more dominantly done by BUMDes, because resource constraints are limited and do not yet have potential; (4) Community participation in tourism village activities is still low, because the characteristics of the community are still seeing tangible results from the management body in developing the Bongkasa Pertiwi Tourism Village.

### 5.3 Factors that play a role in the sustainability of the tourism village (MICMAC analysis result)

Analysis related to the selection of factors for sustainability analysis through structural analysis (structural analysis), with the MICMAC (Matrix of Cross Impact Multiplications Applied to a Classification) method. The MICMAC approach relies on analytical thinking through systematic solutions to a problem (Fauzi, 2019). Almeida & Carvalho (2013) add that the principles of the MICMAC technique help to: (1) identify the main variables that are influential (dependent) and dependent (influenced) that are essential for a system; (2) mapping the relationships between variables and the relevance of these variables in explaining a system; (3) reveal the causal chain of a system.

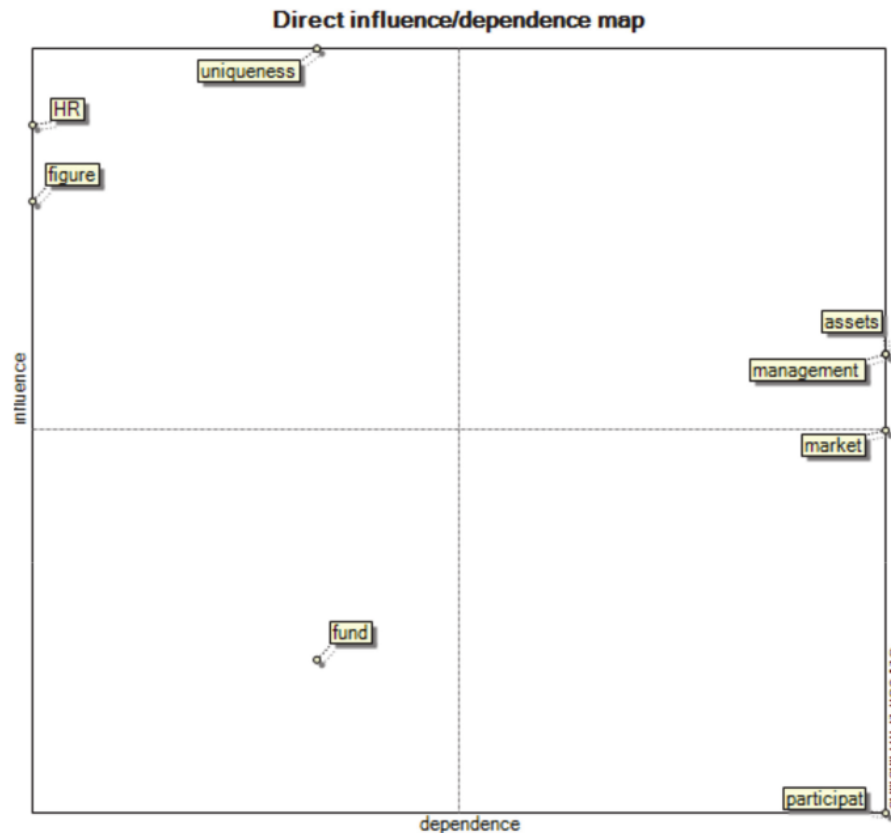
One of the aims of this research is to find out what variables have important influence in the development of agro-tourism in the village of Bongkasa Pertiwi. The variables that are thought to have an important role in making this happen are identified in the following Table 4.

**Table 4**

Variable of Tourism Village Development in the Bongkasa Pertiwi Tourism Village

No	Factor	Code	Description
1.	The uniqueness of tourism village	unique-ness	The uniqueness of the location of the tourist village created by the community, departs from culture and customs so that it has a selling value of tourism and competitiveness. This uniqueness can be in the form of tourism events, tour packages, and other uniqueness that can be sold directly.
2.	Competencies of HR management	HR	The quality of the HR management of the tourism village
3.	Tourism village management	mana-gement	Management or management applied in managing tourism villages
4.	Promotion and marketing	market	Promotion and marketing of managed tourism village products, both offline and online
5.	Investment orientation in local assets	assets	Support for local assets will have a positive impact on the village. Local assets that are a factor in the success of rural tourism development in improving the welfare of villagers can be in the form of earth products such as agricultural or plantation products, and natural assets such as rice fields, waterfalls, rivers.
6.	Society participation	parti-cipat	Support and active participation of the community in village tourism activities
7.	Fund Facilitation	fund	Facilitation of rural tourism development funds, both from village to central level
8.	Influential figure and link to stakeholders	figure	Local/influential figures who are able to move the community and have a link and bridge the communication between the community and related stakeholders.

The results of the MDI (Matrix of Direct Influence) table analysis, with the MICMAC software, produced a variable mapping as shown in Fig. 4.



**Fig. 4.** Map of Sustainability Variables in the Bongkasa Pertiwi Tourism Village According to Influence and Dependence

Fig. 4 shows that the uniqueness of the tourism village, HR competencies, and driving figures and links to stakeholders are in the quadrant of the influence variable or driver variable. Factors of investment orientation in local assets and tourism village management are in the dependent variable quadrant. The promotion and participation factors are in an autonomous position, while the facilitation factors for aid funds are in the variable relay position.

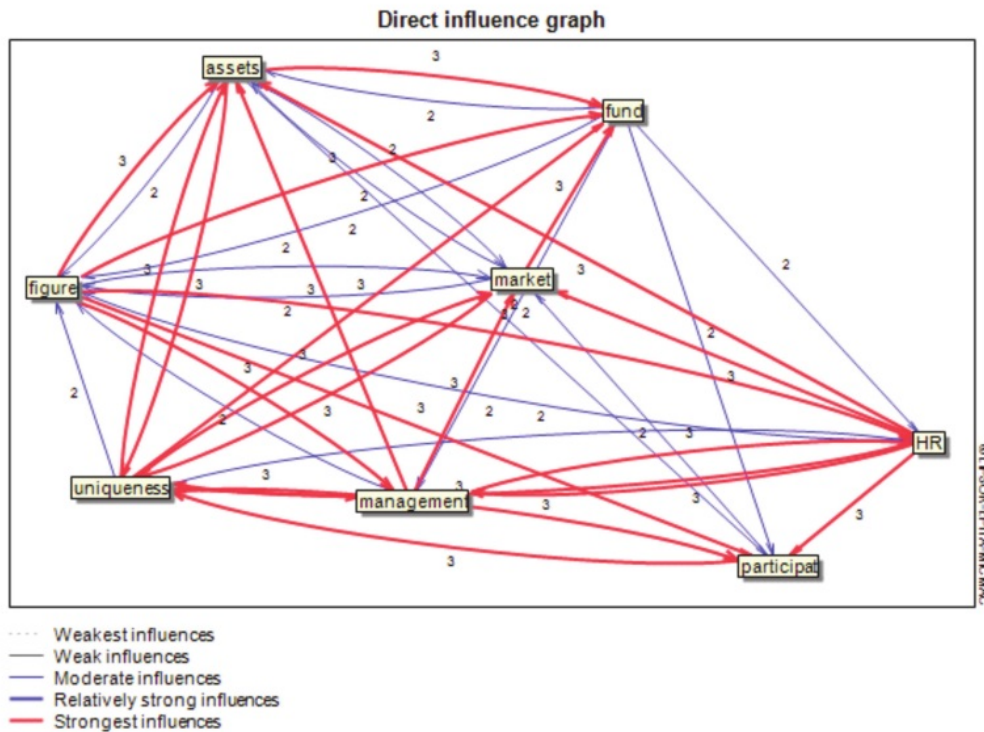
Based on Fig. 4 it also appears that the three variables (the uniqueness of the tourism village, HR competencies, as well as the driving figures and links to stakeholders) are the three main factors that trigger the sustainability of the Bongkasa Pertiwi Tourism Village (input or driver variable). The three main things needed in the development of tourism village. First, the uniqueness of the local village, as a differentiator with other tourist villages. The uniqueness is an attraction for tourists to visit the Bongkasa Pertiwi Village. Second, the existence of quality human resources (HR), both in terms of education, skills, and experience in managing tourist areas. The tourism village is a complex and holistic tourism area management, so naturally the development is needed by human resources who have adequate quality. Third, there are driving figures and links to stakeholders. The concept developed by the tourism village is the involvement of the community, therefore an active role of the movers is needed to be able to arouse community interest in developing tourist areas in the community. In addition, figures are needed that have links with relevant stakeholders, including tourism actors, government, communities, investors. When the three factors are available and can be involved in the development of tourism village in Bongkasa Pertiwi, it will certainly have an impact on the management of Tourism Village management, as well as locally oriented investment. Community



participation and promotion factors become the affected variables from other variables. The characteristics of the community in the Bongkasa Pertiwi Village are more passive, they need concrete evidence of the progress of the development of the tourism village to participate.

The facilitation factor of the aid fund is a relay variable which shows that this variable is very sensitive and very unstable in achieving the sustainability of the tourism village because any intervention on this variable will have an impact on the overall system.

Fig. 5 below shows the network of direct effects between variables on the sustainability of the Bongkasa Pertiwi Tourism Village.

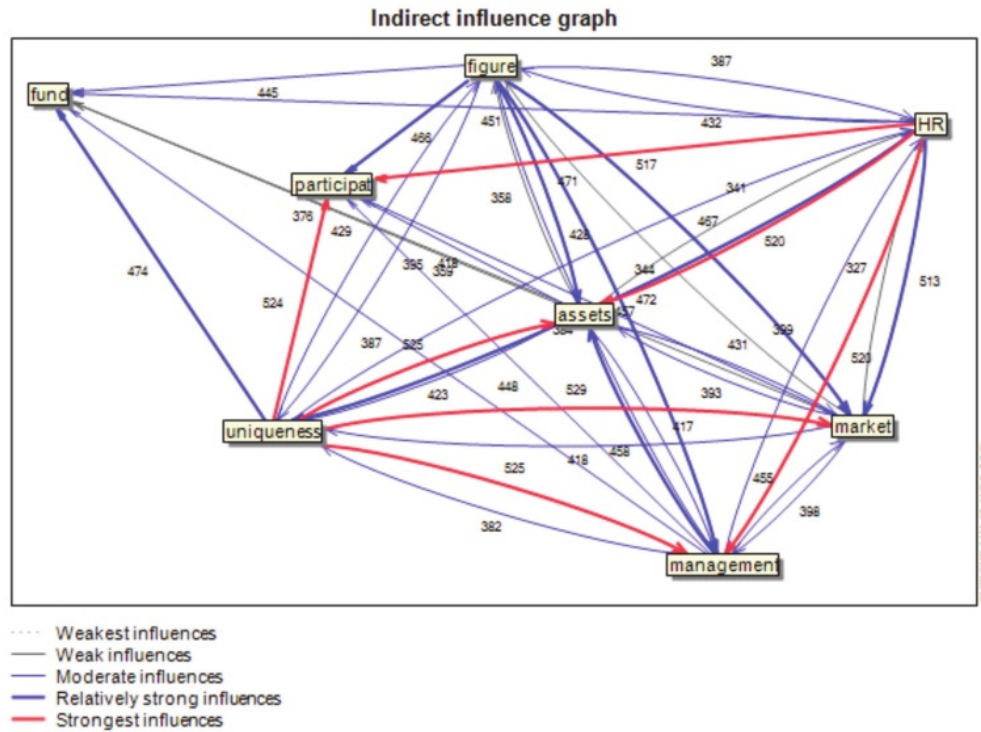


**Fig. 5.** Relationship among Direct Influence of Sustainability Variables

As shown in Fig. 5., several factors influence each other strongly. While some factors have a moderate effect on other factors. Broadly speaking, based on Fig. 5. it is known that the uniqueness and HR factors have a strong influence on other factors, of course according to the previous results it is precisely said that uniqueness, HR is a key factor in the development of the Bongkasa Pertiwi Tourism Village.

Fig. 6. below shows the relationship of indirect influence between variables. The number on each arrow in Fig. 6. shows the degree or rating of the effect obtained through the iteration of the Boolean matrix.





**Fig. 6.** Relationship of Indirect Effects of Sustainability Variables

Fig. 6. shows that a very strong indirect effect occurs on the influence of the uniqueness of the tourism village on the manager's HR competency factors, promotion and marketing, investment orientation on local assets, and community participation. In addition, there is also a strong indirect effect of HR competency factors on investment orientation on local assets, village tourism management, and community participation.

**6. Conclusions**

Bongkasa Pertiwi Tourism Village has strong category competitiveness, and high category of attractiveness as a tourist village, so that the strategic development position of the Kenderan tourism village is in the Growth and Build condition. Seeing internal and external conditions in the development of the Tourism Village in the Bongkasa Pertiwi Village, it requires a comprehensive and integrative strategy from internal and external positions so as to strengthen the development of tourism potential. Based on the results of data analysis, it is known that there are three variables (the uniqueness of the tourism village, human resources competencies, as well as driving figures and links to stakeholders) are the three main factors that trigger the sustainability of the Bongkasa Pertiwi Tourism Village (input or driver variables).

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