

## Business Development Plan for Ngargogondo Tourism Village Based on Industry 4.0 Technology

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**Abstract:** Ngargogondo Tourism Village is one of the tourist villages in Magelang Regency, which is in the Balai Ekonomi Desa (Balkondes) area of the Borobudur Region. This tourist village was newly formed and was inaugurated in 2021. Meanwhile, marketing success is one factor determining a tourist village's development. In addition, other more attractive and anti-mainstream developments are needed with the surrounding tourist villages. The current study applied a descriptive qualitative research by conducting observations and interviews. Then, the information and data were measured and analyzed utilizing marketing mix, SWOT, and Business Model Canvas (BMC) analyses. This research procedure also consisted of three stages: data collection, data analysis, and presentation of data analysis results. The focus on the data analysis is based on the 9 aspects, including customer segment, value proposition, channels, customer relationship, revenue stream, key resources, key activities, key partnership, and cost structure. Based on this, a study is required to identify the marketing potential of Ngargogondo Village based on the marketing mix and then analyzed based on SWOT and Business Model Canvas (BMC) to develop a tourism business development plan base on industry 4.0 technology. Further, the research results can be used to formulate a marketing strategy for the Ngargogondo Tourism Village to develop its tourism business.

**Keywords:** BMC, Marketing Mix, SWOT, Technology 4.0, Tourism Village.

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### Introduction

The Borobudur area is part of the National Tourism Strategic Area (KSPN), listed in the National Tourism Development Master Plan (RIPPARNAS) 2010-2025. Based on this, Borobudur and the surrounding area have tourism potential to be developed and are expected to influence economic, socio-cultural, and environmental growth positively. The local government has also established a Village Economic Center (Balkondes) facilitated by the Ministry of State-Owned Enterprises (BUMN) to support the development of tourism potential in the Borobudur area. The existence of Balkondes in Magelang Regency that has been formed is also expected to continue to grow and be sustainable, having a positive impact on the community.

In Indonesia, tourism is one of the sectors that continue to be developed since it has been proven to have a positive impact. Some benefits of tourism development include creating jobs, improving community welfare, and increasing income for the regional economy (Ernawati et al., 2018). One form of tourism development is the development of tourist villages as tourist objects. In recent years, tourist villages have become popular destinations in several countries in Asia and Europe. Touristic villages also provide business opportunities in the tourism sector for local people and increase their income (Ciolac et al., 2017).

Previous research has used SWOT analysis to identify internal and external factors of tourist villages so that they can be used to formulate appropriate marketing strategies (Andajani et al., 2017). Widyarningsih (2016) has also identified potential products as the basis for formulating a strategy for developing tourist villages using SWOT analysis. However, the identification carried out was limited to handicraft products and did not include other marketing factors. Based on this, it is necessary to identify marketing factors, including:

1. market,
2. product,
3. price,
4. distribution channels, and
5. competitors.

Specifically, the Ngargogondo Tourism Village is one of the tourist villages around the Borobudur Village Economic Centers (Balkondes Borobudur). This tourist village was recently established in 2021. As a new tourist village, Ngargogondo Village is expected to continue to develop and become sustainable in near future. In this case, several vital indicators need to be considered in developing tourism towards an independent tourism village, one of which is marketing. Here, the identification of marketing potential consists of how the product and product development potential are, how much the price is set, who are the distribution channels, and how the promotion has been done (Nyong Abam, 2016). Thus, there is a need to identify the potential of Ngargogondo Village that can be developed to find the right promotion strategy, and when problems are encountered, the right solution can be found.



(Source: Indrawati, et al., 2023)

**Figure 1.** Portrait of one of the Tourist Attractions in Ngargogondo Village

Furthermore, this village tourism business description also needs to be identified through the Business Model Canvas, and a development strategy in accordance with the Ngargogondo Village conditions should be then formulated. For this reason, this study aims to identify the marketing potential of the Ngargogondo Tourism Village, analyze the conditions of internal and external factors in the marketing aspect, and develop a tourism business development strategy plan for the Ngargogondo Tourism Village with a touch of technology 4.0. The results of this study are also expected to be used as guidelines for stakeholders (the Magelang Regency Tourism Office and the

manager of the Ngargogondo Tourism Village) to develop their tourism business, especially tourism with a touch of technology 4.0.

The tourist village is one of the rural tourism objects that offers tourist attractions, provides accommodation, and has other supporting facilities. Rural-based tourism also has unique natural and cultural characteristics and has the potential to become a tourist attraction for tourists (Triyanto et al., 2018). Tourists not only enjoy the attractions offered but also get to know, learn, and appreciate the local community's characteristics. Types of tourists who are a potential market for tourist villages are foreign tourists, student tourists, and tourists motivated to learn the local community culture. These tourist types tend to be aware of protecting the rural environment, respect the local community culture, and are willing to interact with the local community (Giampiccoli & Saayman, 2018).

Meanwhile, tourist villages are divided into three categories: growing tourist villages, developing tourist villages, and independent tourist villages (Dinas Kebudayaan & Pariwisata, Ludens Tourism Space, 2016). The indicators determining it consist of eight components: 1) potential and attractions, (2) managerial capacity of managers, (3) community roles, (4) amenities, (5) marketing, (6) accessibility, (7) tourist visits, and (8) ownership of assets. On the other hand, according to Hamzah & Irfan (2018), tourist villages are divided into three categories based on the Tourism Life Cycle and Product Life Cycle: potential, developing, and superior tourist villages. The indicators for determining these categories are based on the level of tourism, facilities, tourist visits and marketing, and the potential ability of the local population to manage it. The level of community participation and empowerment of tourism village resources is also an issue that needs to be considered, both by the government and management stakeholders (Nugroho et al., 2018)

Based on those, a tourist village can be categorized as an independent tourism village if it can empower its tourism potential; the community can manage tourism villages independently; the community wants to play a role in tourism activities; the village has adequate facilities and amenities and a potential target market and customers; accessibility conditions and facilities are adequate; tourist arrivals increase; most assets are owned by citizens (not private or investors).

More specifically, one of the components that need to be fulfilled to become an independent tourism village is a marketing strategy. In marketing, the 7P marketing mix comprises product, price, promotion, place, people, physical evidence, and process (Kotler & Keller, 2018). In current conditions, undoubtedly, adjustments to the digital era development are required to become an independent tourist village. This development is needed so that managed tourist villages can continue to exist following the digital era development and can benefit from technology digitalization.

In this case, technology 4.0, the goal of digitalization development, is technology in the industrial era 4.0. Some keys of this technology include the Internet of Things (IoT), Big Data, Cyber Security, Artificial Intelligent, Additive Manufacturing (3D Printing), Human Machine Interface (HMI), Advanced Robotics, Augmented Reality (AR), and others. Combining this technology can be a differentiator and a unique tourist attraction in rural areas.

From the explanation above, the urgencies of this research is for explanation the other development ideas that are more interesting and anti-mainstream base on the fact that there are village potentials that has not been optimally developed in the Ngargogondo Tourism Village Business development plan through the touch of Technology 4.0.

## Methodology

This research used a descriptive qualitative method to describe and explain a specific phenomenon. The data used were primary data obtained from observations and interviews. Then, the information and data were measured and analyzed utilizing marketing mix, SWOT, and Business Model Canvas (BMC) analyses. This research procedure also consisted of three stages: data collection, data analysis, and presentation of data analysis results (Dharasta et al., 2017). In addition, the analysis results were in the form of a marketing mix description, internal and external marketing factors, and the formulation of a tourism business development strategy for the Ngargogondo Tourism Village.

## Results and discussions

### Results

Tourism is everything related to tourism, and many parties believe that tourism has an essential meaning as an alternative to support the development of a region or country. Optimizing tourism development, there have undoubtedly positive and negative impacts caused. However, these positive and negative impacts can be managed simultaneously. In maximizing the positive impact and simultaneously suppressing the negative impact, an integrated and comprehensive plan is needed for tourism development. Hence, a tourism development plan is required to guide the development of tourism potential as a whole. Therefore, this tourism development plan must be carried out consistently with the national tourism development plan.

Based on data (Badan Pusat Statistik, n.d.), from 2018 to 2020, the number of domestic tourist trips experienced a fluctuating trend. In 2018, the number of domestic tourists was 303,403,888 people, which increased in 2019 to 722,158,733 people, and in 2020, this number decreased to 518,588,962 people. The decline in this number was due to the COVID-19 pandemic, so the tourism sector was also affected. The decrease in the number of tourists then changed tourism planning, especially in marketing, so that tourists remain interested in traveling. Tourism as an activity also includes two main sides: the demand and supply sides. It is because success in tourism development is highly dependent on the ability of planners to integrate the two main sides in a balanced way. From the demand side, tourism must be identified through potential market segments and factors that become the tourist attraction in question.

The observations in Ngargogondo Tourism Village revealed various results from the diverse potential villages there. Marketing is also one of the key factors in heading towards an independent tourism village. Identification of marketing potential lies in the possibility of product development, set prices, distribution channels, and methods of conducting promotions (Nyong Abam, 2016). Potential market segments could also be identified from Ngargogondo Village. Different potential villages have begun to be developed, starting from establishing tourist parks based on nature tourism and educational tours. However, this potential development has not run optimally, so there needs to be maximum management to optimize various potentials and resources in Ngargogondo Village. Thus, the analysis for the tourism development in Ngargogondo Village used SWOT and BMC analyses by considering the factors and elements supporting tourism. Previous research on SWOT analysis has been carried out by Nasehi et al. (2017), who formulated a strategy for the tourism village development utilizing a SWOT analysis that focused on identifying economic factors. Meanwhile, other studies highlighted factors identified in attractiveness, accessibility, information facilities, and accommodation elements (Pramanik & Widyastuti, 2017).

## Discussions

Based on the results of observations and observations that have been made, it shows that Ngargogondo Village is included in the tourist village that applies Sapta Pesona in its tourism. The purpose of implementing Sapta Pesona is to increase awareness and a sense of responsibility from all stakeholders so that it can be realized in everyday life. Sapta Pesona consists of elements of security, order, cleanliness, coolness, beauty, friendliness, and also memories.



(Source: Indrawati, et al., 2023)

**Figure 2.** Sapta Pesona Ngargogondo Village

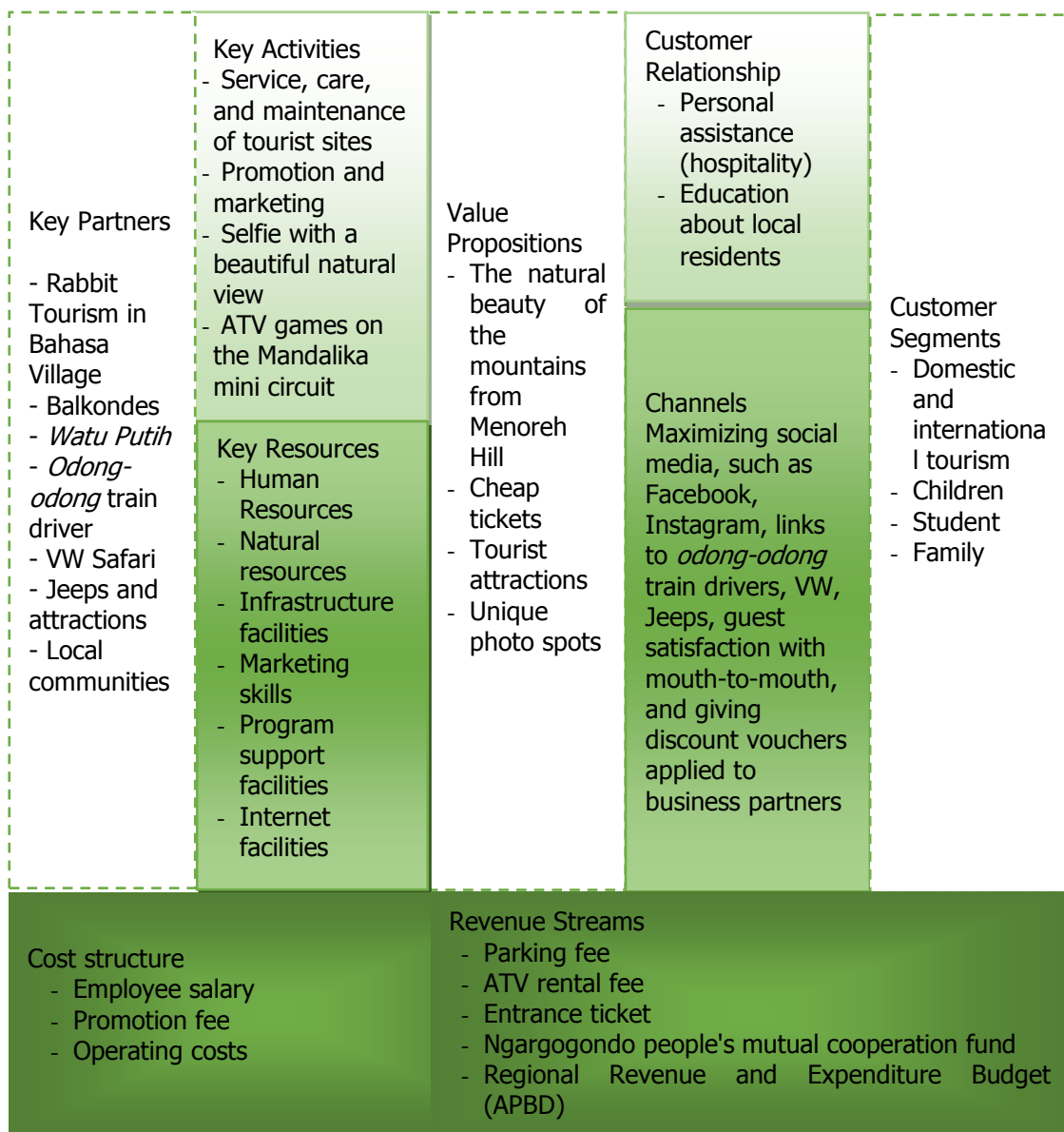
## Business Model Canvas (BMC)

The BMC condition in the Ngargogondo Tourism Village was determined based on the interviews with informants, which then produced accurate information about the nine BMC elements in the Ngargogondo Tourism Village. Identifying the nine BMC elements involved internal parties from the management of the Ngargogondo Tourism Village. The respondents were considered to have the capacity to provide relevant information related to the data needed to identify BMC elements. Business Model Canvas consists of several elements, namely (1) Customer segment, (2) Value Proposition, (3) Channel, (4) Customer Relationship, (5) Revenue Stream, (6) Key Resources, (7) Key Activity, (8) Key Partnership, and (9) Cost Structurer (Koswaraputra et al., 2019; Rahardjo et al., 2019).

The identification of the nine BMC elements in the Ngargogondo Tourism Village at that time was on the customer segment side. It explained that visitors from the Ngargogondo Tourism Village came from domestic and foreign tourists, including children, students, and families. The value propositions offered were the natural beauty of the mountains from Menoreh Hill, cheap tickets, tourist attractions, and unique photo spots. Current customer relations were personal assistance or hospitality services and education about residents. In addition, tourism distribution channels were

carried out by maximizing social media, such as Facebook, Instagram, odong-odong train driver links, VW, and Jeep, guest satisfaction with the mouth-to-mouth concept, and giving discount vouchers applied to business partners. Then, revenue streams were received from entrance tickets, parking fees, ATV rental fees, and the Regional Revenue and Expenditure Budget (APBD).

Furthermore, the key resources in this tourism included the natural beauty of the Menoreh Hill Mountains, human resources, facilities, and tourism branding. The existing key activities were service activities, selfie photos with beautiful natural scenery, and promotional and marketing activities. Meanwhile, the key partnerships currently being carried out were with Rabbit Tourism in Bahasa Village, Balkondes, Watu Putih Tour, odong-odong train drivers, VW Safari, jeeps and motorcycle taxis, and the surrounding community. Finally, the main cost structures in this tourism were employee salaries, maintenance, and promotion costs.



(Source: Data processed, 2022)

**Figure 3.** Identification of the Current Business Model Canvas in Ngargogondo Village

### SWOT Analysis

As a competitive business strategy formulation, the marketing of the Ngargogondo Tourism Village also used a SWOT analysis. SWOT analysis theory is used to plan something using SWOT indicators: S (strength), W (weakness), O (opportunity), and T (threat). SWOT is also often used to analyze a condition that aims to do something (Widyaningsih, 2016). According Noor (2014), SWOT analysis is also used as a tool to identify marketing conditions when determining the marketing strategy of a particular company or organization. Through this SWOT analysis, it is possible to find out the potential that needs to be developed and the problems faced by tourist villages (Zhang, 2012). In addition, the use of SWOT analysis as a tool to identify potential problems in formulating strategies can also be applied to the development of tourist villages (Dharasta et al., 2017; Kusriani, 2017; Mustika & Aditya, 2018; Nasehi et al., 2017; Pramanik & Widyastuti, 2017; Vladi, 2014; Widyaningsih, 2016; Zhang, 2012).

Based on the observations made, a mapping of the Ngargogondo Tourism Village was compiled:

1. The strengths of the Ngargogondo Tourism Village are:
  - a. There is natural beauty, such as the view of Menoreh Hill and the strategic position of the terraces, so this place becomes a beautiful natural tourism.
  - b. Strengths of the organizations, projects, and business concepts formed
2. The weaknesses of the Ngargogondo Tourism Village are:
  - a. Road access is inadequate from the highway to tourist sites when visitors use buses or large vehicles.
  - b. Internet access is not yet adequate at tourist sites.
  - c. There is still a lack of promotion, so this area is still not widely known to visitors and investors who can support its development.
3. The opportunity for the Ngargogondo Tourism Village is the existence of the Borobudur Terrace Tourist Area in the Ngargogondo Tourism Village so that it can create new jobs for the community around the terrace location. The community can also carry out entrepreneurial activities for visitors who come to tourist sites.

The threat to the Ngargogondo Tourism Village is that in this tourist village, there are various other types of tourism, one of which is nature tourism. In this case, natural events also threaten the tourist area in Ngargogondo Village. It is because this tourism is very vulnerable to the threat of damage due to natural events.

### SWOT Identification on Each BMC in the Ngargogondo Tourism Village

Identification of the current condition of each BMC element used a SWOT analysis mapping, including the strengths, weaknesses, threats, and opportunities of each BMC element in the Ngargogondo Tourism Village. The SWOT identification results of each BMC element were then employed to design a new business model prototype, which the Ngargogondo Tourism Village will run in the future. Based on observations, the SWOT identification results with BMC elements in Ngargogondo Village are shown in the following table.

**Table 1.** SWOT Analysis Results on BMC in Ngargogondo Tourism Village

No.	Aspect	Strength	Weakness	Opportunity	Threat
1	Customer Segment	The diverse segments of	Tourism management	Government policy in tourism	Other competitors

No.	Aspect	Strength	Weakness	Opportunity	Threat
		tourists visiting	services in serving tourists consider each segment the same.		have the same customer segment.
2	Value Proposition	The natural beauty of the mountains from Menoreh Hill, cheap tickets, tourist attractions	Internet access is difficult, and road access is not yet adequate to reach several tourist sites in Ngargogondo Village.	The potential for natural and cultural tourism and the application of technology development in tourist sites have not been managed optimally.	Competitive competitors
3	Channels	Strong direct distribution by utilizing links to <i>odong-odong</i> train drivers, VW, and Jeeps, guest satisfaction with the mouth-to-mouth concept, and giving discount vouchers applied to business partners	Social media promotion is still not optimal.	Advances in information and communication technology	Other tourism competitors are increasingly aggressive in promoting.
4	Customer Relationship	Personal assistance (hospitality) and good relations with the surrounding community	Tourism managers are sometimes still passive in providing services to consumers.	Utilizing technology in social media	-
5	Revenue Stream	Various income sources	Bureaucracy and Bumdes (Village-owned enterprises)	Opening new income sources	Limited budget funds and tourists
6	Key Resources	Unique natural resource potential	Human resources are still lacking in both quantity and quality.	Limited use of technology	The threat of landslides
7	Key Activities	Service, care, and maintenance of tourist sites and	Sources of income are still unstable, so the	-	-



No.	Aspect	Strength	Weakness	Opportunity	Threat
		promotion and marketing	maintenance and development process is still not running optimally.		
8	Key Partnership	Partnerships are carried out with various parties and communities around tourist sites.	A mismatch between the interests of many parties	Opening opportunities with other partners	-
9	Cost Structure	Funds fulfilled	Budget management is still not effective and efficient.	Promotion and marketing costs can be reduced by using social media.	Economic conditions are sometimes unstable.

(Source: Indrawati, et al., 2023)

Based on the mapping of the table of BMC analysis results and SWOT analysis, it identifies several strengths and weaknesses from both internal and external factors of the potential of Ngargogondo Village. Regarding the use of technology, Ngargogondo Village also utilizes technology not only as a tourist facility plan but also as a medium of promotion.

These promotions can be easily done on social media online platforms such as Instagram, Facebook, and YouTube. Online promotion can also be done using travel agencies and can maximize the functionality of the hotel website (2) involve traditional cultural and community elements when conducting promotions or events. By prioritizing cultural and traditional elements, it can provide added value to attract tourists who visit the hotel (Andika et al., 2021).

The current condition of the Ngargogondo Tourism Village does not have many events since it is still in the tourism development stage and relies on already available tourist attractions based on tourist requests. In planning this business model, there is an idea for a central point of supply-driven innovation (value proposition). This idea is in the technology development in the form of Augmented Reality (AR). AR is a technology that combines two-dimensional or three-dimensional computer-made objects into the real environment around the user in real-time (Ismayani, 2020). The technology development utilizing AR applications was initiated to increase attractions that can be done at tourist sites. AR applications can be implemented by making applications with two-dimensional or three-dimensional images of the area around the Borobudur location. It is intended so that when tourists visit and cannot get around the Borobudur location, they can use AR technology to see the surrounding area in real-time. In addition, it is also the latest innovation because there has been no application of the same technology in other tourist villages around the Borobudur location; thus, it can be a unique tourism opportunity and promotion. In the prototype design, the business model combined with the AR technology development is expected to solve problems and can be a development in the present and future. Moreover, this business

model design is expected to make improvements and generate new innovative ideas outside the competence owned by the Ngargogondo Tourism Village.

## Conclusions

Based on the explanation above, it can be concluded that the Ngargogondo Tourism Village is one of the tourist villages in the Borobudur area, which has beautiful natural potential. Various efforts have been made to introduce Ngargogondo Tourism Village. The Ngargogondo Tourism Village development is also inseparable from multiple parties and businesspeople who participate in tourism management to increase the potential of the existing village. Implementing these various strategies is also believed to affect tourism development efforts, one of which is the SWOT and BMC analyses.

However, some obstacles and limitations are still found in tourism development, including not optimal promotion and marketing, not optimal development of tourist sites, limited budget funds, and increasingly competitive competition.

The results also uncovered that AR technology-based business model planning, on the basis of a SWOT analysis combined with BMC, can be carried out by Ngargogondo Tourism Village to develop its tourism business in the future. This planning idea departs from the existing problems and potential of the village that has not been developed optimally in Ngargogondo Village.

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