

## The Strategy of Tourism Development on Woven Craftsmen Group in Tasikmadu Thematic Tourism Village, Malang City

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### ABSTRACT

Research located in the Tasikmadu thematic tourism village, aiming to formulate the right strategy for developing the weaving thematic tourism village in Tasikmadu, Malang City. This study uses quantitative methods with SWOT analysis. There are eight respondents and one key respondent. The results of this study indicate that the strategy used in the development of the thematic weaving village in Tasikmadu located in the quadrant I position. The aggressive strategy used by Tasikmadu weaving artisans is to improve the skills and creativity of better weaving artisans so that they have the opportunity to increase sales of handicrafts, utilizing State University Malang as a partner for product marketing on an international scale, as well as weaving artisans in Malang City which are still minimal, affordable prices, and product designs that can adapt to consumers so that it becomes a promising business opportunity.

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### ARTICLE INFO

**Article History:**

*Submitted/Received 31 Oct 2022*

*First Revised 23 Dec 2022*

*Accepted 29 Dec 2022*

*First Available online 30 Dec 2022*

*Publication Date 30 Dec 2022*

**Keyword:**

*Development strategy,  
Tasikmadu weaving craftsman,  
Thematic tourist village.*

## 1. INTRODUCTION

The thematic village program in Malang City is an effort to develop the potential of a village. Kampung has a role in improving the economy in Malang City (Wicaktiyoso et al., 2021). Thematic villages have a goal for economic development or acceleration, especially in the creative economy sector. The creative economy appears in the background of the increasingly varied needs of society (Comunian dan England, 2020; Rosyadi et al., 2021). The development of the information economy has limitations because it only relies on advances in the application of science and technology. Advances in information technology must be balanced with creativity and innovation to have value. The creation of goods and services in the creative economy must contain the knowledge and more dominant creations (Krisdayani et al., 2020).

Current economic developments create an alternative concept that effectively supports economic progress in Indonesia called the creative economy. The development of the business world at this time has undergone a shift. Economic development is no longer based on natural resources, but based on human resources, namely based on knowledge and creativity. The development of creative economy sector of the Indonesian nation began to progress, marked by a variety of creative businesses in Indonesia. Through creative efforts, Indonesia can maximize the resources of a region and create new jobs (Diana et al., 2017).

The Central Statistics Agency (BPS) is a government institution in Indonesia responsible for collecting, compiling, managing, analyzing, and providing national statistical data. The main task of BPS is to collect and provide accurate and reliable statistical data on various aspects of society, economy, social, and environment in Indonesia. According to data from BPS, workforce from the creative economy sector continues to increase. In 2020 18.7 million people were working in the creative economy sector, data shows this sector is one of the major foreign exchange contributors to Indonesia, recorded at USD 15.06 billion generated from exports of creative economy products (BPS, 2021; Hsu, 2018).

The creative economy encourages creative ideas and innovations that generate economic competition. The business competition that occurs can encourage a competitive economic nuance so that it can increase income and people's welfare. The creative economy consists of 18 sectors which include animation, architecture, photography, design, crafts, music, fashion, culinary, research and development, cinema, publishing, interactive games, advertising, performing arts, information technology, fine arts, television, and radio, and video (Eni et al., 2022).

The handicraft industry is part of the creative economy sector produced by artisans. Crafts are produced through the creation of craftsmen from the initial design of the product to the completion process. Creative craft efforts can create jobs for the local community (Tobing et al., 2019). New jobs from these creative ventures can reduce the unemployment rate in an area (Nurliana et al., 2020; Waite, G., and Gibson, C. 2009).

The creative economy business of the handicraft sector is spread in several regions in Indonesia, one of which is Malang City. Malang City is one of the areas located in the province of East Java. Administratively, Malang City consists of five districts including Blimbing, Kedungkandang, Klojen, Lowokwaru, and Sukun. According to data from The Cooperative and SME (Small and Medium Enterprises) Office of Malang City, the total number of UKM registered in Malang City is 273, consisting of 77 UKM in Blimbing, 52 UKM in Kedungkandang, 39 UKM in Klojen, 49 UKM in Lowokwaru, and 56 UKM in Sukun. The existence of these UKM is a good capital for economic progress and a source of employment in Malang City.

The variety of creative economy in the handicraft sector supports tourism activities in Malang City. Craftsmen can offer handicrafts to visiting tourists (Fitriyah dan Suganda, 2021)

The result of the craft can be a souvenir typical of tourist destinations. Data shows that the number of tourist visits in the city of Malang reached 671,396 people in 2020. Most tourists enter Malang Raya through the Singosari- Karanglo Toll Gate route to Batu City or Malang City, this is an opportunity to develop alternative tourist areas along the route. One of the places on the route is the Tasikmadu Village area.

Tasikmadu Village is an area of rattan wicker craftsmen who have export quality and are on the path to the city of Batu. Woven craftsmen in Tasikmadu Village have good potential to be developed. However, neither environmental nor village managers are serious about developing tourist destinations. The results of the study show that the development of tourist areas can provide economic benefits in the form of jobs for residents (O. I. B. Hariyanto dan A. Bsi Bandung, 2016; Ramaano, 2021; Streimikiene et al., 2021). The establishment of sustainable tourist areas needs to begin with a study of the development strategy for the business that will be carried out (J. Tang et al., 2022; Mondino dan Beery, 2019; Wang et al., 2021). The importance of this research can be information for craftsmen to determine the right business strategy. The strategy aims to win the business competition carried out and to maintain the sustainability of its business (Telagawathi et al., 2022). Therefore, the purpose of this study is to formulate a strategy for the development of thematic tourism villages in Tasikmadu, Malang City.

## 2. METHODS

This research method refers to quantitative research with a SWOT analysis. The survey method is used to collect data using questionnaires to competent sources (experts) who have experience in developing tourist areas. The research location is located in the thematic tourism village of Tasikmadu Malang City. Expert determination criteria include tourism offices, area managers, including academics who are tourism activists. The expert survey consists of four items, namely *strengths*, *weakness*, *opportunities*, and *threats* designed to analyze internal and external factors to develop thematic tourism villages. The limited number of experts who are the source of data in this study can be covered by their experience in the field of developing tourist areas.

Data collected from experts is managed using *the Internal Factor Evaluation (IFE)- External Factor Evaluation (EFE)* matrix. This matrix determines the regional development strategy based on rating and weight calculations (Pratiwi et al., 2017). This calculation is the basis for determining the SWOT quadrant in the development of the Tasikmadu thematic tourism village area.

## 3. RESULTS AND DISCUSSION

### 3.1. The strategy used by craftsmen in thematic tourism villages in Tasikmadu

Tasikmadu thematic tourism village woven handicraft is a business engaged in the handicraft sector, namely wicker made of synthetic rattan located in Tasikmadu Village, Malang City. The craftsmen of the Tasikmadu thematic tourism village produce chairs, tables, baskets, wall hangings, flower pots, and various other woven crafts made of synthetic rattan. Craftsmen use their ideas and creativity in making wicker products and also facilitate consumers who want to order wicker as desired. This weaving activity is not only a form of channeling ideas and creativity but also a useful job to improve the economy of the community in Tasikmadu Village.

An alternative strategy used in this study was in the form of a questionnaire given to any craftsman in Tasikmadu as a source of data. The data contains *Internal Factor Evaluation* (IFE) and *External Factor Evaluation* (EFE) from the development of craftsmen from the Tasikmadu thematic tourism village. The determination of ratings and weights is produced through questionnaires filled out by Tasikmadu artisans. The results of the IFE assessment in the form of 8 questions to respondents showed a total item score of 0.76, this means that the development of the Tasikmadu thematic tourism village internally has a strong position.

Then the results of the EFE assessment in the form of 6 questions given to respondents have a total item score of 0.38, this means that the development of the Tasikmadu thematic tourism village externally has a strong position so that it affects the development of the Tasikmadu anyam thematic tourism village (Table 1.)

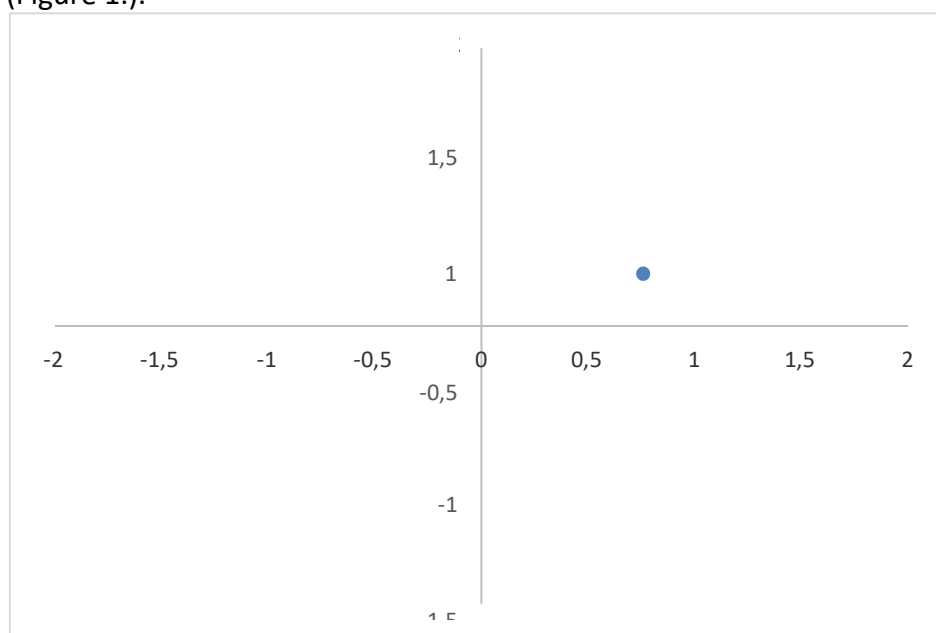
**Table 1. Internal Factor Evaluation (IFE) Analysis - External Factor Evaluation (EFE)**

No	Internal Factors	Rating (1)	Weight (2)	Total (1) x (2)
<b>S (Strengths)</b>				
1	Craftsmen have good woven skills	5	0.14	0.71
2	International standard product quality	4	0.14	0.56
3	Products are unique and can be designed according to consumer demands	4	0.14	0.54
4	Affordable product price	5	0.13	0.65
			<b>(A)</b>	<b>2.46</b>
<b>W (Weakness)</b>				
1	Non-strategic location and narrow access roads	3	0.11	0.32
2	Does not have an official sales outlet so the product is unknown	4	0.11	0.44
3	A small number of woven craftsmen	4	0.11	0.44
4	Product innovation is still lacking	4	0.13	0.52
			<b>(B)</b>	<b>1.70</b>
<b>X-axis chart value = (A) – (B)</b>				<b>0.76</b>
<b>External Factors</b>				
<b>O (Opportunities)</b>				
1	Malang City government policy in developing thematic village tourism	5	0.19	0.94
2	Is an assisted village of the State University of Malang	5	0.19	0.96
3	The only group of woven craftsmen in Malang City	3	0.14	0.41
			<b>(C)</b>	<b>2.31</b>
<b>T (Threats)</b>				
1	Less than optimal product marketing	4	0.16	0.66
2	The emergence of competitors of wicker products from other regions	4	0.16	0.64
3	Declining public interest in buying woven handicrafts	4	0.16	0.64
			<b>(D)</b>	<b>1.93</b>
<b>Y-axis chart value = (C) – (D)</b>				<b>0.38</b>

(Source: Researcher, 2022)

Based on the *analysis of Internal Factor Evaluation (IFE)- External Factor Evaluation (EFE)* that has been carried out, it shows that the SWOT diagram has coordinate points in the form of X and Y. Determination of X coordinate points is carried out by reducing the total number of strengths by the number of weight of weaknesses so that they are obtained = 2.46- 1.70= 0.76. While the determination of the coordinate point Y is calculated by subtracting the

number of odd weights from the number of threat weights so that it is obtained =  $2.31 - 1.93 = 0.38$ . The quadrant in SWOT according to (Pratiwi et al., 2017) is divided into four namely Aggressive Strategy, Diversification, Defensive, and Turn-Around. Aggressive Strategies can take advantage of the opportunities that exist. The Diversification Strategy can be used as a long-term strategy through existing forces. The Defensive Strategy is to fix internal problems to obtain opportunities. Meanwhile, the Turn Around Strategy is a bad situation due to internal weaknesses and threats. The SWOT diagram depiction of the development of the Tasikmadu thematic tourism village that has been carried out is in the position of quadrant I Aggressive Strategy, which is to use internal force to create existing opportunities. So that it can be known the strength for optimizing the development of thematic tourism villages in Tasikmadu (Figure 1.).



**Quadrant I Aggressive Strategy**

**Figure 1.** SWOT Quadrant Strategy for the development of thematic tourism villages in Tasikmadu  
(Source: Researcher, 2022)

### 3.2. The results of the strategy for the development of thematic tourism villages in Tasikmadu

Based on the analysis that has been carried out, results have been found that can be used to formulate strategies for the development of thematic tourism villages in Tasikmadu. This strategy is useful as a reference material to maximize the development of anyam thematic tourism villages in Tasikmadu. There are four strategies for developing thematic tourism villages that can be carried out by anyam craftsmen in Tasikmadu, including the SO (Strengths-Opportunities) strategy, the ST (*Strengths- Threats*) strategy, the WO (Weakness-Opportunities) strategy, and the WT (*Weakness- Threat*) strategy.

The SO (*Strengths-Opportunities*) strategy is a combination of strength and opportunity factors, this strategy uses strengths and opportunities to optimize the benefits of strengths and opportunities (Jefri dan Ibrohim, 2021). The ST (*Strengths- Threats*) strategy is a combination of strength and threat factors (Amirullah, 2021). This strategy is carried out by

minimizing weaknesses to take advantage of opportunities. The WO (*Weakness-Opportunities*) strategy is a combination of weakness and opportunity factors, this strategy seeks to minimize weaknesses to take advantage of opportunities (Sulistiyani dan Pratama, 2021). The WT (*Weakness- Threat*) strategy is a combination of weakness and threat factors. This strategy is a defensive strategy that minimizes weaknesses and avoids threats. Conditions like this are unfavorable because they have weak internal and external conditions (Pratiwi et al., 2017)

The results of the Internal Factor Evaluation (IFE)- External Factor Evaluation (EFE) analysis depicted in the SWOT quadrant show that the development of a thematic tourism village in Tasikmadu is in the position of quadrant I, namely with an aggressive strategy that supports using internal forces to take advantage of existing opportunities. Quadrant I in the SWOT diagram is an SO strategy or Aggressive Strategy. This strategy is a combination of strength and opportunity factors (Jefri dan Ibrohim, 2021). Therefore, Tasikmadu woven craftsmen can optimize their strengths to take advantage of existing opportunities.

An aggressive strategy that can be carried out by the first Tasikmadu woven craftsmen by improving the skills and creativity of even better-woven craftsmen so that they have the opportunity to increase sales of handicrafts. The wicker products of craftsmen in Tasikmadu are of good quality. The woven craftsmen there have good weaving skills. However, new product innovation is always needed that can keep up with the times so that it will be able to compete with competitors. The second is to utilize the State University of Malang as a partner for product marketing on an international scale. The existence of a partner at the State University of Malang can be used as a tool to carry out product marketing on a wider scale. Third, there are advantages in the form of the number of woven craftsmen in Malang City which are still minimal, affordable prices, and product designs that can adjust consumers to become promising business opportunities.

#### 4. CONCLUSION

The results of the SWOT analysis that has been carried out have formulated a strategy for the development of thematic tourism villages in Tasikmadu in quadrant I, namely the Aggressive Strategy or the SO (Strengths- Opportunities) strategy. The development of a thematic tourist village in Tasikmadu that has been depicted in the SWOT diagram uses internal forces to create meaningful opportunities. The existing strengths and opportunities can be used to optimize the development of anyam thematic tourism village in Tasikmadu. The aggressive strategy that can be carried out by Tasikmadu woven craftsmen is to improve the skills and creativity of woven craftsmen even better so that they have the opportunity to increase sales of handicraft products, utilize Malang State University as a partner for product marketing on an international scale, as well as woven craftsmen in Malang City which are still minimal, affordable prices, and product designs that can suit consumers so that they become promising business opportunities. This research is useful to provide the right strategy for the development of a thematic tourism village in Tasikmadu.

#### 5. RECOMMENDATION

Entrepreneurial development in tourism will always experience changes. Weaknesses and strengths in entrepreneurial potential need to be developed in detail to be able to compete in the entrepreneurial industry that supports sustainable tourism. This study examines how a group of craftsmen in Tasikmadu develop business strategies to encourage sustainable tourism. This study provides information on how business strategies are carried out to be able

to compete. Therefore, it is hoped that in the future there will be more comprehensive research looking at the subject and other factors that affect certain communities.

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