Tourism Development Strategy of Kalisuci Tourism Area Gunungkidul Regency, Indonesia

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Abstract. Kalisuci tourism area is a special interest tourism that utilizes conduit-type Jirak underground river for cave exploration and tubing. During the rainy season, floods frequently happen and cause the underground river to overflow so that cave tubing cannot be carried out. As a result, the number of visitors dropped dramatically. This non-continuous tourism activity provides suboptimal benefits for the Kalisuci community as tourism actors. This research aims to evolve tourism development strategies of Kalisuci tourism area. Focused group discussion is conducted with tourism actors of Kalisuci tourism area to figure out factors affect the tourism development and formulate strategies to manage them. Identified factors are analyzed using SWOT to determine the internal and external factors faced by Kalisuci. While the priority strategic is analyzed by QSPM based on attractive score of the factor affecting strategy formulation. There are 32 internal factors (13 strengths and 19 weaknesses) and 24 external factors (13 opportunities and 11 treats) show that Kalisuci tourism is in quadrant III. It means that Kalisuci faces many internal problems but also has opportunities that can be utilized. Internal improvement and strengthening strategies are deemed necessary before seizing external opportunity. It can be done by electing a figure as driving force to increase community participation as well as holding a community-based tourism training to empower village communities in tourism development.

Keywords: Tourism village, Development, Strategy.

1 Introduction

Gunungsewu Karst Area is one of the largest karst area in Indonesia, extending from Gunungkidul Regency in Daerah Istimewa Yogyakarta Province to Pacitan Regency in East Java Province [1]. In Gunungkidul Regency itself, there are over 58 caves that have been recorded [2]. Not only hydrological and environmental function, but some caves also functioned as interesting tourism object that attract many people come to Gunungkidul Regency. This special interest tourism provides special experience for

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tourist who is interested to adventures as well as physical shape of the cave that also can support ecotourism [3, 4]. One of them is Kalisuci Cave in Pacarejo, Semanu Subdistric, which is traversed by a conduit-type underground river, originates from the Jirak Sub-watershed surface river [5]. The main tourism activities in Kalisuci are cave exploration using tyre as a media, that called cave tubing (**Error! Reference s ource not found.**). Cave tubing in Kalisuci attracts many travelers who are interested in water adventure tourism activity as well as the uniqueness of the scenery of Gunungsewu geopark. In 2017 and 2018, visitors amounted 14,866 and 10,720 both domestic and foreign [6, 7]. Gunungkidul Regency Government stated Kalisuci Tourism Area as a geological protected zone based on its unique geological processes and as a special interest tourism that designated for ecotourism purposes in Gunungkidul Regency Spatial Planning [8]. Ecotourism development aims to preserve sustainable environment, provide educational opportunities, and benefit the local communities [9, 10].

Fig. 1. Tourism activities in Kalisuci Village

There are several issues affecting the continuity and sustainability of Kalisuci tourism activities. Flood during rainy season and cyclone frequently happens in Jirak Sub-watershed as the upstream of Kalisuci underground river system [11]. This causes the underground river to overflow, making it unsuitable for cave exploration activities. For example, Cempaka Cyclone happened in 2018 caused a significant rise of Jirak river discharge that led to Kalisuci underground river flooding. This induced the main Kalisuci tourism activities to be closed for a long period of time. The numbers of visitors significantly decreased. This non-continuous tourism activity provides suboptimal benefits for the Kalisuci community as tourism actors. Further exploration for alternatives tourism activities is needed. This research aims to evaluate the internal and external condition in Kalisuci tourism area and evolve the development strategies based on its evaluation findings. This research is expected to contribute to the development of Kalisuci tourism area, both by stakeholders and local community itself.

2 Method

2.1 Research method

The research design used is a participatory planning concept to create development strategies for Kalisuci tourism area. This concept was chosen to increase the awareness, understanding, and responsibility of issues and problems that happened in Kalisuci tourism area, that led to the participatory willingness to create the development strategies as problems solving in their village[12, 13]. The research used quantitative methods in order to create rank and priority of development strategies. There are three stages that carried out in this research, including:

1. Identification of characteristics and potential conditions of Kalisuci tourism area.
2. Analysis of internal and external conditions of Kalisuci tourism area using SWOT Analysis.
3. Analysis of development strategies of Kalisuci tourism area using QSPM Analysis.

2.2 Data Collection and Technique

Aerial photograph aqcuisition and ground control points measurement were conducted to provide an overview of land surface features that represent land physical characteristics. The aerial imagery was used to produce land cover, land use, and contour map of Kalisuci Village and surrounding. Characteristics and potential data were also obtained from participatory mapping for several themes, including architectural style of building, building function, road condition, facilities, and signage board. Characteristics and potential data were presented in the focus group discussion session that was held twice.

In depth interview and focus group discussion (FGD) were conducted with 25 local people from Pokdarwis (Kelompok Sadar Wisata) Kalisuci to collect information about situation, issues and problems, and community's perception about Kalisuci Village current condition and development in the future. FGD were used to discuss every factor affected Kalisuci current condition and future development. All factors were analyzed using SWOT matrix to create the development strategies by the community itself.

Fig. 2. Focus Group Discussion is conducted towards Kalisuci tourism actors to collect information related Kalisuci tourism development.

SWOT analysis is a complex strategic planning technique to access the situation and evaluate issues based on internal and external factors identified as strengths, weaknesses, opportunities, and threats [14][15]. This method helps determine the organization's exact position by systematically identifying various factors and formulating strategies to address problems. Indicators and variables are objectively evaluated based on both internal and external aspects. In addition, causal links between statements ensure that the text flows logically and cohesively. Each factor is assigned a weight, with the total amount to 1.

The process for preparing a quantitative SWOT analysis involves quantifying the EFAS and IFAS tables before assigning weight, rating, and score values to each factor identified for both internal (strengths, weaknesses) and external (opportunities, obstacles) factors. The weight reflects the strategic factors overall importance being analyzed. The weight is assessed according to the degree of importance or urgency in handling, rated on a scale of 1 to 4 (1=insignificantly important, 4 = significantly important). The weight values are calculated as the value per strategic factor divided by the total number of urgency levels. The rating value is assigned using a scale of 1 to 5. To determine the score value for each S-W-O-T factor, multiply the rating by the weight. Internal and external factor's weight and rating were derermined by each participant in FGD, score that comes out the most is selected as a final score for each factors.

To locate an organization in the SWOT quadrant, subtract the total number of factors categorized as strengths (S) from those categorized as weaknesses (W) to establish the value or point on the x-axis. Similarly, subtract the total number of opportunities (O) from threats (T) to obtain the value or point on the axis and identify the point (x,y) on the SWOT quadrant. SWOT diagram shown in **Error! Reference source not found.**.

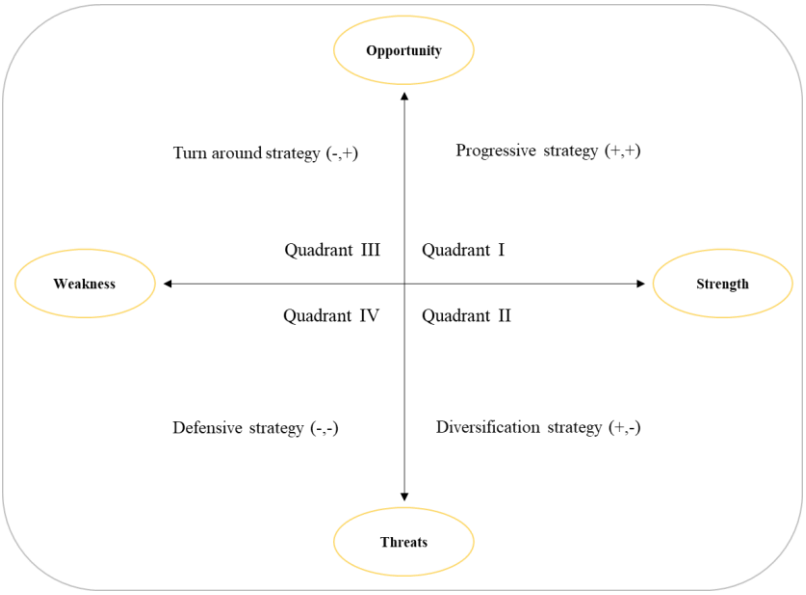

Fig. 3. SWOT Analysis Diagram

Internal and external factor analysis summary (IFAS and EFAS) resulted by SWOT are analyzed to formulate strategies using QSPM [16][17]. The Quantitative Strategic Planning Matrix (QSPM) is an analytical tool for strategic prioritization [18], to define and determine the most appropriate strategy [19], [20], [21]. The optimal strategic priority, as identified by the QSPM analysis, is based on the value of the weighing score result multiplied by the level of degradation ever processed, the total score of degeneration, or the highest value. QSPM analysis is carried out by weighting each external and internal factor to evaluate matrices to identify alternative strategies. QSPM determines the attractive score (AS), as a number that shows the relative attractiveness of each strategy.

3 Result and Discussion

3.1 Major Problems of Kalisuci Tourism Village

The assessment of individual and environmental aspects in Kalisuci tourism area is employed to construct a SWOT plan as a reference for conceptualizing a growth strategy for the Kalisuci tourism sector. In order to determine the weight of each factor, a questionnaire was distributed to 17 respondents, members of Pokdarwis Kalisuci. FGD were held with 25 local people from Pokdarwis Kalisuci.

Table 1. Kalisuci Tourism Area SWOT Internal Factor Matrix

No	Internal Factors	Total Weight	Total Rating	Score
		(a)	(b)	(c) = (a)*(b)
	Strenghts			
1	A proposal has been made to develop a business strategy for expanding the Kalisuci tourist destinations in the region	0,05	2	0,09
2	A budget has been set aside for the development of facilities and amenities at Kalisuci Cash Deposits	0,05	1	0,05
3	The tourism manager of Kalisuci and the travel agent have collaborated.	0,05	2	0,09
4	Several infrastructure developments have been completed to support tourism activities in Kalisuci.	0,03	5	0,17
5	Kalisuci tourism managers present tourist attractions to visitors in the shape of cave tours	0,05	5	0,23
6	The Kalisuci tourism management offers a program on disaster mitigation and occupational health and safety (OHS)	0,03	2	0,07
7	Kalisuci's tourism manager participates in mitigation and occupational health and safety programs organized by the government in an active capacity	0,03	3	0,10
8	Tourism managers have the initiative to create a plan and accessibility map that are distributed to six locations within the Kalisuci tourist area.	0,05	1	0,05
9	There is an implementation of cleanliness, maintenance, and security programs at Kalisuci Tourism	0,05	3	0,14
10	There is recognition that the river flow system holds significant importance in the event of an accident	0,05	5	0,23
11	Visitors receive guidance from managers on reducing operational risks	0,05	3	0,14
12	The manager ensures that a first-aid kit is available and conducts regular inspections to ensure its readiness	0,05	5	0,23
13	The Kalisuci area's unique geophysical features and biodiversity hold great potential for development.	0,05	4	0,18
	Total Mean Score of Strengths	**0,56**		**1,77**

No	Internal Factors	Total Weight	Total Rating	Score
		(a)	(b)	(c) = (a)*(b)
	Weakness			
1	Waste issues persist at the Kalisuci River, a popular tourist spot	0,05	3	0,14
2	First aid equipment is frequently incomplete	0,05	5	0,23
3	The number of Kalisuci tour managers and guides has decreased due to the COVID-19 pandemic	0,05	5	0,23
4	Tourism managers are currently complacent with existing conditions, resulting in low motivation for development	0,05	5	0,23
5	The Kalisuci tour guides have not optimally implemented the existing guiding SOPs	0,05	5	0,23
6	Not all members of the Kalisuci tourism management are keen on taking part in the training and certification program being organized	0,05	3	0,14
7	Expired guiding certificates require renewal	0,05	5	0,23
8	The organization's management and legal framework do not currently comply with existing regulations	0,05	5	0,23
9	The Kalisuci tourism management has not implemented any programs to improve the quality of its human resources	0,05	3	0,14
10	The development of the Kalisuci tourist attraction has been hindered by financial constraints as a result of the Cempaka storm and the COVID-19 pandemic	0,03	2	0,07
11	Effective utilization of Kalisuci tourist attractions is only possible during specific seasons	0,05	4	0,18
12	Regular internal monitoring and evaluation have not been conducted by the tourism manager of Kalisuci	0,03	5	0,17
13	The Kalisuci management does not regularly offer foreign language training	0,05	3	0,14
14	Uneven proficiency in the English language among Kalisuci managers	0,05	3	0,14
15	There are no tour packages available to Kalisuci visitors apart from cave tubing	0,03	4	0,14
16	There are currently no plans to develop culinary tourism in the Kalisuci tourism area, as it is solely focused on Telaga	0,03	3	0,10

No	Internal Factors	Total Weight	Total Rating	Score
		(a)	(b)	(c) = (a)*(b)
	Jonge			
17	The tourism manager lacks coordination with the village council in developing tourism in Kalisuci	0,03	3	0,10
18	Disaster mitigation and OHS programs have not been optimally implemented by the Kalisuci tourism management	0,05	4	0,18
19	There is no regular program of arts and cultural activities provided by the management at Kalisuci Tourism	0,03	4	0,14
	Total Mean Score of Weakness	**0,80**		**3,16**
	Total IFE	**1,36**		**4,93**

The Internal Factors Evaluation (IFE) matrix is utilized to assess the internal environment and the strengths and weaknesses of the Kalisuci tourism region. According to brainstorming on the focused group discussion, there are 13 strengths and 19 weaknesses. The most influential strength factors of Kalisuci tourism area are attractive tourism concept by offering cave adventure using tire. The management has a disaster mitigation program and occupational health and safety (OHS) program with obvious visitor safety procedures. It is supported by the availability of first-aid kits and an ambulance. This factor has a score of 0.23. The most influential internal factor of weakness aspect is the decrease in number of tourism managers and guides due to the COVID-19 pandemic. The drastic decrease in the number of tourists has caused their income to decrease, so Kalisuci tourism businesses must look for other business activities. Whereas before the pandemic, the visitors were overwhelming and exceeded the capacity of the guides [22]. It also causes decreasing passion, spirit, and enthusiasm to improve Kalisuci tourism management as well as their quality as a guide. It can be seen from the suboptimal implementation of the SOP guiding, expired guiding certificates, and inappropriate institutional legality. It has a score of 0.23. The total results of the strength and weakness indicators analyzed by Internal Factors Evaluation (IFE) matrix with a total of 4.93.

The External Factors Evaluation (EFE) matrix is utilized to assess the external environment of the Kalisuci tourism management to ascertain existing opportunities and threats. Kalisuci tourism area has 13 opportunity factors and 11 threats factors shown in the EFE matrix in **Error! Reference source not found.**. Based on the calculation o f External Factors Evaluation (EFE) matrix, the most significant opportunities for Kalisuci tourism area are free human resources training program for tourism actors, the utilization of Kalisuci as learning and research object, and the good tourism marketing using social media. The total score of 0.29. While the external factors that pose the biggest threats are the difficulty of regenerating leaders and managers from community with a score of 0.23. The EFE matrix analysis shows a total external factor score of 4.97 for both opportunities and threats.

Table 2. Kalisuci Tourism Area SWOT External Factor Matrix

No.	External Factors	Total Weight	Total Rating	Score
		(a)	(b)	(c) = (a)*(b)
	Opportunity			
1	The Kalisuci tourism and homestay management are collaborating.	0,04	4	0,18
2	The government, CSR, tour agents, and campuses in DIY region allocate a budget for developing Kalisuci tourism.	0,04	5	0,22
3	Mobile health centers have been established by the village government in Kalisuci.	0,04	4	0,18
4	The local community supports the management of Kalisuci's tourism potential.	0,04	5	0,22
5	The community has shown a positive response to Kalisuci tourism. This is because it has a constructive impact on the local economy and employment opportunities.	0,04	5	0,22
6	External parties are providing support in the form of creating a master plan to develop Kalisuci tourism.	0,06	4	0,24
7	Various agencies and parties routinely offer free human resource improvement programmes for tourism managers.	0,06	5	0,29
8	The government has a scheme aimed at enhancing road access to the Kalisuci tourism region.	0,06	4	0,24
9	Access maps to Kalisuci tourism are available at different locations, including Wonosari, Siyono Bunderan, and Soro Asem, provided by DISPAR.	0,06	3	0,18
10	First aid training is organized by the community health center and attended by participants from Kalisuci tourism management.	0,06	4	0,24
11	The utilization of Kalisuci tourism has been subject to several studies by different parties.	0,06	5	0,29
12	The community is participating in a program for environmental monitoring and conservation.	0,06	4	0,24
13	Promotional activities and marketing by the Kalisuci tourism manager have utilized social media.	0,06	5	0,29
	Total Mean Score of Opportunity	**0,69**		**3,01**

No.	External Factors	Total Weight	Total Rating	Score
		(a)	(b)	(c) = (a)*(b)
	Threats			
1	The decline in the quality of guiding at Kalisuci raises concerns about fewer visitors returning for tourism activities.	0,05	4	0,18
2	There have been numerous complaints from travelers regarding the decrease in quality of their tour guides.	0,05	3	0,14
3	Implementation of cooperation between the management of Kalisuci and the management of the homestay is not optimal.	0,05	3	0,14
4	Difficulty regenerating leaders and managers from the community	0,05	5	0,23
5	Managers at Kalisuci are not receiving sufficient feedback regarding their collaboration with homestays.	0,03	3	0,10
6	The distribution of culinary places in the tourist area of Kalisuci is concentrated only around Telaga Jonge.	0,03	3	0,10
7	Managers at Kalisuci lack feedback regarding their experiences working with homestays.	0,04	4	0,18
8	The involvement of the village government in the planning process of Kalisuci tourism is still not optimal.	0,04	5	0,22
9	Non-optimal coaching activities by the village government for Kalisuci tourism managers	0,04	5	0,22
10	The village government has not implemented any monitoring programs for the development of Kalisuci tourism.	0,04	5	0,22
11	The implementation of artistic activities around the tourist area, such as reog art in cross-hamlets, Hadrah, jatilan groups, and Wayang Orang, is not developed.	0,04	5	0,22
	Total Mean Score of Threats	**0,47**		**1,96**
	Total IFE	**1,16**		**4,97**

The total value summation of the SWOT matrix shows that IFE factors (Strengths – Opportunities) score of -1.39 and EFE factors (Opportunities – Threats) scores of 1.06. The Kalisuci tourism area is in quadrant III, shown in **Error! Reference source n ot found.**. It indicates a significant internal weakness issue with potential opportunities for utilization. The SWOT quadrant designation necessitates the employment of a

turnaround strategy that emphasizes internal enhancement to address the current decline or weakness.

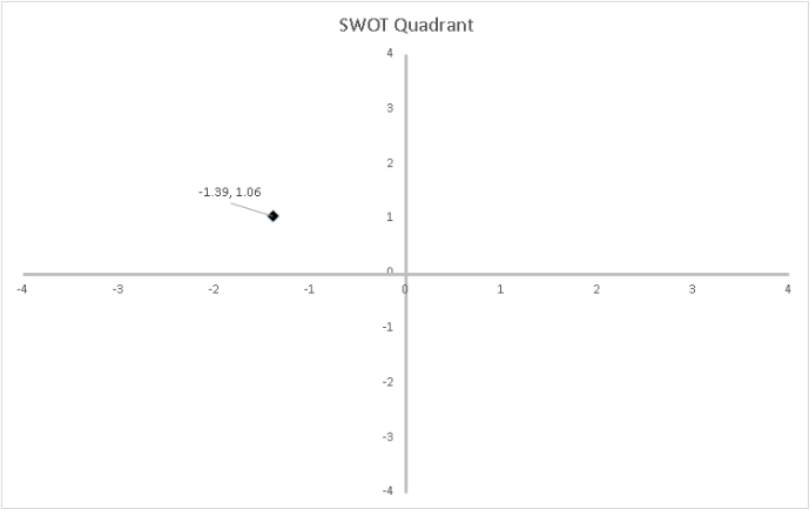

Fig. 4. Position of Kalisuci Tourism Area in the SWOT quadrant

Based on internal factors and external factors matrix evaluation, the SWOT (Strengths, Weaknesses, Opportunities, Threats) matrix analysis could be obtained. The SWOT strategic analysis matrix are presented in **Error! Reference source not f ound.**. There are four alternative strategies that can be derived for the development of the Kalisuci tourist area. The Strength-Opportunity strategy (S0-1) utilizes strength to capitalize the existing opportunities. They are to promote business plan of tourism development from external parties (CSR), involve local community as well as cooperate with the academic community, optimize promotion and social media marketing by reactivating the website.

The second strategy is Weakness-Opportunity strategy (WO-1) to minimize weaknesses by exploiting available opportunities. It could be done by conducting scheduled and conceptualized discussions attended by whole tourism actors, appointing main actors as driving force to increase community participation, organizing tourism management training to enhance tourism actors capability as well as expand tourism activities, expand cooperation and relationship with travel agents and visitors, increase cooperation with academic community to excavate potential resources as well as disseminate tourism information.

Strength-Threats strategy (ST-1) use the existing strengths to counter threats. They could be done by instituting a special team to formulate tourism development management plans, creating tour package bundling (natural and cultural attraction), and enhancing tour guide expertise for cave exploration and other tourism activities. Tour package bundling strategy can promote other options of tourism activities beside cave tubing as well as increase length trip duration. The strategy could be done to guarantee the sustainability of tourist attraction by increasing visitors and providing more

attraction options [23, 24]. The WT-1 strategy aims to mitigate weaknesses and overcome threats by carrying out institutional reorganization in accordance with applicable provision as well as Kalisuci tourist vission and developing natural and non-physical tourist attractions and activities as options to support the exisiting attractions.

Table 3. Kalisuci Tourism Development Strategy Matrix based on the SWOT analysis

	No.	*Strength*	No.	*Weakness*
Opportunity	SO-1	Develop a business plan for the development of Kalisuci for external parties (CSR), involving the surrounding community, by cooperating with the academic community (S1,S2, S5, S11, O2,O4,O6,O11)	WO-1	Develop a scheduled and conceptualized discussion plan by gathering all Kalisuci management members to capture ideas and innovations from all members (W4, W5,W9, W12, O5, O12)
	SO-2	Increase promotion and marketing by reactivating the website and optimizing the use of other social media to expand the Kalisuci tourism brand (S2, S4, S5, S10, S11, S13, O1, O2, O13)	WO-2	Appointing individuals as the driving force to increase community participation in the implementation of all activities carried out in Kalisuci (W4, W5, W6, W7, W11, W12, W14, W19 O2, O4, O6, O11)
			WO-3	Training on how to organize and manage activities by organizing tourist events other than cave tubing attractions together with external parties (W4, W6, W7, W8, W9, W12, O2, O6, O7)
			WO-4	Build good relationships with travel agents and visitors by improving hospitality (W15, W19, O1, O2, O4, O5, O6, O7, O11, O12)
			WO-5	Cooperation with the academic community in the preparation of proposals for the dissemination of information about Kalisuci tourist destinations in strategic locations (W4, W6, W9, W13, W14, W15, O2, O6, O7, O11)

	No.	*Strength*	No.	*Weakness*
Threat	ST-1	Develop specialized teams to formulate a plan to discuss and manage the improvement and development of tourism components in Kalisuci (S3, S5, S6, S9, S12, T1, T2, T4)	WT-1	Development and implementation of the reorganization of the institutional form of Kalisuci tourism management in accordance with the current rules, which are approved by all elements of Kalisuci tourism management (W8, W17, T4, T7, T8, T9, T10)
	ST-2	Develop a tour package consisting of natural, artistic, and cultural attractions involving the local community to increase the duration of visitors' stays in Kalisuci (S1, S3, S4, S5, S8, S13, T1, T2, T3, T5, T6, T7, T8, T11)	WT-2	Conceptualize and plan additional non-physical tourist attractions and activities to support the physical attractions in the Kalisuci tourist area, in cooperation with the university academic community (W10, W11, W15, W19, T7, T8, T10, T11)
	ST-3	Enhance the expertise of tour guides for caves and other destinations (S6, S7, S10, S11, T1, T2, T4, T9, T10)	WT-3	Researching and developing natural physical tourism attractions other than cave tubing as an alternative tourist activity in Kalisuci (W3, W4, W10, W11, W15, W16, W19, T1, T2, T4, T6, T11)

3.2 Community empowerment as a fundamental strategy for Tourism Development

QSPM is calculated by assigning weights to interest rates ranging from 1 to 4, representing unattractive to very attractive. Total attractive scores of development strategies in Kalisuci tourism area (**Error! Reference source not found.**) is calculated b ased on weigths of each strategic factor by multiplying weight and attractiveness score. The weight is derived from the urgency level based on the total urgency of all strategic factors, whereas the attractiveness score is determined by interest scores obtained from FGD data. The calculation of the Kalisuci tourism development strategic factors has resulted in the selection of 13 strategies. One particularly noteworthy alternative is WO-2 – nominating several figures as driving force to enhance community participation in conducting and developing tourism activities in Kalisuci. This strategy has the highest TAS value among other alternatives strategic, with a TAS of

2.56. The next highest scoring strategy is WO-3 create tourism event organization and management training cooperating with external parties to enhance community's capability as well as expand tourism promotion and activities in Kalisuci. It has a TAS of 1.75.

Based on the SWOT and QSPM analysis of tourism development strategy at the national level of Indonesia, the quality of human resources/community has a lower value compared to other weakness factors like lack of attractiveness, suboptimal promotion, lack of souvenir shops, expensive price attraction, therefore it does not appear in the priority strategy [25]. This shows that each tourist attraction has specific internal and external factors that need to be addressed to formulate focused and appropriate strategies.

Table 4. Total attractive score of development strategies of Kalisuci tourism area

No	Strategies	TAS
1	Nominating several individuals as drivign force to enhance public participation in conducting and developing tourism activities in Kalisuci. (WO-2)	2,56
2	Create tourism event organization and management training cooperating with external parties (WO-3).	1,75
3	Collaborating with the academic community in preparing proposals for disseminating information about Kalisuci tourist destinations in strategic locations (WO-5).	1,65
4	Develop a business plan for the development of Kalisuci to external parties (CSR) involving the surrounding community, by cooperating with the academic community (SO-1)	1,54
5	Exploring and developing natural physical tourism attractions other than cave tubing as an alternative tourist activity in Kalisuci (WT-3)	1,52
6	Improve promotion/marketing by reactivating the website and optimizing the use of other social media, to enlarge the Kalisuci tourism brand (SO-2)	1,29
7	Conceptualize and plan additional non-physical tourism attractions and activities to support physical attractions in the Kalisuci tourism area, in collaboration with the university academic community (WT-2).	1,27
8	Improve the competence of cave tour guides and other tour guides (ST-3)	1,21
9	Develop and implement a reorganization of the institutional form of Kalisuci tourism management following the applicable rules, which are agreed upon by all elements of Kalisuci tourism management (WT-1).	1,19
10	Build strong relationships with travel agents and visitors through increased hospitality (WO-4)	1,02
11	Create specialized teams to develop a plan to discuss and manage the improvement and development of tourism components in Kalisuci (ST-1).	0,97
12	Develop a scheduled and conceptualized discussion plan by gathering all Kalisuci management members to capture ideas and innovations from all members (WO-1).	0,91
13	Develop a tour package bundling, consisting of natural, artistic, and cultural attractions that involve the surrounding community to increase the length of	0,69

No	Strategies	TAS
	visitor trips in Kalisuci (ST-2).	

All strategies generated by the community are alternative solutions to the potential and problems raised by the community itself. All strategies lead to community empowerment through community-based tourism. This goes back to the history of creating Kalisuci Tourism itself, which is the result of thinking of the surrounding community [26]. Strengthening community empowerment and participation is a crucial factor in the Kalisuci tourism development. Internal communications between individuals and relationships with external stakeholders strengthening is believed to increase interest within local community to engage in the Kalisuci development. This community involvement and empowerement strategy said to be in the long term process [27], but there is a hope it will led to sustainable tourism development.

4 Conclusion

Formulation of a suitable and sustainable development strategy of Kalisuci tourism area is conducted using SWOT and QSPM analysis. There are 32 internal factors (13 strengths and 19 weaknesses) and 24 external factors (13 opportunities and 11 treats) show that Kalisuci tourism is in quadrant III. It means that Kalisuci faces many internal problems but also has opportunities that can be utilized to develop Kalisuci tourism area. The most influential internal factor as obstacles is the decrease in number of tourism actors and the lack of passion, spirit, and enthusiasm to improve Kalisuci tourism management as well as their quality as a guide. It can be seen from the suboptimal implementation of the SOP guiding, expired guiding certificates, and inappropriate institutional legality. Internal improvement and strengthening strategies are deemed necessary before seizing external opportunity. It can be done by nominating several figures as the driving force to increase community participation in conducting and developing tourism activities and it should be supported by organizing community-based tourism management training to empower village community by enhancing community's capability as well as expanding tourism activities.

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