



# Sustainable Tourism Development Strategy through Hyperlocal Communication in Joho Tourism Village

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**Abstract.** Indonesia has more than 83 thousand villages spread throughout the region with decent tourism potential to be developed. These various natural potentials make each region have diverse tourism potentials and become a typical tourist destination that needs to be developed through the development and optimization of Indonesian tourism. Through this development, it is a form of opportunity for the community to be able to utilize existing natural resources and then can add growth to the economy. This study aims to identify and analyze sustainable tourism development strategies through hyperlocal communication in Joho Tourism Village using BMC and SWOT analysis approaches. The research method used is qualitative descriptive with data collection techniques through in-depth interviews with the manager of Joho Tourism Village. The results of the study show that management has several strengths, such as natural tourism locations and nuances of local wisdom, competitive tour package prices, and good service. However, this management also faces several weaknesses, including lack of promotion management, accessibility, and the risk of competition with other natural tourism. Opportunity analysis shows that there is potential for improvement through the use of technology, such as digital promotion through social media platforms, websites and tourism social media accounts that can increase visibility and attract more customers. On the other hand, threats from competitors, tourist destinations, and comparison of tourist prices by customers are challenges that need to be overcome. Based on these findings, several strategies are recommended, including improving the management system of tourist villages. The implementation of these strategies is expected to improve the management of the Joho Tourism Village, so that it can increase the number of visitors and income for the Joho Tourism Village.

**Keywords:** Strategy, Tourism Development, Sustainable Tourism, Hyperlocal Communication.

## 1 Introduction

Indonesia has more than 83 thousand cities spread throughout Indonesia, each with latent tourism potential that is ready to be developed. The different natural characteristics in each region contribute to its distinctive tourism potential, making it an ideal place for the growth and enhancement of Indonesian tourism.

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This development offers opportunities for communities to utilize existing natural resources efficiently, thereby improving their economic well-being. The Ministry of Tourism and Creative Economy is motivated by this opportunity to improve village development through the application of the concept of tourist villages.

The implementation of the tourism village program can be a catalyst to achieve sustainable tourism, as mandated by Law No. 10 of 2009 concerning tourism. Thus, places in Indonesia that use tourism as a development tool must prioritize sustainable tourism. This mission incorporates sustainable tourism into development planning, program implementation, and evaluation to ensure the implementation and achievement of sustainable tourism. Sustainable tourism attaches great importance to environmental preservation and optimizing benefits for local people in a certain area.

Sustainable tourism, as defined by the United Nations World Tourism Organization (UNWTO), is a type of tourism that integrates sustainable principles into economic, social, and environmental aspects. This is done by meeting the requirements and anticipations of visitors, the tourism industry, and the wider community.

Tourism is an important component of the government's sustainable development strategy in various sectors [1]. Tourism is a complex activity that covers various aspects of development, such as socio-cultural, economic, and political components.

Sustainable tourism development is part of a broader understanding of sustainable development and economic growth. Sustainable development is based on a core premise that has a long-term focus. Sustainable tourism places a high value on the enjoyment of tourists and the active involvement of local residents, while ensuring long-term environmental protection.

Village tourism has undergone thorough research by many professionals from various perspectives. Community empowerment plays an important role in managing and developing tourism villages efficiently, so as to have a beneficial impact on the community. The management of tourism villages depends on the involvement and ability of individuals and institutions at the community level [2]. In previous research, it was shown that local knowledge owned by village communities has the capacity to encourage the development of tourist villages. [3].

Joho Tourism Village is currently in the process of increasing and expanding its tourism offerings. Joho Tourism Village is a developing tourist attraction located on the slopes of Mount Wilis, in Kediri Regency. This village presents a variety of local cultural attractions and achievements that are worth considering in the tourism sector. Joho Tourism Village is undergoing a transformation from a disadvantaged village to a developed village. The community has a variety of natural tourism, culinary, art, and cultural potential. The presence of these features makes Joho Tourism Village very attractive for guests to investigate.

Joho Tourism Village is an example of collaborative efforts between the government and the community in promoting the idea of a tourist village. The collaboration between the Kediri Regency Tourism and Culture Office and the

Joho Tourism Village Organization (DE-WI Joho) resulted in the collection of this information. However, the Covid-19 pandemic has resulted in a decrease in the attractiveness of Joho Tourism Village. The current situation has caused many difficulties for the Joho Tourism Village, especially in the tourism sector, resulting in a decrease in the effectiveness of the Joho Tourism Village Group (DEWI) as a whole. In addition, the economy of Joho Tourism Village has experienced a decline due to a decrease in the number of tourists, which has resulted in a weakening of economic activities.

Deddy Saputra, the leader of Joho Tourism Village, has identified many crucial factors that have contributed to the collapse of the village. The causes of the decrease in the number of visitors in Kediri Tourism Village are the revocation of the status of the assisted village by the Kediri Regency Tourism and Culture Office, land disputes with Perhutani, and internal challenges in the Tourism Village Organization, including the exit of several key members. These reasons cause the attraction of Joho Tourism Village to decrease. In addition, there is still a lack of research on sustainable tourism development in Joho Tourism Village, so it is necessary to conduct thorough and thorough research. Furthermore, the Joho Tourism Village institution must immediately improve its institutional capabilities.

The theoretical studies that form the basis for determining indicators in this study are:

### 1.1 Strategy

A strategy is a carefully crafted plan designed by top-level executives to achieve a defined goal. This technique requires a thorough understanding of the objectives, previous experience, objectives, expertise, and expectations that guide the development of a comprehensive framework to identify the right activities to achieve those goals.

A strategy is a set of interconnected tasks that offer suggestions for future actions and impact the outcome of those actions[4]. Therefore, to formulate a strategy, it is essential to improve the understanding of the objectives. After reaching a common understanding of the nature and importance of a goal, we then move to create a strategy to achieve it.

### 1.2 Tourism Development

Tourism development requires a good management strategy to support the achievement of the tourism policy plan. The tourism sector is one of the sectors most affected by the COVID-19 pandemic, so a comprehensive strategy is needed to recover and increase the contribution of tourism to the national economy. Effective strategic management can help adjust to market changes and new paradigms in tourism development. The reformulation of marketing strategies is highly recommended to overcome these challenges, so that the tourism sector can adapt to new conditions and remain competitive in the global market [5].

Tourism development must be carried out with directions, policies, strategies, and programs that are in line with the national tourism development policy, so as

not to deviate from the main goal. Sustainable tourism development must integrate ecological, social, and economic sustainability. This approach strategy for sustainable tourism is recommended to be small-scale, with local management, and provide benefits to the wider community. Sustainable tourism development not only has a positive impact on economic development, but also on the socio-cultural and environmental conditions of tourist areas, so that people's welfare can increase without sacrificing cultural and environmental sustainability.

### 1.3 Sustainable Tourism

There are three important components for sustainable tourism: environmental sustainability, economic sustainability, and socio-cultural sustainability[6]. Environmental sustainability involves the efficient use of environmental resources, the regulation of ecological processes, and the protection of natural heritage and biodiversity in tourism sites. Economic sustainability is achieved by reducing poverty rates, encouraging economic expansion, and creating jobs. Socio-cultural sustainability involves upholding the socio-cultural authenticity of local communities by complying with agreed laws and regulations, safeguarding cultural heritage values and local practices, and promoting tolerance and understanding between cultures.

Sustainable tourism is a concept that prioritizes providing a positive impact on the environment, society, and the economy. Sustainable management of tourism villages can help prevent the adverse impacts of tourism. The community has an important role to play in all aspects of tourism, including its strategy, implementation, and overall impact. Tourism villages and sustainable tourism are interrelated with the environment, socio-cultural conditions of the community, and economic factors that arise from tourism activities. Tourism villages are a clear example of sustainable tourism, and the involvement of local communities plays an important role in achieving sustainable tourism villages. The establishment of sustainable tourism villages can have a positive influence on environmental sustainability and improve the welfare of local communities by involving them in tourism activities organized by the community itself.

### 1.4 Hyperlocal Communication

Hyperlocal communication is a combination of marketing, PR, advertising, journalism, and any other form of communication that does not fall into a specific category[7]. This shows how broad the spectrum can be covered by hyperlocal communication, which is not only limited to one type of media but includes multiple forms of communication that can support each other to achieve more specific and targeted goals.

Hyperlocal communication is a technology that allows citizens to help create and share news at a very local level, be it a city, neighborhood, or even a block. This technology involves the use of mobile phones, social networking websites, and social media[8]. The role of technology in hyperlocal communication is

crucial, because it allows interaction and active participation of citizens in the process of creating and distributing information, so that the information produced is more accurate and relevant to local conditions

From this understanding, it can be concluded that hyperlocal can be interpreted as information related to geography, namely information that comes from the smallest scope in a geographical area that is presented online. There are several things related to hyperlocal, such as hyperlocal media, hyperlocal journalism, hyperlocal marketing, and hyperlocal communication. Social media is included in one aspect of hyperlocal communication. Social media as one of the media used to raise tourism potential has a great influence on branding and tourism promotion. Therefore, there needs to be intensive efforts to maximize the use of social media in local communities and residents.

Hyperlocal communication is related to technology that can help share information in the smallest area involving technological tools in the form of mobile phones, social networks, websites, and social media. Furthermore, hyperlocal communication provides access for community members, activists, students, youth, and the general public to engage the media locally and internationally. Thus, hyperlocal communication not only strengthens social relationships within the community but also opens up opportunities for collaboration and participation on a wider scale, connecting local communities with global networks.

## 2 **Methods**

This study uses a descriptive qualitative approach to effectively describe, explain, and understand the conditions related to Sustainable Tourism Development through Hyperlocal Communication in Joho Tourism Village. Data were collected by a combination of observation, interviews, and document review. This study uses primary and secondary data. Primary data was obtained by conducting face-to-face interviews with individuals who had relevant information. Secondary data is obtained from sources such as books, journals, literature, and other supporting documents. The researcher conducted a comprehensive analysis that aimed to observe the progress of sustainable tourism in the management of Joho Tourism Village which included the DEWI/POKDARWIS Group, Youth Organization, and the Head of Joho Tourism Village.

Once the data is collected through interviews and observations, the Business Model Canvas analysis table will be used to analyze and visualize the findings from the data. This method is very relevant in the context of sustainable tourism development, because the Business Model Canvas (BMC) maps nine important elements, namely Customer Segment, Value Proposition, Channels, Customer Relationship, Revenue Stream, Key Resources, Key Activities, Key Partnership, and Cost Structures[9]. By mapping these elements, researchers can identify and evaluate the key factors that affect the sustainability of tourism in Joho Tourism Village. Furthermore, the researcher analyzed the data obtained using a SWOT analysis tool. This analysis is based on logic that can maximize strengths and opportunities, but at the same time can minimize weaknesses and threats[10]. This is called situation analysis. The analysis stage is after collecting

all the influential information, then entering it into the 9 (nine) basic elements of the current Business Model Canvas, then the next stage is to utilize the Business Model Canvas in the formulation of strategies, namely the SWOT matrix consisting of Internal and External Factors Analysis Summary (IFAS and EFAS). Then the results of the existing ones are determined by the right decision-makers by considering the SWOT analysis.

This study uses the source triangulation method for data analysis. When the resource person provides information, this strategy is used to eliminate problems in collecting and understanding the information. In addition, the researcher used triangulation techniques to verify the data twice to ensure the data was sufficiently accurate. By comparing data or information in several ways, or "triangulating" methodologies, researchers can better understand the data or information from different perspectives and hopefully lead to more accurate conclusions. Business Model Canvas (BMC) and Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis are implemented using data that has been collected.

### 3 Result and Discussion

The location chosen for this study is Joho Tourism Village in Semen District, Kediri Regency. The researcher chose Joho Village as the location of the research because this village is already known by the wider community as one of the tourist destinations in Kediri Regency which is located at the foot of Mount Wilis. Because of the many potentials it has as a cultural, artistic, culinary, and environmental tourist attraction, the researcher decided to conduct research in Joho Tourism Village. Sumber Podang, Taman Kelir, Gasang Temple, Honey Education, and Agricultural Education are some of the tourist attractions in Joho Tourism Village that received the 2016 Best Village award for the development category.

Based on the analysis after observation and interviews with the informant directly, a result was obtained and then the results were included and grouped into nine (9) elements of the Business Model Canvas. Below are the results of the conclusion with the informants who manage Joho Tourism Village after the data is processed by researchers:

#### 3.1 BMC

##### 3.1.1 Customer Segment

This section describes a different group of people or organizations that the company wants to reach or serve. Based on the analysis conducted interviews with informants, the results of the main target markets are local and regional tourists. However, there is hope to attract international tourists.

##### 3.1.2 Value Proposition

In this study, the value proposition is used by looking at the added value that the company provides to visitors. Based on the analysis conducted interviews with informants, the results of the attraction (uniqueness) of Joho Village because of its good natural charm, cool air, minimal air pollution,

beautiful rural atmosphere, there are several famous tourism potentials, one of which is Sumber Podang. In addition, there are various kinds of tour packages such as educational, cultural, culinary, agricultural, livestock, outbound, etc.

### 3.1.3 Customer Relationship

Customer Relationship is how managers can build good relationships with customers / visitors. Based on the analysis, interviews with informants showed that in declaring the management for this tourism through promotions both offline and online, the development of potential and menu of tour packages, and participating in several events.

### 3.1.4 Channels

A channel is a description of relating or communicating with customers. Based on the analysis, interviews with informants show the results in this tourism management using promotions both offline and online

### 3.1.5 Key Activities

It is the main activity to create a product that can provide value to its customers. Based on the analysis of interviews with informants, the results show that tourism management in Joho Tourism Village is managed by the DE-WI / POKDARWIS Group and local youth. In addition, there is also a collaboration between UMKMs and also BUMDES Joho in the sale of typical products of Joho Tourism Village.

### 3.1.6 Key Resources

It is the main resource needed to run operational processes. Based on the analysis conducted interviews with informants, the results showed that Joho Tourism Village is located on the slopes of Mount Wilis in Kediri Regency, East Java, which offers a variety of interesting natural tourism. The tourists include Sumber Podang, Laler Cave, Kelir Park etc. For the current state of tourism, sustainable management is still needed, there are several tourist spots that are well maintained, but there are also tourism that needs to be considered and maintained to be improved. For the coordination of tourism development, currently the PEMDES and the Kediri Regency PEMDA continue to coordinate to revitalize the tourism sector after the covid 19 pandemic. The key resources needed to run this business are from human resources and natural resources. Good human resources will maintain the preservation of nature and existing local wisdom. In addition, the rural atmosphere in the tour package can also be the key to resources in this tour. In its management, communication with stakeholders in the Kediri Regency Government is also important in this development. Not only that, the cooperation between the government and BUMDES in this development must continue to be carried out to explore unknown potentials.

### 3.1.7 Key Partners

Be the main partner as a co-worker. Based on the analysis of interviews with informants, the results show that partners in this business are from the Government, PERHUTANI, Schools, Business Partners, and also UMKM.

### 3.1.8 Cost Structure

It is a cost structure incurred to operate this tourism management. Based on the analysis conducted interviews with informants, the results of this tourism

management generate income through the sale of tour packages. In addition, there is also a collaboration between UMKM and also BUMDES Joho in the sale of typical products of Joho Tourism Village.

3.1.9

Revenue Streams

Revenue stream is the income or income received by Joho Tourism Village. Based on the analysis conducted interviews with informants, the results show that this tourism will contribute to the economic development and local communities in Joho Tourism Village with many tourists coming, then for the development of tourism management assisted by BUMDES, as well as cooperation with UMKMs by involving the surrounding community.

The following is a mapping of the results of the Business Model Canvas acquisition in Joho Tourism Village:

Table 1. BMC

<u>Partners</u>	<u>Activities</u>	<u>Proposition</u>	<u>Channel Relationship</u>	<u>Customer Segments</u>
<ol style="list-style-type: none"> <li>Government</li> <li>Perhutani</li> <li>School</li> <li>Business Partners</li> <li>UMKM in Joho Village</li> </ol>	<ol style="list-style-type: none"> <li>Tourism Services</li> <li>Community Based Tourism (CBT) Management</li> </ol>	<ol style="list-style-type: none"> <li>Natural Scenery</li> <li>Local wisdom, traditional culture, and culinary</li> </ol>	<ol style="list-style-type: none"> <li>Posting Photo on Instagram</li> <li>Giving Testimonials                             <ul style="list-style-type: none"> <li>Visitor criticism and suggestions</li> </ul> </li> <li>Event</li> </ol>	Domestic (local and regional) and international tourists
	<u>Resources</u> <ol style="list-style-type: none"> <li>Natural Scenery</li> <li>Small and Medium Enterprises of the Joho Community</li> <li>Human Resources</li> </ol>		<u>Channels</u> <p>Direct Marketing Word of Mouth Print Online Advertising Instagram YouTube</p>	
<u>Structure</u>		<u>Revenue Streams</u>		
<ol style="list-style-type: none"> <li>Operational Costs</li> <li>Labor wages</li> </ol>		<ol style="list-style-type: none"> <li>Sales of tour packages</li> <li>Sales of superior products of Joho Village UMKM</li> </ol>		

Source : Data Processed

The existing data from the Joho Tourism Village Business Model Canvas requires a plan to improve the efficiency and effectiveness of sustainable tourism development in the area. This plan should be based on a SWOT



analysis, which finds opportunities and strengths while reducing threats and weaknesses in the management of the Joho Tourism Village.

3.2 Analysis SWOT

3.2.1 Internal Factors Analysis Summary (IFAS)

In a SWOT analysis, once the internal strategic elements have been identified, it is important to create an IFAS (Internal Strategic elements Analysis Summary) table to outline the company's strengths and weaknesses in relation to internal factors[10].

This internal factor is in the form of the attraction of visitors to Joho Tourism Village which includes strengths and weaknesses in attracting visitors, An analysis of internal factors which includes strengths and weaknesses is carried out to find out the condition of the management of Joho Tourism Village internally. Using internal factor analysis, the management position of Joho Tourism Village is as follows:

Table 2. Analysis IFAS

No	Internal Factors	Weight	Rating	Skor
<b>Strength</b>				
1.	Cool natural location, nuances of local wisdom			1
2.	Cheaper tour package prices			0,8
3.	Visitor services and government relations			0,5
4.	A variety of UMKM products typical of Joho Tourism Village			0,5
5.	Good relationship between managers			0,4
				3,2
<b>Weaknesses</b>				
6.	Lack of marketing media			0,20
7.	Management issues			0,10
8.	Lack of management innovation			0,20
9.	Inventory management that needs to be improved			0,10
10.	Management system that needs to be improved			0,20
<b>Overall Total</b>				0,8

Source : Data Processed

The management of Joho Tourism Village has several significant strengths that can be leveraged to support the growth and success of its business. The cool natural location and the nuances of local wisdom are one of the main strengths, allowing easy access for customers and attracting many visitors. The cheaper price of tour packages provides a competitive advantage, making it an attractive option for tourists. In addition, friendly

and courteous visitor service and good cooperation with the government can increase visitor satisfaction and create a positive travel experience. A variety of UMKM products typical of the Tourism Village are of high quality to maintain customer loyalty, while good relationships between managers ensure various awareness and commitment from each member.

However, the management of the Joho Tourism Village also faces several internal weaknesses that need to be improved. The lack of marketing media can affect the number of visitors, while problems in management and lack of innovation in management can reduce operational efficiency. Poor inventory management can lead to less than optimal tourism development and management, and management systems that need to be improved to maximize productivity and business growth.

With a total weighting score of 3.2, the management of Joho Tourism Village shows a fairly good capacity in utilizing its internal strengths, but needs to make improvements in the weak aspects to ensure more efficient and satisfactory operations for customers

### 3.2.2 External Factors Analysis Summary (EFAS)

EFAS (External Factor Analysis Summary) is a tool used to examine external elements that have an impact on a company or organization[10]. EFAS is a tool that can be used to identify, evaluate, and summarize important external opportunities and risks.

External factor analysis (EFAS) of the company by paying attention to various aspects of opportunities and threats faced by the Management of Joho Tourism Village

**Table 3.** Analysis EFAS

No	External Factors	Weight	Rating	Skor
<b>Chance</b>				
1.	Local Economic Growth			
2.	Government Support			
3.	Nature Tourism Trends			
4.	Loyal Customer Community			
5.	Cooperation			
Total				
<b>Threat</b>				
6.	Competition with other Tourism Villages / Natural Tourism			
7.	Changing Consumer Preferences			
8.	Fluctuations in Tourism Prices and Seasonality of Visitors			
Total				

<b>Overall Total</b>			
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Source : Data Processed

The management of Joho Tourism Village is faced with various external opportunities and threats that affect its operations and business strategy. One of them is competition with other Tourism / Natural Tourism Villages that require a strong strategy to remain competitive. Changing consumer preferences demand sustainable tourism adjustments in the offering of products and services in tourism. Fluctuations in tourist prices and the seasonality of visitors can affect the profit margin and economic stability in Joho Tourism Village. In addition, changes in government regulations can affect business operations and policies.

With a total weighting score of 3.15, the management of Joho Tourism Village shows a fairly good ability to take advantage of existing opportunities, even though it needs the right strategy to overcome external threats. This EFAS analysis assists the management of sustainable tourism development in formulating strategies that can take advantage of market opportunities optimally and manage the threats faced effectively.

After analyzing IFAS and EFAS, it is then presented in a SWOT diagram. From the results of the calculation of IFAS and EFAS above the quadrant values are as follows: For the value X, which is the difference between the total strength (S) and the total weakness (W), we use the following formula:  $X = S - W$ . And for the value Y, which is the difference between the total opportunity (O) and the total threat (T), the formula used is:  $Y = O - T$ . So, the matrix result for the value X and the value Y is as follows: Value Matrix = X,Y here is the calculation:

$$X = S - W \tag{1}$$

$$= 2,3 - 0,8$$

$$= 2,4 \tag{2}$$

(3)

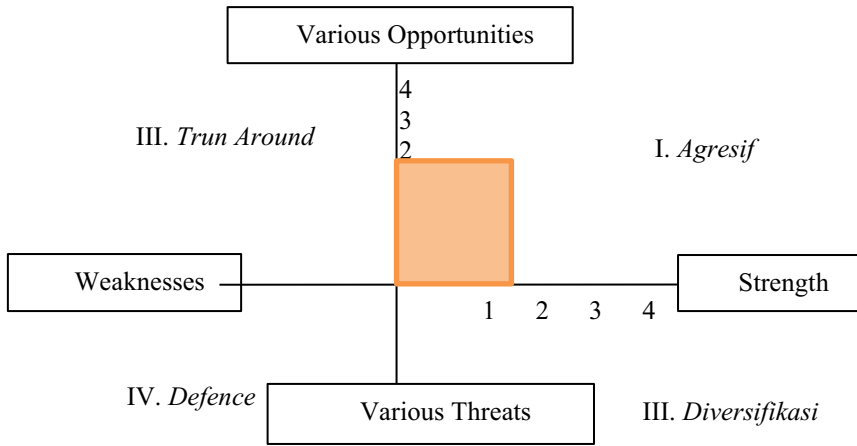
$$Y = O - T \tag{2}$$

$$= 2,25 - 0,70$$

$$= 1,55 \tag{2}$$

(3)

In other words, we place the value of X and the value of Y in a matrix or table for further analysis.



Based on EFAS and IFAS analysis, the management of Joho Tourism Village is in Quadrant 1 as shown in the diagram above which shows a very favorable situation. In this quadrant, the management of Joho Tourism Village has significant internal strengths and is faced with various external opportunities that can be utilized.

An appropriate strategy in this condition is a sustainable tourism development strategy through hyperlocal communication. Hyperlocal Communication is a technology that allows citizens to spread the word at the local level through the use of mobile phones, social networking sites, and social media platforms for local awareness and advocacy. Through this media, The community can easily share data and information, both to the local community and those with a wider reach. Through Hyperlocal Communication, the community can promote the tourism potential in Joho Tourism Village widely and effectively through social media so that the natural wealth in Joho Tourism Village can be known to the wider community through social media that has been managed with the local community and used as a means of branding and introducing tourism more massively in the long term.

Furthermore, the SWOT matrix used as an instrument or analysis technique to identify opportunities and threats in this business is as follows:

**Table 4.** Analysis SWOT

	<p><b>STRENGTH (S)</b></p> <ol style="list-style-type: none"> <li>1. Cool nature location and local wisdom</li> <li>2. Cheaper tour package prices</li> <li>3. Visitor services and relations with the government</li> <li>4. A variety of UMKM products typical of Joho Tourism Village</li> <li>5. Good relationship between managers</li> </ol>	<p><b>WEAKNESS (W)</b></p> <ol style="list-style-type: none"> <li>1. Lack of marketing/promotional media</li> <li>2. Management problems</li> <li>3. Lack of management innovation</li> <li>4. Inventory management</li> <li>5. The management system needs to be improved</li> </ol>
<p><b>OPPORTUNITY (O)</b></p> <ol style="list-style-type: none"> <li>1. Local economic growth</li> <li>2. Government Support</li> <li>3. Nature Tourism Trends</li> <li>4. Loyal customer community</li> <li>5. Cooperation</li> <li>6. Digital Promotion</li> </ol>	<p><b>STRATEGY S-O</b></p> <ol style="list-style-type: none"> <li>1. The implementation of promotional technology through digitalization to strengthen the advantages of natural tourism locations and competitive prices.</li> <li>2. Introducing typical MSME products or tour packages in the new Joho Tourism Village to attract visitors</li> <li>3. Using digital promotions to raise awareness of competitive prices and friendly service.</li> </ol>	<p><b>STRATEGY W-O</b></p> <ol style="list-style-type: none"> <li>1. Using technology to accelerate services and promotions</li> <li>2. Using technology for tourism management and checking the latest tourism trends.</li> </ol>
<p><b>THREAT (T)</b></p> <ol style="list-style-type: none"> <li>1. Competition with other Tourism / Natural Tourism Villages</li> <li>2. Price Comparison by Customers</li> </ol>	<p><b>STRATEGY S-T</b></p> <ol style="list-style-type: none"> <li>1. Emphasizing friendly customer service and presenting to regional specialties</li> <li>2. Provide competitive special offers to attract visitors</li> <li>3. Using the advantages of tourist locations by taking advantage of existing tourism potential</li> </ol>	<p><b>STRATEGY W-T</b></p> <ol style="list-style-type: none"> <li>1. Improving the management of Joho Tourism Village</li> <li>2. Managing the price of tour packages and UMKM products and ensuring that stock is always available for the arrival of every visitor</li> <li>3. Develop a better inventory management system to</li> </ol>

<p>3. Changes in consumer preferences</p> <p>4. Fluctuations in tourist prices and visitor seasonality</p>		<p>ensure management can run properly</p>
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Source : Data Processed

Through the implementation of these strategies, the management of Joho Tourism Village can be effective and efficient to achieve aggressive growth and long-term success, by leveraging existing strengths and opportunities, as well as addressing weaknesses and threats that may be faced.

Based on the results of the SWOT analysis, a sustainable tourism development strategy was prepared in the management of Joho Tourism Village using the Business Model Canvas approach from Osterwalder & Pigneur, 2012. With modifications in accordance with the analysis that has been carried out through hyperlocal communication in Joho Tourism Village.

Table 5. BMC Strategies

<u>Key Partners</u>	<u>Activities</u>	<u>Value Proposition</u>	<u>Customer Relationship</u>	<u>Customer Segments</u>
<ol style="list-style-type: none"> <li>1. Government</li> <li>2. Perhutani</li> <li>3. Tour service providers</li> <li>4. School</li> <li>5. University</li> <li>6. Business Partners</li> <li>7. UMKM in Joho Village</li> </ol>	<ol style="list-style-type: none"> <li>1. Tourism Services</li> <li>2. Community Based Tourism (CBT) Management</li> <li>3. Marketing                             <ul style="list-style-type: none"> <li>- Research &amp; Promotion</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>1. Natural scenery</li> <li>2. Local wisdom, traditional culture, and culinary</li> <li>3. Affordable Package prices</li> <li>4. Accommodation facilities that accommodate</li> <li>5. Dokumentation</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete Contact Person                             <ul style="list-style-type: none"> <li>- Via Number Phone</li> <li>- Via SMS/WhatsApp</li> <li>- Via E-mail</li> </ul> </li> <li>2. Repost Foto / Video Instagram</li> <li>3. Repost Video on TikTok</li> <li>4. Actively answering questions from potential visitors on platforms/social media</li> <li>5. Testimonials                             <ul style="list-style-type: none"> <li>- Visitors' criticisms and suggestions of services that have been obtained</li> </ul> </li> <li>6. Event</li> </ol>	<ol style="list-style-type: none"> <li>1. Domestic (local and regional) and international tourists</li> <li>2. Urban tourists</li> <li>3. Students</li> <li>4. Company</li> </ol>
	<p><u>Resources</u></p> <ol style="list-style-type: none"> <li>1. Natural Scenery</li> <li>2. Small and Medium Enterprises of the Joho Community</li> <li>3. Human Resources</li> <li>4. Tourism Infrastructure</li> </ol>		<p><u>Channels</u></p> <p>Direct Marketing</p> <p>Word of Mouth</p> <p>Package Proposal</p> <p>Print</p> <p>Online Advertising</p> <p>Program</p> <p>Instagram</p> <p>WhatsApp Business</p> <p>Website/Blog</p> <p>YouTube</p> <p>Book</p> <p>Google My Business</p> <p>Mobile Application</p> <p>3. Traveller catalogue</p>	

<u>Structure</u>			<u>Value Streams</u>	
<ol style="list-style-type: none"> <li>1. Operational Costs</li> <li>2. Labor wages</li> <li>3. Marketing Costs</li> <li>4. Development Costs</li> </ol>			<ol style="list-style-type: none"> <li>1. Tour package sales</li> <li>2. Sales of superior products of Joho Village UMKMs</li> <li>3. Rewards</li> </ol>	

Source : Data Processed

#### 4 Conclusion and Recommendation

Based on the overall results of the data obtained on the study, the researcher concluded that the sustainable tourism development strategy can be carried out, one of which is through hyperlocal communication to increase tourist visits. This research applies the concept of hyperlocal communication in Joho Tourism Village as an effective and efficient means of promotion with the aim that many tourists who visit Joho Tourism Village and tourism in Joho Tourism Village are increasingly known by the wider community by utilizing alternative media such as social media, social networking sites, or social media platforms that can be used to promote tourist destinations in Joho Tourism Village. The development of sustainable tourism is inseparable from community empowerment efforts such as the participation of the DE-WI (Tourism Village) group community and local residents.

The results of the analysis of hyperlocal communication through the Business Model Canvas and SWOT analysis on Joho Tourism Village concluded that the sustainable tourism development strategy can be carried out by developing various ideas, ideas, and innovations using technology such as creating, managing, and optimizing Joho Tourism Village accounts on social media, social networking sites, or social media platforms. Proposals added from the sustainable tourism development strategy through hyperlocal communication using Business Model Canvas and SWOT Analysis include the creation of a special tourism account for Joho Tourism Village on social media such as TikTok and WhatsApp Business, the creation of a community-based website and mobile application for Joho Tourism Village to share local information and promote tourism potential in Joho Tourism Village. Then re-manage and optimize the Joho Tourism Village tourism account on Instagram, YouTube, and Facebook as well as Google My Business optimization with the aim of promoting the tourism potential in

Joho Tourism Village widely, effectively, and increasing the opportunity for the community to be present in consumer search and increase business visibility in the area as well as the role of the community in raising the local potential around.

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