



# **SWOT Strategy in Strengthening the Economy Based on “Kampung Keren” through the D’Cito Program**

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*Abstract*

*The D’Cito Kediri City Program is an initiative to develop the city's identity through a thematic village cluster approach (Cool Villages) consisting of 22 villages. Of this number, six villages are already in the developing category, while the remaining sixteen villages are still in the pioneering stage. Although the number of tourist visits in 2024 shows an increasing trend, the growth rate has slowed down, so a more effective development strategy is needed to improve the competitiveness of village-based tourist destinations. This study aims to formulate development strategies for the 16 Cool Villages that are still in the pioneering stage so they can grow, increase tourist visits, and contribute to the local economy. The analysis was conducted in two stages, namely cluster analysis to group villages based on their thematic characteristics, and SWOT analysis to identify internal and external factors as a basis for developing strategies. The results of the study show that Kampung Keren is in Quadrant I (Strength–Opportunity/S-O Strategy), indicating a progressive condition with great potential to leverage internal strengths to seize external opportunities. The main recommended strategies include strengthening human resource capacity, optimizing digital marketing, preserving local culture, developing integrated thematic tourism packages, and enhancing collaboration between the government, community, universities, and business actors. The managerial implication of this study suggests that the Kediri City Government needs to prioritize improving the competence of tourism village managers through ongoing training and*

*strengthening integrated digital promotion. integrated with the regional tourism agenda, developing collaborative destination management, and setting investment priorities in infrastructure and tourism product innovation. The implementation of this strategy is expected to boost the competitiveness of Kampung Keren, increase tourist visits, and promote sustainable local economic growth.*

**Keywords: Cool Village, Cluster-based Tourism, SWOT Analysis, Local Economy.**

### **Abstrak**

Program D'Cito Kota Kediri merupakan inisiatif pengembangan identitas kota melalui pendekatan klaster kampung tematik (*Kampung Keren*) yang terdiri atas 22 kampung. Dari jumlah tersebut, enam kampung telah berada pada kategori berkembang, sedangkan enam belas kampung lainnya masih berada pada tahap perintis. Meskipun jumlah kunjungan wisatawan pada tahun 2024 menunjukkan tren peningkatan, laju pertumbuhannya mengalami perlambatan, sehingga diperlukan strategi pengembangan yang lebih efektif untuk meningkatkan daya saing destinasi wisata berbasis kampung. Penelitian ini bertujuan untuk merumuskan strategi pengembangan bagi 16 Kampung Keren yang masih berada pada tahap perintis agar dapat berkembang, meningkatkan kunjungan wisatawan, serta memberikan kontribusi terhadap perekonomian lokal. Analisis dilakukan melalui dua tahapan, yaitu analisis klaster untuk mengelompokkan kampung berdasarkan karakteristik tematiknya, dan analisis SWOT untuk mengidentifikasi faktor internal dan eksternal sebagai dasar penyusunan strategi pengembangan. Hasil penelitian menunjukkan bahwa Kampung Keren berada pada Kuadran I (Strategi Strength–Opportunity/S-O), yang mengindikasikan kondisi progresif dengan potensi besar untuk memanfaatkan kekuatan internal dalam meraih peluang eksternal. Strategi utama yang direkomendasikan meliputi penguatan kapasitas sumber daya manusia, optimalisasi pemasaran digital, pelestarian budaya lokal, pengembangan paket wisata tematik yang terintegrasi, serta penguatan kolaborasi antara pemerintah, masyarakat, perguruan tinggi, dan pelaku usaha. Implikasi manajerial penelitian ini menunjukkan bahwa Pemerintah Kota Kediri perlu

memprioritaskan peningkatan kompetensi pengelola kampung wisata melalui pelatihan berkelanjutan, memperkuat promosi digital yang terintegrasi dengan agenda pariwisata daerah, mengembangkan tata kelola destinasi berbasis kolaborasi, serta menetapkan prioritas investasi pada infrastruktur dan inovasi produk wisata. Implementasi strategi tersebut diharapkan mampu meningkatkan daya saing Kampung Keren, memperluas kunjungan wisatawan, dan mendorong pertumbuhan ekonomi lokal secara berkelanjutan.

**Kata kunci:** Kampung Keren, Pariwisata berbasis klaster, Analisis SWOT, Ekonomi Lokal.

## A. INTRODUCTION

The City of Kediri has a program called Sapta Cita. The third vision of Sapta Cita states that Kediri City should be able to develop its city identity through the construction of tourist areas, landmarks, iconic sites, and integrated development by preserving culture and fostering a creative economy, while also building a hospitable community character to attract both tourists and investors.

Kediri City covers an area of 6,719.95 hectares, divided by the Brantas River. Administratively, Kediri City consists of three districts: Mojoroto, Pesantren, and Kota, with a total of 46 sub-districts (*kelurahan*) and a population of 298,227 people (2024 data). The majority of Kediri's population works in the service sector.

Therefore, the Kediri City Government aims to develop the local economic sector by establishing 10 *Creative and Independent Villages*, abbreviated as *Kampung Keren*. The establishment of *Kampung Keren* is expected to serve as a platform for developing local economic potential such as handicrafts, MSMEs, and culinary products, which in turn can create job opportunities and increase community income.

Over time, the cluster villages in Kediri expanded from 10 to 22 *Kampung Keren*. This increase is intended to empower communities at the *kelurahan* level, activate local potential, and create a better and more attractive environment for residents, while also aiming to stimulate citizen creativity and establish a flagship brand for each *kelurahan*.

According to the 2024 Disbudparpora (Department of Culture, Tourism, Youth, and Sports), out of the 22 *Kampung Keren*, six are categorized as *developed*, while the remaining 16 are still in the *pioneering* stage. The six developed villages are Ngronggo (Sport Center), Rejomulyo (*Sumber Jiput* Tourism Village), Bandar Kidul (Ikat Weaving Village), Tamanan (Tamanan Chicken Soto Culinary Village), Setono Gedong (Religious Tourism Village), and Ketami (Betta Fish Educational Village).



**Figure 1. Map of Kampung Keren with 6 Developed and 16 Emerging Status**

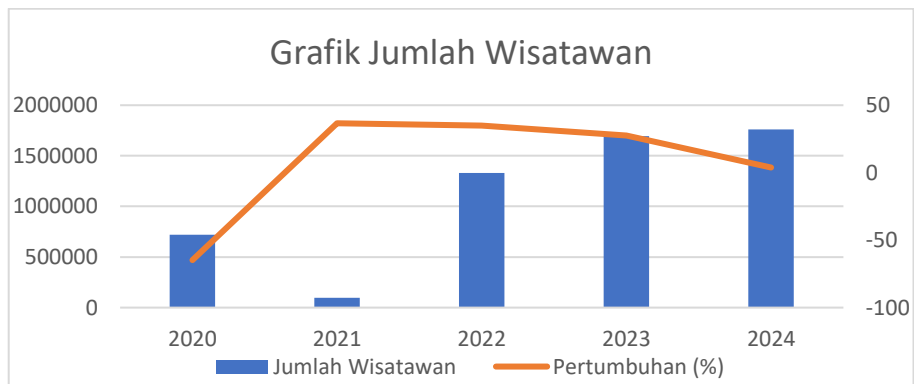
Based on data from Disbudparpora in 2024, it is known that the number of tourists visiting *Kampung Keren* increased steadily from

2020 to 2024. However, the growth rate has continued to decline, with a sharp drop occurring in 2024.

**Table 1 Number of Tourist Visits 2020-2024**

Year	Number of Tourists	Growth (%)
2020	721.141	-64.80
2021	984.930	36.60
2022	1.329.737	35.00
2023	1.695.361	27.50
2024	1.758.977	3.75

Source: Disbudparpora 2024



**Figure 2 Graph of Tourist Visits 2020-2024**

Based on observations of the 16 *Kampung Keren* that remain at the pilot stage and have yet to fully develop, several challenges and constraints were identified (Disbudparpora, 2024):

- a. The city's tourism identity has not been firmly established, with limited integrated narratives and underdeveloped city branding.
- b. Tourism facilities are not yet visitor-friendly, particularly in historical areas, pedestrian pathways, and public amenities.

- c. The creative economy ecosystem has grown spontaneously but lacks adequate production spaces, business incubation, and integrated market networks.
- d. Community participation remains event-based and has not yet evolved into sustainable partnerships in tourism governance.
- e. Tourism information and digital promotion are still fragmented, with no integrated channels, calendar, or scheduled promotional activities.

## **B. PREVIOUS STUDIES**

Several previous studies have highlighted strategies to enhance the economy of cluster-based villages. Ilham (2022) states that the management of tourist attractions can reduce unemployment and increase the income of communities living around tourist sites. According to Gusmi (2020), coastal tourism has proven beneficial in improving the local economy and household earnings. Mulyana (2020) emphasizes that the management of tourist destinations requires adequate infrastructure and capital support. Firdaus (2023) further explains that economic development strategies based on tourism villages should focus on improving and providing supporting facilities within tourism areas and their surroundings. The use of social media as a promotional tool also plays a crucial role in strengthening community empowerment programs, both by government agencies and the broader community, including universities. This, in turn, positively impacts the income of tourism village managers and local residents, as well as the regional economy more broadly.

Village-based economic development has increasingly attracted scholarly attention as an effective strategy for promoting inclusive economic growth and achieving sustainable development. The concept of featured villages (*kampung unggulan*) extends beyond tourism-oriented development by integrating local resources, community participation, entrepreneurship, innovation, and institutional collaboration into a comprehensive development framework. This approach aligns with the principles of endogenous regional development, where local assets and community capabilities become the primary drivers of economic transformation.

Recent studies have consistently demonstrated that tourism and local resource management contribute significantly to regional economic growth. Ilham (2022) reported that effective tourism destination management reduces unemployment and increases household income by generating new employment opportunities. Similarly, Gusmi (2020) found that coastal tourism stimulates local business activities and improves household welfare through multiplier economic effects. These findings indicate that tourism remains an important catalyst for village economic development.

However, more recent literature suggests that infrastructure alone is insufficient to ensure the long-term sustainability of village development. Mulyana (2020) emphasizes that physical infrastructure must be accompanied by adequate financial resources, institutional capacity, and professional destination management. Likewise, Firdaus (2023) argues that the competitiveness of tourism villages depends not only on supporting facilities but also on community empowerment,

stakeholder collaboration, and continuous innovation. These studies indicate a paradigm shift from infrastructure-based development toward integrated governance and community-based management.

In addition, digital transformation has become an increasingly important determinant of village competitiveness. The rapid expansion of digital platforms enables featured villages to promote local products, tourism attractions, and cultural heritage more efficiently than conventional marketing methods. Social media, digital branding, and online marketplaces provide opportunities for wider market access, stronger customer engagement, and increased economic value creation. Recent studies also highlight that digital promotion becomes more effective when supported by collaborative governance involving local governments, universities, private sectors, and community organizations.

Despite these advances, previous studies remain fragmented in explaining the determinants of featured village development. First, most studies focus exclusively on tourism villages, while relatively limited research investigates featured villages that integrate multiple economic sectors such as agriculture, fisheries, handicrafts, culinary businesses, and creative industries. Consequently, the existing literature does not fully capture the multidimensional characteristics of featured villages.

Second, previous studies generally examine individual determinants independently. Infrastructure, community participation, institutional support, and digital promotion are often analyzed as separate variables, resulting in limited understanding of their interrelationships. An integrated framework explaining how these factors collectively

influence featured village performance and local economic development remains underexplored.

Third, earlier research predominantly emphasizes economic outcomes, such as increased income and employment, while paying less attention to governance mechanisms, institutional collaboration, and digital innovation as strategic drivers of sustainable development. As village development policies increasingly encourage multi-stakeholder collaboration and digital transformation, this omission represents an important theoretical and practical limitation.

Furthermore, comparative analysis across previous studies reveals several inconsistencies. While Ilham (2022) and Gusmi (2020) emphasize tourism attractiveness as the primary determinant of economic improvement, Mulyana (2020) argues that infrastructure and financial readiness are more fundamental prerequisites. Firdaus (2023), on the other hand, stresses the importance of community empowerment and supporting facilities. These differing perspectives indicate that no consensus has yet emerged regarding which factors most strongly determine the success of featured villages. Moreover, only a limited number of studies investigate the interaction among these determinants within a single conceptual framework.

Based on these observations, this study addresses three major research gaps. The first is the contextual gap by extending the discussion from tourism villages to the broader concept of featured villages that encompass multiple local economic sectors. The second is the theoretical gap by integrating infrastructure readiness, institutional support, community participation, and digital promotion into a unified

analytical model. The third is the empirical gap by examining how these determinants collectively contribute to sustainable local economic development rather than evaluating them separately.

Accordingly, this study proposes an integrated model of featured village development that combines physical infrastructure, institutional capacity, community participation, and digital promotion as complementary factors influencing local economic development. By providing empirical evidence on the interaction among these variables, this research contributes to the literature on regional development, community empowerment, and sustainable village governance while offering practical recommendations for policymakers in designing more comprehensive featured village development strategies.

### **C. METODE**

This study employed a qualitative descriptive research design to explore the development strategy of *Kampung Keren* (Model Tourism Villages) in Kediri City. A qualitative approach was considered appropriate because it enables researchers to understand tourism development from the perspective of local stakeholders and institutional documents while providing comprehensive descriptions of the characteristics and development potential of each thematic village. Rather than testing hypotheses, this study sought to identify strategic factors influencing the sustainability and competitiveness of cluster-based tourism villages.

Data were collected from both primary and secondary sources. Primary data were obtained through field observations and surveys

conducted by the Kediri City Tourism, Culture, Youth, and Sports Office (Disbudparpora), including information on tourism conditions, village characteristics, and tourist visitation. Secondary data consisted of official reports, policy documents, tourism development records, and statistical information published by Disbudparpora (2024). The combination of these data sources enabled triangulation and enhanced the credibility of the findings.

The analysis was conducted in two sequential stages. The first stage involved cluster analysis, which was used as a classification technique to group *Kampung Keren* according to their dominant tourism characteristics and thematic potential. The clustering process was based on the official thematic classification established by Disbudparpora, including cultural tourism, culinary tourism, creative tourism, educational tourism, nature tourism, and shopping tourism. This classification facilitated the identification of comparative advantages and the mapping of tourism resources across villages.

The second stage employed SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis to formulate strategic recommendations for tourism village development. Internal factors (strengths and weaknesses) were identified from the characteristics, resources, management capacity, and tourism performance of each village, whereas external factors (opportunities and threats) were derived from policy support, market trends, technological development, competition, and environmental risks. The identification of these factors

was based on document analysis and institutional assessments conducted by Disbudparpora.

Following the identification of internal and external factors, the SWOT framework was used to examine the interaction between these dimensions and formulate alternative development strategies. This analytical framework enables organizations to maximize internal strengths in order to capitalize on external opportunities while simultaneously minimizing weaknesses and mitigating potential threats (Hasbullah et al., 2021). In the context of tourism destination management, SWOT analysis has been widely recognized as an effective strategic planning tool for evaluating organizational conditions and developing sustainable competitive strategies (Chappelow, 2019).

### Cluster Analysis Results

Based on the official assessment conducted by Disbudparpora (2024), six *Kampung Keren* have reached the **Developing** category, representing six different thematic tourism clusters (Table 2). These villages reflect the diversity of tourism resources available in Kediri City and serve as the foundation for cluster-based tourism development.

The analysis shows that each tourism category is represented by one developed village, indicating a balanced distribution of tourism themes across Kediri City. This thematic diversity demonstrates that the city's tourism strategy is not dependent on a single attraction but rather promotes complementary tourism experiences through multiple village

specializations. From a cluster development perspective, such diversification strengthens destination competitiveness by expanding tourism products and reducing reliance on a single tourism segment.

In addition to the developed villages, sixteen *Kampung Keren* remain in the Pioneering category and are distributed across six thematic clusters. Three villages specialize in cultural and arts tourism, three in culinary tourism, three in creative tourism, three in educational tourism, two in nature tourism, and two in shopping tourism. This distribution indicates considerable tourism potential that can be further developed through targeted capacity building, infrastructure improvement, destination branding, and community empowerment.

The thematic clustering also reflects the utilization of local comparative advantages. Villages specializing in cultural tourism preserve traditional performing arts and historical heritage; culinary villages promote local food products; creative villages emphasize environmental and community innovation; educational villages provide experiential learning; nature tourism villages capitalize on natural springs and landscapes; while shopping tourism villages develop local handicrafts and specialty products. These findings suggest that Kediri City's cluster-based tourism policy encourages destination differentiation while strengthening local identity and community-based economic development.

Overall, the cluster analysis demonstrates that the thematic classification adopted by Disbudparpora provides a strategic foundation

for tourism planning. The diversity of village characteristics creates opportunities for integrated destination management, collaborative promotion, and sustainable local economic development, which are further explored through the subsequent SWOT analysis.

**Table 2 Kampung Keren (Model Tourism Villages) in the Developed Category**

No	Urban Village	Thematic Village	Assessment Results	Category
1	Ngronggo	Sport Art Center	Develop	Creative Tourism
2	Rejomulyo	Sumber Jiput	Develop	Nature Tourism
3	Setono Gedong	Wisata Religi Syech Wasil	Develop	Art and Cultural Tourism
4	Bandar Kidul	Tenun Ikat Bandar Kidul	Develop	Shopping Tourism
5	Tamanan	Soto Ayam	Develop	Culinary Tourism
6	Ketami	Harmoni Betta	Develop	Educational Tourism

Source: Disbudparpora 2024

Based on the data of Kampung Keren with the status of *Developing*, the conclusions are as follows:

- Cultural and Arts Tourism: 1 kampung
- Culinary Tourism: 1 kampung
- Creative Tourism: 1 kampung
- Educational Tourism: 1 kampung
- Nature Tourism: 1 kampung
- Shopping Tourism: 1 kampung

The thematic categorization of the 16 Kampung Keren that are still at the *Pioneering* stage is grouped into several themes as follows:

### 1. **Cultural and Arts Tourism 3 villages**

The City of Kediri has kampungs that feature arts and cultural tourism, namely Kampung Pecut with traditional *jaranan* (Javanese horse dance), and *reog* (a traditional East Javanese masked dance performance); Ringinanom with *ketoprak* (traditional Javanese theatrical drama); and Pakelan, a heritage kampung representing a blend of Javanese, Chinese, and European cultures. Each kampung has its own uniqueness, which contributes to improving the local economy.

### 2. **Culinary Tourism: 3 villages**

The developing culinary kampungs include Kampung Dalem with traditional culinary delights, Banjaran, and Bujel with their signature product *opak gambir* (traditional Javanese sweet wafer). These kampungs should focus on diversifying and strengthening local culinary varieties to boost the economy of the surrounding communities.

### 3. **Creative Tourism: 3 villages**

Creative kampungs emerge from the initiatives of the local communities, such as Kampung Riverside in Semampir showcasing the beauty of the Brantas River, Kampung Tani in Jamsaren highlighting the charm of rice fields, and Banaran with Kampung Winatra (*Wisata Impian Aman Nyaman Alami dan Terintegrasi – “Safe, Comfortable, Natural, and Integrated Dream Tourism”*).

### 4. **Educational Tourism: 3 villages**

Mojoroto features Kampung Herbal, where residents cultivate fruits, medicinal plants (*toga*), vegetables, and ornamentals. Mrican has Kampung Pintar, known for its learning culture, and Burengan is home to Kampung Reborn.

**5. Nature Tourism: 2 villages**

Bawang with *Sumber Air Soyo* (Soyo natural spring) and Tempurejo with *Sumber Banteng* (Banteng natural spring) offer natural attractions, emphasizing the strength of natural springs and a refreshing environment.

**6. Shopping Tourism: 2 villages**

Dermo features Kampung Batik, while Tinalan is renowned for Kampung Tahu, famous for its yellow tofu. With their strategic locations and unique products, both have strong potential to be promoted as valuable culinary tourism destinations.

**D. RESULTS AND DISCUSSION**

**Results Table 3 SWOT Analysis of Tourism**

Internal Factors	External Factors
Strengths	Opportunity
<ul style="list-style-type: none"> <li>a. Competitive advantages of tourism villages compared to other communities.</li> <li>b. Strong local arts and culture.</li> <li>c. High level of community creativity.</li> </ul>	<ul style="list-style-type: none"> <li>a. The trend of cluster-based villages becoming popular tourism destinations.</li> <li>b. Government support for developing tourism villages.</li> <li>c. Utilization of digital technology.</li> </ul>

d. Enthusiasm among residents in educating the younger generation.	d. Human resource development (entrepreneurship, digital marketing, etc.).
e. Attractive natural scenery.	
f. Abundant natural resources.	
g. Strategic village location, making shopping access easier.	
h. Variety of man-made tourism activities.	
i. Unique local products.	
Weakness	Threat
a. Lack of community awareness in preserving local arts, culture, and natural beauty.	a. Competition from private-sector tourism businesses.
b. Community creativity is not channeled or facilitated.	b. Natural disasters or other force majeure events.
c. Limited human resources and weak management in village tourism governance.	
d. Inadequate promotion.	

## 1. SWOT Analysis

### a. Internal Factors

#### i. Strengths

##### 1. Competitive advantages compared to other villages

The designation of *Kampung Keren* is granted because these villages possess distinctive features that set them apart from other villages in general.

##### 2. Strong local arts and culture

Local cultural heritage must be preserved despite the growing influence of foreign culture. The younger generation is introduced to, taught about, and encouraged to take pride in local cultural traditions.

3. High creativity

Community creativity generates products that can boost the local economy. This creativity should be developed further by engaging tourists as consumers.

4. Educational aspect of the village

Learning does not only take place in schools. Direct learning from nature also educates the younger generation to love the environment, culture, and natural heritage.

5. Attractive natural scenery

The village's distinctive natural beauty is a valuable asset that must be promoted.

ii. Weaknesses

1. Low awareness in preserving arts and culture

The local community, particularly the younger generation, shows limited awareness and appreciation of cultural heritage.

2. Unchanneled creativity

Artists and performers have limited opportunities to showcase their talents and sustain traditional arts due to lack of facilitation.

3. Limited human resources in tourism management  
Human resources tasked with managing cultural and environmental strengths remain inadequate, and community support is insufficient. Tourism management also lacks proper organizational systems.
4. Insufficient promotion  
Promotional efforts are minimal and not connected with existing local events.

b. External Factors

i. Opportunities

1. Growing trend of cluster-based tourism villages  
The increasing popularity of tourism villages represents a significant opportunity to develop unique and competitive attractions that distinguish Kediri from other regions.
2. Government support for village tourism development  
By being designated as *Kampung Keren*, villages receive government support in transforming into recognized tourism clusters.
3. Use of digital technology  
The advancement of digital technology can be optimized to promote Kediri City Tourism more widely and effectively.

ii. Threats

1. Competition with the private sector

While *Kampung Keren* is under the guidance of the Kediri City Tourism Office (Disbudparpora), the most serious threat comes from private-sector tourism businesses, which are often managed more professionally.

2. Natural disasters and other force majeure events

Unavoidable natural disasters pose significant risks for tourism villages, especially by damaging facilities and infrastructure. Other force majeure events, such as economic crises, may also reduce tourism activity.

## 2. Result and Discussion

- a. The SWOT analysis produces four possible strategic alternatives:

- i. SO strategy (Strengths–Opportunities): Utilizing internal strengths to maximize external opportunities.
- ii. WO Strategy (Weaknesses–Opportunities): Leveraging external opportunities to minimize internal weaknesses.
- iii. ST Strategy (Strengths–Threats): Using internal strengths to mitigate external threats.
- iv. WT Strategy (Weaknesses–Threats): Reducing weaknesses while avoiding threat

- b. Description

- i. SO (Strength–Opportunity) Strategies

SO strategies focus on maximizing internal strengths to capture external opportunities, especially for *Kampung Keren* villages that are still in their pioneering phase. Some strategies include:

- a. Developing thematic tourism concepts in *Kampung Keren* (e.g., the 16 pilot villages) to attract more visitors, thereby increasing community income and improving the local economy.
- b. Collaborating with local government to integrate cultural heritage preservation into tourism events. Cultural performances can be staged in natural attractions, combined with culinary tourism and shopping opportunities for visitors.
- c. Leveraging digital technology as an effective promotion tool to showcase local arts, natural attractions, educational tourism, and creative marketplaces.

ii. WO (Weakness–Opportunity) Strategies

WO strategies aim to minimize weaknesses while capitalizing on external opportunities. Possible strategies include:

- a. Promoting the rising trend of tourism villages to raise community and youth awareness of the importance of preserving cultural heritage.

- b. Utilizing government support for *Kampung Keren* to create more opportunities for local artists to present and sustain traditional arts.
  - c. Providing government-led training programs to strengthen human resources, particularly in management and integrated promotional efforts, in line with Kediri City's events calendar.
- iii. ST (Strength–Threat) Strategies
- ST strategies use internal strengths to face external threats. Suggested strategies include:
- a. Strengthening collaboration between government and communities to promote village tourism through arts, culture, nature, and local products, thus enhancing competitiveness against private-sector tourism.
  - b. Offering disaster mitigation training for local communities to reduce potential losses caused by natural disasters.
- iv. WT (Weakness–Threat) Strategies
- WT strategies focus on reducing weaknesses while avoiding threats. Possible strategies include:
- a. Facilitating community creativity through scheduled cultural events that simultaneously serve as promotional platforms for natural attractions, arts, crafts, and local cuisine.

- b. Empowering youth to manage *Kampung Keren* more effectively, highlighting local culture, arts, tourism, and culinary specialties. Strong online and offline promotional efforts should be integrated with Kediri City's major events (e.g., anniversary celebrations), thereby boosting tourist visits.

### 3. Internal Factor Evaluation (IFE) Matrix

**Table 4. IFE Table of *Kampung Keren* with Pilot Status**

Internal Factors	Weight	Rating	Score
<b>Strength</b>			
a. Strong local cultural arts	0.20	4	0.80
b. High level of citizen creativity	0.15	4	0.60
c. Community enthusiasm of the citizens in educating the younger generation	0.10	3	0.30
d. Beautiful natural scenery	0.15	4	0.60
e. Unique products	0.15	4	0.60
<b>Total Strength Score</b>	<b>0.75</b>		<b>2.90</b>
<b>Weakness</b>			
a. The low awareness of cultural preservation	0.08	2	0.16
b. The creativity of citizens that is not channeled and not facilitated	0.05	2	0.10
c. The limitations of human resources	0.07	3	0.21
d. Lack of promotion	0.05	3	0.16
<b>Total Weakness Score</b>	<b>0.35</b>		<b>0.62</b>
<b>Total Strengths and Weaknesses</b>	<b>1.00</b>		<b>3.52</b>

**Table 5. EFE Table of *Kampung Keren* with Pilot Status**

External Factors	Weight	Rating	Score
<b>Opportunity</b>			
a. The trend of tourism villages	0.20	4	0.80
b. Government support	0.20	4	0.80
c. Digital Technology	0.15	4	0.60
d. HR development programs	0.10	3	0.30
<b>Total Opportunity Score</b>	<b>0.65</b>		<b>2.50</b>
<b>Threat</b>			

a. Competition with the private sector	0.15	3	0.45
b. Natural disasters	0.10	2	0.90
c. Change in tourism trends	0.10	2	0.20
<b>Total Threat Score</b>	<b>0.35</b>		<b>0.85</b>
<b>Total Opportunities and Threats</b>	<b>1.00</b>		<b>3.35</b>

<b>Priority</b>	<b>Strategy</b>	<b>Time Horizon</b>
High	Digital marketing	Short-term
High	HR capacity building	Short-term
High	Destination branding	Short-term
Medium	Integrated tourism packages	Medium-term
Medium	Infrastructure improvement	Medium-term
Low	Investment collaboration	Long-term

#### 4. SWOT Quadrant

Based on the comparison of internal and external analyses for the *Kampung Keren* program D'Cito, the results are as follows:

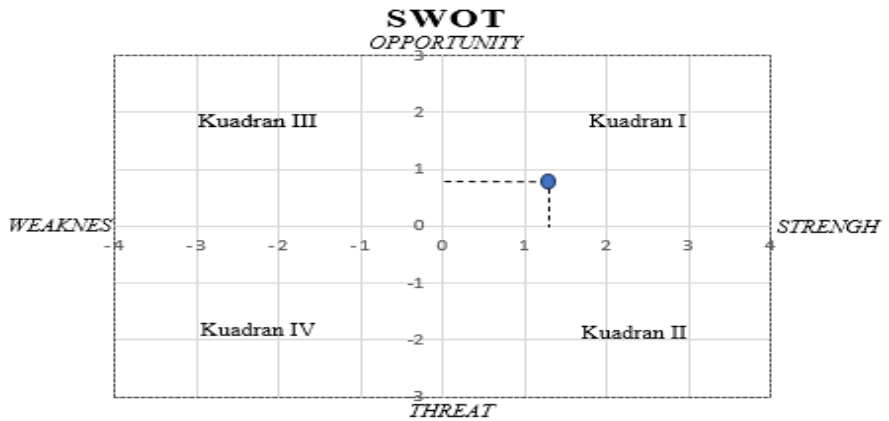
$$x = \text{Total Score of Strengths (S)} - \text{Total Score of Weaknesses (W)}$$

$$y = \text{Total Score of Opportunities (O)} - \text{Total Score of Threats (T)}$$

Where:

$$x = 2.38 - 1.10 = 1.28$$

$$y = 1.95 - 1.26 = 0.69$$



The analysis shows that *Kampung Keren*, which is still at the pilot stage, falls into Quadrant I with coordinates  $x = 1.28$  and  $y = 0.69$ .

This position indicates a Progressive status (SO Strategy), which suggests the need for synergy between government and local communities. The focus should be on developing human resources (HR) and intensifying promotional activities to ensure the sustainability of *Kampung Keren*. Such efforts will strengthen business competitiveness and support the local economy.

## E. CONCLUSION

This study demonstrates that the development of *Kampung Keren* in Kediri City should not be viewed merely as the development of individual tourism villages but rather as an integrated cluster-based tourism system. The SWOT analysis indicates that the 16 pioneering villages are positioned in Quadrant I (Strength–Opportunity Strategy), suggesting that Kediri possesses sufficient internal strengths to capitalize on external opportunities through collaborative and

sustainable tourism development. Rather than relying solely on physical tourism assets, the long-term competitiveness of *Kampung Keren* depends on the effective integration of local cultural resources, community creativity, institutional support, and digital innovation.

The main theoretical contribution of this study lies in extending the discussion of tourism village development from an individual village perspective to a cluster-based tourism development model, where thematic villages complement one another to create a more competitive regional tourism ecosystem. This finding enriches the literature on community-based tourism and regional development by demonstrating that collaboration among thematic villages can generate greater economic value than isolated destination development.

From a practical perspective, the findings provide strategic guidance for the Kediri City Government and other stakeholders in formulating sustainable tourism policies. Based on the SWOT analysis, strategic priorities should be implemented sequentially. In the short term, priority should be given to strengthening the managerial capacity of tourism village administrators through continuous training, enhancing integrated digital marketing and destination branding, and increasing community participation in preserving local culture. In the medium term, the government should develop integrated tourism packages connecting cultural, culinary, educational, creative, shopping, and nature tourism villages while improving supporting infrastructure and visitor services. In the long term, strengthening collaborative governance involving government agencies, universities, local

communities, and the private sector will be essential to ensure the sustainability and competitiveness of *Kampung Keren*.

The managerial implication of this study is that tourism village development should prioritize institutional capacity building rather than focusing exclusively on physical infrastructure. Investment in human resources, digital promotion, destination management, and inter-village collaboration is expected to produce stronger and more sustainable economic impacts than fragmented development initiatives. Consequently, the Kediri City Government should integrate these strategic priorities into regional tourism planning and development programs.

This study is subject to several limitations. First, the analysis relies primarily on qualitative data and SWOT analysis, which provide strategic insights but do not quantify the relative influence of each determinant on tourism village performance. Second, the study focuses exclusively on *Kampung Keren* in Kediri City, thereby limiting the generalizability of the findings to other regions with different socio-economic and institutional contexts.

Future research is therefore encouraged to employ quantitative approaches, such as the Analytic Hierarchy Process (AHP), Structural Equation Modeling (SEM), or mixed-methods designs, to prioritize development strategies and examine causal relationships among institutional support, community participation, digital transformation, tourism competitiveness, and local economic development. Comparative studies involving tourism villages from different regions would also provide broader evidence regarding the effectiveness of

cluster-based tourism development as a sustainable regional development strategy.

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