

# The strategy of tourism village development in the hinterland Mount Bromo, East Java

Siti Mujanah<sup>1</sup>, Tri Ratnawati<sup>2</sup>, Sri Andayani<sup>3</sup>

<sup>1, 2, 3</sup> University of 17 Agustus 1945 Surabaya, Nginden Semolo Street 45, Surabaya, 60118, East Java, Indonesia

## ARTICLE INFO

### Article history:

Received 27 January 2015

Revised 20 March 2015

Accepted 9 April 2015

### JEL Classification:

L83

### Key words:

Model Strategy and  
Rural Tourism Development.

### DOI:

10.14414/jebav.v18i1.385

## ABSTRACT

This study aims to find an effective strategy in the development of Hinterland Tourism Village in Mount Bromo area. It is a descriptive explanatory research to build a model of grand design for rural tourism development. It took three tourism villages around Bromo Mountain and the data were collected by survey or interviews on both local and international tourists and by cross checking among the interviews on rural principles for the data validity and reliability. The data were analyzed using SWOT analysis to determine the strategy and Analytical Hierarchy Process (AHP) to determine the ranking of objects and tourist attractions/obyek dan daya tarik wisata (ODTW). The results of SWOT analysis was based on the weight and value scores of respondents indicating that the development of rural tourism was scored in the first quadrant for a strategy to optimize the strengths and opportunities. It shows that the AHP Wonokitri village has the highest number, the second is Ngadisari, and third village is Ngadas. The model of strategy of rural tourism can be developed when the program are supported optimally by the community and the government such as the Center Government for Taman Nasional Bromo, Tengger, Semeru (TNBTS), Department of Tourism, Public Works (PU), Cooperation, and Society Empowerment Department, while also support by private sectors, SMEs and local investors and also education institutions.

## ABSTRAK

Penelitian ini bertujuan untuk menemukan strategi yang efektif dalam pengembangan Desa Wisata Hinterland di daerah Gunung Bromo. Penelitian ini bersifat deskriptif dengan data lapangan untuk membangun model grand design pengembangan desa wisata. Dengan tiga desa wisata di sekitar Gunung Bromo dijadikan subyek dan data dikumpulkan melalui survei atau wawancara pada sampel wisatawan baik lokal maupun internasional dan di-cross check dengan wawancara pada Kepala Desa untuk validitas dan reliabilitas data. Data dianalisis menggunakan SWOT untuk menentukan strategi dan Analytical Hierarchy Process (AHP) untuk menentukan peringkat obyek dan daya tarik wisata (ODTW). Hasil analisis SWOT didasarkan pada berat dan nilai skor responden menunjukkan bahwa pengembangan pariwisata pedesaan dengan tujuan di kuadran pertama untuk strategi optimalisasi kekuatan dan peluang. Hasilnya menunjukkan bahwa AHP desa Wonokitri memiliki jumlah tertinggi, kedua adalah Ngadisari, dan ketiga adalah Ngadas. Strategi model desa wisata dapat dikembangkan ketika program didukung secara optimal oleh masyarakat dan pemerintah seperti Pemerintah Pusat yaitu Taman Nasional Bromo, Tengger, Semeru (TNBTS), Dinas Pariwisata, PU, Kementrian Koperasi, dan Pemberdayaan Masyarakat, dan juga didukung oleh sektor swasta, UKM, dan investor lokal serta lembaga pendidikan.

## 1. INTRODUCTION

The tourism industry has contributed to revenue for local governments and also their local villagers in which the tourism villages are expected to boost their main foreign tourists visiting them. The tourist visits to Java in 2007 totaled by 136 980 people. Later,

in 2008 the number reached by 156 726 people. Thus, it increased by about 14.42% during a year. Such a condition is followed by increasing foreign exchange earnings in 2007 totaled to 161.60 million US dollars, while in 2008 it was 183.15 million US dollars, thus, there was an increase of 13.34%.

\* Corresponding author, email address: <sup>1</sup> siti\_mujanah2003@yahoo.com, <sup>2</sup> tri.wdhidayat@yahoo.com, <sup>3</sup> leknanik@yahoo.com.

When related to the average expenditure per day/person for foreign tourists during 2007, it was amounted to 120.56 US dollars, and in 2008 135, 96 US dollars. Thus, there was an increase of 12.77%, a lost for a contribution to GDP in East Java (BPS 2012). A study by Lutfi (2013) showed that Tourism has a positive role for the public welfare sector in Batu in Employment and the Economy. It was also found in a study by Purnamasari 2012 with the development of the tourism sector which has a positive impact on the welfare of the local people.

The above evidence can be seen from the increasing openness of the business opportunities around the tourist areas and it decreased unemployment so as to may also increase the income of the entire people in the villages. It indicates that rural tourism development is required. However, the number of villages in Indonesia is now around 73,067 with their potential to be developed into tourist villages that have primarily rural tourism resources. This is due to the importance of the development of the tourist village is that can support the efforts of overcoming the rural poverty by empowering the local communities to develop their tourism in the village.

In East Java alone, for example, over a number of tourist villages of about 757 objects have been developed, in which they consist of natural attractions, cultural and special interest tours (Regulation No. 6 of 2008). One of the tourist areas which has the potential and needs to be developed in East Java is the development of a tourist village at the foot of Mount Bromo Hinterland region, where there are four 4 lanes to get to Mount Bromo is Pasuruan, Probolinggo, Lumajang and Malang. All these four districts are developed as tourist villages so as to stop the tourists from the local and foreign areas from various countries who will visit Mount Bromo. It is important to provide access to get to the location of Mount Bromo which is now fairly complicated. The tourists often stop first in the village which is located in Mount Bromo Hinterland region that has little beautiful and very cold air. This is an interesting subject for a separate visit.

So far, many local and foreign tourists visit Mount Bromo just by passing. When they stop just overnight, they can just see the sunrise. If the tourist village in the hinterland of Mount Bromo can create a good atmosphere in the interest tour with pleasant service, the Mount Bromo perhaps visitors can stay a few days at the Tourism Village. Therefore, the tourists can feel comfortable and they will stay longer in the tourist village, as long as the facilities are available and convenient as well as attrac-

tive for them. For example, before they go up to Mount Bromo. This is how the rural tourism development strategy can be formulated so as to attract tourists to stay longer in tourism villages in the vicinity of Mount Bromo.

This study was done by using the sample of three villages which have the same rating such as it is easily accessible by the tourists to go to Wonokitri-Pasuruan, Probolinggo Ngadisari Village, and Village Ngadas Malang to get an idea of the potential that could be developed in the tourist village. Besides that, it should concern the way how the strategies can be implemented in developing the area of Mount Bromo Hinterland.

## 2. THEORETICAL FRAMEWORK AND HYPOTHESES

### Strategic Management

Strategic management focuses on the process of goal-setting organization, policy development, and planning to achieve the objectives, and allocating resources to implement the policy and planning the achievement of organizational goals. In addition, strategic management combines the activities of the various functional parts of a business to achieve organizational goals. There are three stages in strategic management, the strategy formulation, strategy implementation, and strategy evaluation (David FR 2011).

Some experts in management science provide understanding that strategic management is also in different way. For example, Ketchen (2009) it can include analysis, decision, and action taken by the company to create and sustain competitive advantage (Ketchen 2009). This definition entails two main elements of strategic management. First, strategic management in a company is associated with running processes (ongoing processes): analysis, decision, and action. Strategic management deals with how management analyzes strategic objectives (vision, mission, goals) as well as internal and external conditions facing the company. Furthermore, the company must create a strategic decision. This decision must be able to answer two main questions: (1) what industry they work at the company, and (2) how companies should compete in the industry. Finally, the action is taken to execute the decision. Action needs to be done will encourage managers to allocate resources and designing organizations to change plans into reality.

### Concept of Tourism Village Development

According to Article 1 paragraph 3 of Act 9 of 1990 on Tourism in conjunction with Article 1 paragraph 3 of Regulation 67 of 1996 on the Implementation of

the tourism of the Republic of Indonesia, it is stated that tourism is defined as everything related to travel, including the exploitation of objects and tourist attraction as well as related efforts in the field. The spatial dimension of tourism in Indonesia, it is defined as tourism activities, as listed in the Tourism Act No. 10 In 2009, Article 1, namely travel activities carried out by a person or group of people to visit a particular place for recreational purposes, personal development, or learn uniqueness visited tourist attraction in the period while. From this definition, it can be seen that the tourism activity occurs solely an activity that distance and time apart from daily activities such as work activities, business and others, but the activities carried out clearly the activities involving other parties, especially in the use of tourism-related facilities.

Another definition is also expressed by Nuryanti (1993) who states that the tourism village is a form of integration between attractions, accommodation, and support facilities that are presented in a structure of a society that integrates with the procedures and traditions prevailing. Yet, the understanding given by Community Empowerment National Program/Program Nasional Pemberdayaan Masyarakat (PNPM) Mandiri, a tourism village is a rural area that has some special characteristics to become a tourist destination. In this area, the population still have a cultural tradition and relatively pristine. In addition, several contributing factors such as special food, farming systems and social systems also influence a tourism village. Outside of these factors, the natural and pristine environment is of the most important factor for a tourism destination area.

A study by Widyanto, Dodi et al. (2008) found that in the development of rural tourism in general, a tourism village should be developed among others by improving marketing strategy, the quality of human resources, quality of service, and maintaining the quality of their attractiveness. In addition, the community support around the dwelling needs to be optimized, including the role of the organization and support of venture capital.

According to Henry Kuncoroyekti, the tourism village needs an approach in formulating the concept of the work of developing an ordinary village into a tourist village.

First, the market approach, in which there are three kinds of models namely (UNDP and WTO 1981) as follows:

(1) Indirect interaction model: this development model is approached in a way that benefits the village without direct interaction with tourists. The activities that occur such as: writing or

promotion in the form of books, websites, brochures, postcards about a village complete with a picture of the life of society, the arts and local culture, traditional architecture, historical background, and so on;

- (2) Semi-direct interaction model: this model has been further advanced by inviting tourists to visit in the form of a one day trip activities undertaken by tourists, activities such as eating and then working with the residents and tourists to return to the place of accommodation. The principle of this type of models is that tourists just stop and do not live together with the population;
- (3) Direct interaction model: this model enables the tourists to stay overnight in accommodation owned by the villagers. However, the carrying capacity of the village community and the potential can be developed for other alternative models such as merging of the first and second models (UNDP and WTO 1981).

Based on the first approach, there are several criteria related to tourist village, among others:

- (1) Tourist attractions; that is all encompassing natural conditions, the arts and culture of the local community, production activities, such as batik, silver, and attractions chosen is the most interesting, unique and attractive in the village;
- (2) Mileage distance; that is the distance from the tourism village mainly where a tourist stay and also the distance from the provincial capital and the distance from the capital of the district or city;
- (3) The size of area of the village that includes the problems the number of houses, population, and the characteristics of the area of the village. This criterion relates to the carrying capacity of tourism in a town or village;
- (4) The system and social trust, an important aspect in view of the special rules in a community in the village;
- (5) The availability of infrastructure facilities and services include transportation, electricity, water, drainage, telephone and so on.

The criteria above can be used to see the main characteristics of a village and these can also be used to understand whether the village can be the village for staying for a while, stopping as one day trip or one night stay type of a village.

### **Management of the Tourism Village**

The form of tourism village management is basically a tourism village which belongs to the community which is well managed, inter alia, considering some important aspects of management such as; (1) human resource aspect, (2) the financial aspects, (3)

material aspects, (4) management aspects, and (4) the market aspects. In a society shaped as partnership, the group tourism awareness (*Pokdarwes = Kelompok sadar wisata*), the corporation management, the foundation or governing body of the rural tourism management elements derived from the local community and prioritizing the role of young people who have a background in education or skills required (PNPM Guide Tourism 2013).

### **A Model of Tourism Village Development**

Modeling the tourism village for sustainable rural development should continue to creatively develop the identity or characteristic that is new to the village to meet the goal of solving the problems. These problems are associated with the economic crisis of the rural areas, is increasing due to a variety of complex forces, which lead to both reduced employment and increase in the wealth of the village community. One of the solutions that can overcome the crisis is through the development of small-scale tourist village industries. Thus, it can compete and excel in the development of rural areas and the creation of new jobs and increase social welfare (PNPM Guide Tourism 2012).

The principle of development of rural tourism is one of the alternative tourism products that can provide the impetus for sustainable rural development as well as for the principles of management, among others, are as follows:

- (1) Taking advantage of the local community facilities and infrastructure,
- (2) Taking the benefit of local communities,
- (3) Taking the small scale to facilitate reciprocal relations with the local community,
- (4) Involve the local communities,
- (5) Apply the development of rural tourism products, and some of the criteria underlying

On the other hand, the planning principles need to include the "preliminary, planning" that is (1) even in the tourist areas, not all places and environmental zones should become a tourist attraction and (2) the potential tourist village depends also on the willingness of local people to be creative, innovative, and cooperative. Not all tourism activities carried out in the village is really is a tourist village, therefore, to be the center of attention of visitors, the village should essentially have important things, among others are as follows:

- (1) Uniqueness, authenticity, characteristics
- (2) It is adjacent to areas of outstanding natural
- (3) In connection with a group or society that is intrinsically cultured attract visitors
- (4) Have the opportunity to grow both in terms of

basic infrastructure, as well as other means.

The model developed by the tourism village of PNPM Mandiri Tourism has 3 cluster models (PNPM Guidelines Tourism 2012) such as the following:

- (1) Model of cluster objects and attractions (ODTW), the related village in this model, ODTW has become the center and its surrounding communities can benefit from the development of such ODTW (e.g. Borobudur). The model of tourism village with cluster-related villages is the tourism village (village which has grown as a tourism destination) into the central and the development of villages and their surrounding communities will benefit from the development of the tourism village as a tourist village (e.g. Kasongan).
- (2) Model of Rural Tourism Business Cluster in this model is Tourism Enterprises (e.g. hotel, resort, etc.), into the central and the development of villages and their surrounding communities will benefit from the development of tourism businesses (e.g. Jimbaran, Nusa Dua). Developing and villages and its surrounding communities will benefit from the development ODTW (e.g. Borobudur).
- (3) Model of tourism village of cluster-related Villages in this model is the tourism village (village which has grown as a tourist destination) into the central and the development of villages and their surrounding communities will benefit from the development of the tourist village as a tourist village (e.g. Kasongan).
- (4) Cluster Model of the Business-related tourism village in this model is the tourism enterprises (e.g., hotel, resort, etc.) into the central and the development of villages and their surrounding communities will benefit from the development of tourism businesses (e.g. Jimbaran, Nusa Dua).

### **Framework of the Research**

This study is initiated by the evaluation of policies that have been carried out by government and private agencies in developing the tourism village. This effort has been done by mapping the identification of tourism attractions, Human Resource, potential of natural resources, potential of Public facilities, and equipments as well as infrastructure that has been provided. All are taken also from the aspirations of the people or it also deals with to what extent public awareness of the development of rural tourism is considered.

The data from the mapping are analyzed using a physical approach, market approach, and populist approach of the economic potential of SMEs in

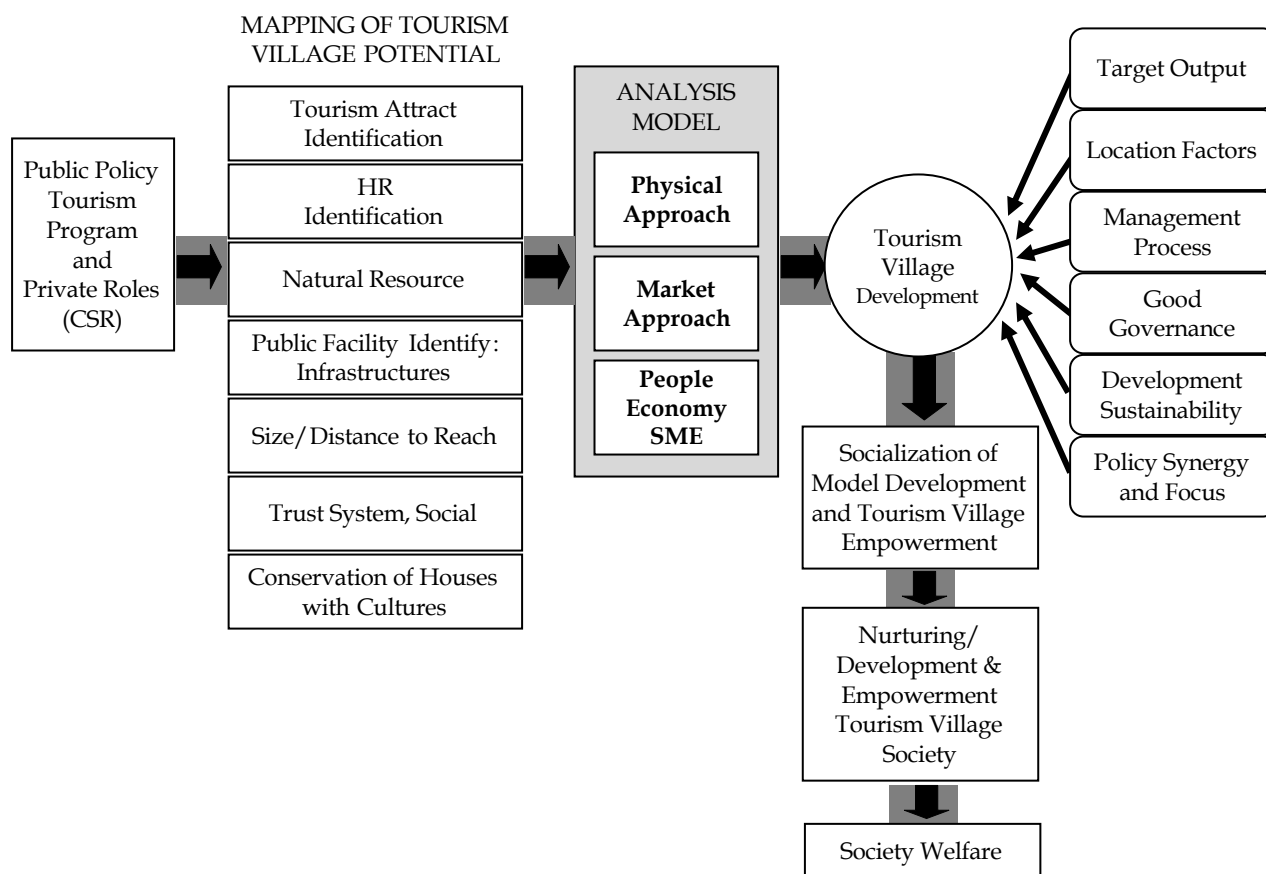


Figure 1  
Framework of Research Result Expected

order to portray a model of development strategy Hinterland Tourism Village in Mount Bromo. This is then associated with the target group, location, process management, governance, sustainable development and synergies and all focused policies which can be developed in the research object. Finally, the model of proper development of rural tourism is formulated (see Figure 1).

### 3. RESEARCH METHOD

#### Design of the Activities

First of all, this study identify government support, the aspirations of rural communities, the role of private enterprise, the potential of natural resources or human resources, infrastructure and infrastructure. The evaluation is done by taking the primary data obtained by conducting interviews with local and foreign tourists, where to obtain valid and reliable data which have been done by triangulation of data by confirming with the Village Heads, business and tourism villages. It also deals with crosschecking carried by the officers from the Central Bromo Tengger Semeru National Park.

Furthermore, the data were analyzed descriptively using Likert measurement scale between 1 (Not Good) and 5 (Very Good), and subsequently

they were analyzed using SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis in order to get the right strategy for the development of Hinterland Tourism Village at Mount Bromo. Finally, it can create a model for rural tourism development seen from the policy and support from various parties which are required.

#### Type of the Research

This is an explanatory and descriptive research that is a study to investigate the information on issues such as the current facts of an object of research, and the study was conducted using a survey with interviews to obtain the necessary field data.

#### Population and Sample

It uses the villages that have the potential to be developed as tourism villages in the area of Mount Bromo located in Malang, Pasuruan, Probolinggo, and Lumajang. The objective of this research is to take samples of 3 villages of 4 villages that have been developed in the Hinterland Mount Bromo using purposive sampling method with the consideration that the three locations of the village have in common in terms of more easily accessible and close to the cities in East Java. On the other hand, three vil-

lages are in Ngadisari Village, Probolinggo, Pasuruan Wonokitri Village, and Village Ngadas Malang, while Sample was taken by using a method that is convenient sampling travelers encountered during the survey conducted in the study area.

### Data Analysis

To get the formulation of rural tourism development strategy, the analysis is done by using the SWOT analysis conducted by weighting to determine strategies that can be taken in the development of rural tourism and rural tourism development. This model building is done by using the indicators of government support, the aspirations of the community, participation, potential of humans resources (HR), and infrastructure through the determination of the route (and travel) so that the tourist route is determined to have a value (the highest weight).

## 4. DATA ANALYSIS AND DISCUSSION

### Description of Research Areas

This research was conducted in the entire of Mount Bromo in East Java, which is part of the Bromo Tengger Semeru National Park, a mountain that is still active and one of the most famous tourist attractions in East Java. The tourism object of Mount Bromo has the height of 2,392 meters above sea level. There are in four areas, namely Probolinggo, Pasuruan, Lumajang, and Malang. There are various attractions in Mount Bromo that become a favorite tourism as the following:

- (1) Bromo Sunrise, this is good for us to enjoy the sunrise from the summit of Mount hike (View Point) with ocean fog and ocean expanse of sand that surrounds Mount Bromo and Mount Batok.
- (2) Bromo crater, it is for climbing of about 250 stairs that visitors can see the crater with its diameter of  $\pm$  600 meters, as well as the white smoke coming out of it.
- (3) Kasodo traditional ceremony of Tengger tribe that is Kasada or Kasodo Festival. The annual ceremony is a ritual Yadnya Kasada Festival. It is looking for a blessing to the Almighty in order to obtain an abundant harvest and away from disaster and disease.
- (4) Savanah, it is located on a hillside meadow Jemplang to south direction of Mount Bromo Travel.

The conditions and each village's potential can be explained, among others, are as follows:

#### Ngadisari Village that is Probolinggo

Another tourism village is located at the foot of Mount Bromo. It is a village Seruni Ngadisari. This sub-district Ngadisari, Probolinggo, tourism village Ngadisari is equipped with gamelan, Tengger tribal

houses, a typical food with the tasting Tengger tribe of Bledhus, Kucur, and more interesting ones to have the Reyog attractions of its typical traditional performance.

The tourists can also enjoy the ocean expanse of sand, wide-spreading, teletubies hill until Seruni Point. The village is also provided with jeep rental, and until recently were in the jeep rental has reached its 1,781 jeeps coming to the areas. "Each jeep is capable of carrying 6 traveler or people.

On the way the tourists can also enjoy agro tourism in the villages inhabited by 15 families such as in Seruni village and its culture such as religious ceremonies, etc. From Seruni Point, tourists can see the crater of Bromo and a puff of smoke; in addition Travelers can also see the beauty of Mount Semeru simultaneously.

#### Ngadas-Malang Tourism Village

Ngadas village is a village in the region of Poncokusumo, Malang, in East Java Province. Ngadas is one of the 36 villages that spread from Tengger tribe in four districts or cities. It is located in the middle of the Bromo Tengger Semeru National Park (TNBTS). Most of the people there are living as farmers and are having their Buddhist faiths of Java by 50%, 40% Muslim and 10% Hindu. Because at an altitude of over 2000 meters above sea level, the temperature around Ngadas pretty cool range of 0 ° C to 20 ° C.

The villagers of Ngadas in majority are Tengger tribe known to hold strong customs and culture. Therefore they play an important role in maintaining the balance of nature. For example, every year the Tengger people of Ngadas hold ceremony of Kasodo. The village is set into the Tourism Village of Ngadas by Malang Regency Government since 2007 because it has a variety of potential natural attractions which are very interesting, including Coban Trisula, Ranu Pani, and others.

The travel to Mount Bromo through Ngadas village Tourism, the tourists can see the view row peaks of Mount Semeru which always remove the smoke from its peak. They can also enjoy tracking Cemoro Lawang-Bromo with it's a distance of about 3 miles and can be reached within an hour. And tourists can stay in this village because most villagers Ngadas have made their homes as a home stay for tourists. Besides that, the tourists can also enjoy cultural tourism in the village of Ngadas and get around riding a horse with the route to Lawang Cemoro-Bromo-Slope and see the sights of Lava at Mount Bromo.

#### Wonokitri-Pasuruan Tourism Village

Wonokitri village is a village in the District of Tosari,

**Table 1**  
**Description of Assessment for the Respondents with Means and Markets in the Tourism Villages**

| No | Tourism Villages       | Means | Categories |
|----|------------------------|-------|------------|
| 1  | Wonokitri, Pasuruan    | 3.73  | Good       |
| 2  | Ngadisari, Probolinggo | 3.05  | Fair       |
| 3  | Ngadas, Malang         | 3.02  | Fair       |

Source: Primary Data.

Pasuruan, in East Java Province. This village is also one of the 36 villages that spread from Tengger tribe in four districts or cities. It is located in the north of Bromo Tengger Semeru National Park (TNBTS). This village has very unique traditions in which the population is Hindu. They have spent living only with farming and hope to go home town. They should have education and should go home.

Wonokitri village has a panoramic view of the mountains that can provide the glittering Pasuruan city lights at night, scattering of starlight, too, giving warmth shady in its entire. The travel to Mount Bromo of Village Wonokitri can be done through Pananjakan peak travel which takes about 30 minutes, with an altitude of 2,770 meters above sea level. It is the highest peak in the Tengger and Wonokitri Village has Information Center (the Office to get information before entering Bromo). It provides relevant information about Mount Bromo and tour map.

In the village, they will be provided with a hardtop car rental with its fee of Rp 400,000. The capacity of this car is 6 people because since the year 2010, the regulation has been enacted that these 4-wheel vehicles are prohibited for entering tourism areas in order to preserve the environment so that they bring their private cars and they must park their vehicles in the area that has been provided nearby.

**Discussion**

It deals with the analysis covering the description of the respondent's perception of the attractions or culture, infrastructure, facilities provided, transportation, and hospitality of the people in the three tourism villages. These elaborations can be seen in Table 1. It shows the average ratings ranged number 3 in the category of being enough for both the tourism villages, namely Ngadisari, Ngadas, whereas for Wonokitri get values close to 4 or in the category being Good.

The observation of the respondents indicates that the village development in Hinterland Tourism in Mount Bromo is perceived by visitors that are developed in home stay facilities. This does not yet meet the needs of the travelers that want improve-

ments as well as being lack of souvenirs that can be purchased by the tourists. Besides that all the culinary are still modest.

The identification resulted in the variables the include attractions and cultural factors, the proposition and infrastructure, as well as the participation of villagers. These are also considered to be improved sufficiently. This is intended to get the potential of humans and natural resources that need to be optimized in the development of rural tourisms. However, the people in that village support this program very well. Yet, again the support from the government or related agencies is still less than expected to be optimal. The support from the private sectors such as companies, universities, and other public institutions are also considered less too.

The data analysis in the field form questionnaires and interviews with the Village heads, the officers of the National Park Authority BTS, community leaders, and business communities. It was found that there have been advocacies by the government assistance. This is under the coordination of National Park Authority Bromo Tengger Semeru, assisted by the Ministry of Tourism and Creative Economy through Tourism PNPM program.

However, it is still less intensive so that there are still many shortcomings that need to be addressed. For example, the infrastructure, development of tourism attractions that actually has a huge potential to be developed. In addition, there are some to be considered less by the tourists, among others, is the number of damaged roads. This needs attention by the related authorities especially s the Public Highways, Traffic lamps and signs which do not function in the main road up to the tourist villages.

The result of the SWOT analysis based on the weights and scores shows it is located in quadrant I, be it for the Village Ngadisari-Probolinggo, Pasuruan and Wonokitri-Tourism Village Ngadas Malang. It is in the development of rural tourism in 3 from the village that should optimize comparison between Opportunities and Strengths. Again, in this quadrant, it is a very favorable situation because the position is on the strengths and opportunities. For that reason, the strategy can be di-

rected to the entire organization's internal potential to exploit existing opportunities.

The strategy should be applied in this condition such as to support aggressive growth policy (Growth oriented strategy). This means that this growth strategy or aggressive strategy is used for developing the rural tourism, especially in the hinterland of Mount. Some efforts which must be carried out in Bromo are as follows:

- (1) The expansion of the market through promotional activities that is cooperation with travel agencies and promotion through the internet,
- (2) Providing the various attractions in the surrounding villages by developing the potential of agro-based type such as plant gardens like cabbage, carrots, potatoes, and as well as developing cultural attractions and interesting ceremonies.
- (3) Building a society of economic activity by making the center of souvenirs such as potato chips in Wonokitri village because it has an excellent potato producer in East Java,
- (4) Building a culinary center and gift center,
- (5) Motivating and empowering the communities as tour guides and train them so that they can provide good service.
- (6) Increasing the capacity of home stay in accordance with the needs of travelers.

To execute all the efforts above, they require a model of development that is comprehensive and integrated by combining aspects such as tourist potential and support policy makers (government), the support of community, educational institutions, and private parties such as investors and SMEs.

When viewing the facilities and infrastructures with the number of damaged roads and potholes, poor sanitation advice, less home stay, the availability of food, and souvenirs, it appears still inadequate. For that reason, the development of rural tourism need to get support from various parties, both the government of related local government offices, local community support, private support, and the support of public institutions.

Based on the data obtained from the interviews in this study can pull a model tourism village development strategy is like that can be described in Figure 2.

Hinterland Tourism Village Development at Mount Bromo requires support from various parties, not enough of a concern only the Great Hall of the Bromo Tengger Semeru National Park (TNBTS BB), the village, village officials but also across multiple sectors in accordance with its main objectives achievement. They also need to improve their society and the private sector of Universities, with the

coordination and commitment of all cross-sectors to develop rural tourism village. Besides, they can also be quickly developed to make society prosperous. In terms of support from various parties, as it is presented in Figure 2, each sector has their duties the following:

- (1) Government support which can be done through the following:
  - a. *Lembaga Besar Taman Nasional Bromo Tengger Semeru* (The national park agency) or abbreviated as TNNBTS can be as a manager over the tourism area of Mount Bromo. There must be a line in coordination with other government agencies.
  - b. Department of Public Works should take care of the access road to the site so that it is easy to make good access to pass the places in every angle tourism site.
  - c. Department of Tourism has the main task of developing the tourism by providing infrastructure for tourism villages of Mount Bromo.
  - d. Department of Cooperatives and SMEs should also play a role in improving the community economy, among others, to build a new Entrepreneurial with a capital for SMEs in the provision of food, snacks, vegetables, crafts, and other souvenirs.
  - e. *Bapemas* (Agency for Community Empowerment) serves to empower people to have a productive economic activity to support the development of rural tourism and increase their income and welfare.
- (2) Support the Village through:
  - a. Village officials in which it is expected to provide full support to facilitate the formation of *Pokdarwis* (Travel Awareness Group) as the manager of a tourism village by forming various groups that can mobilize the necessary activities in the local tourism. A village also motivates people to build Tourism Village through policies that Pro-Village, while maintaining the habits and customs and cultures that could be developed as a means of attraction for the tourists.
  - b. Rural communities, aspirations and creativity of the people in rural tourism development is necessary, communities should be motivated to improve their welfare through the utilization of existing resources and to develop human resources to support tourism activities for the betterment of the village.
- (3) Support from the Institutions:
  - a. Colleges and schools both the study program of Tourism or other fields can also learn all the



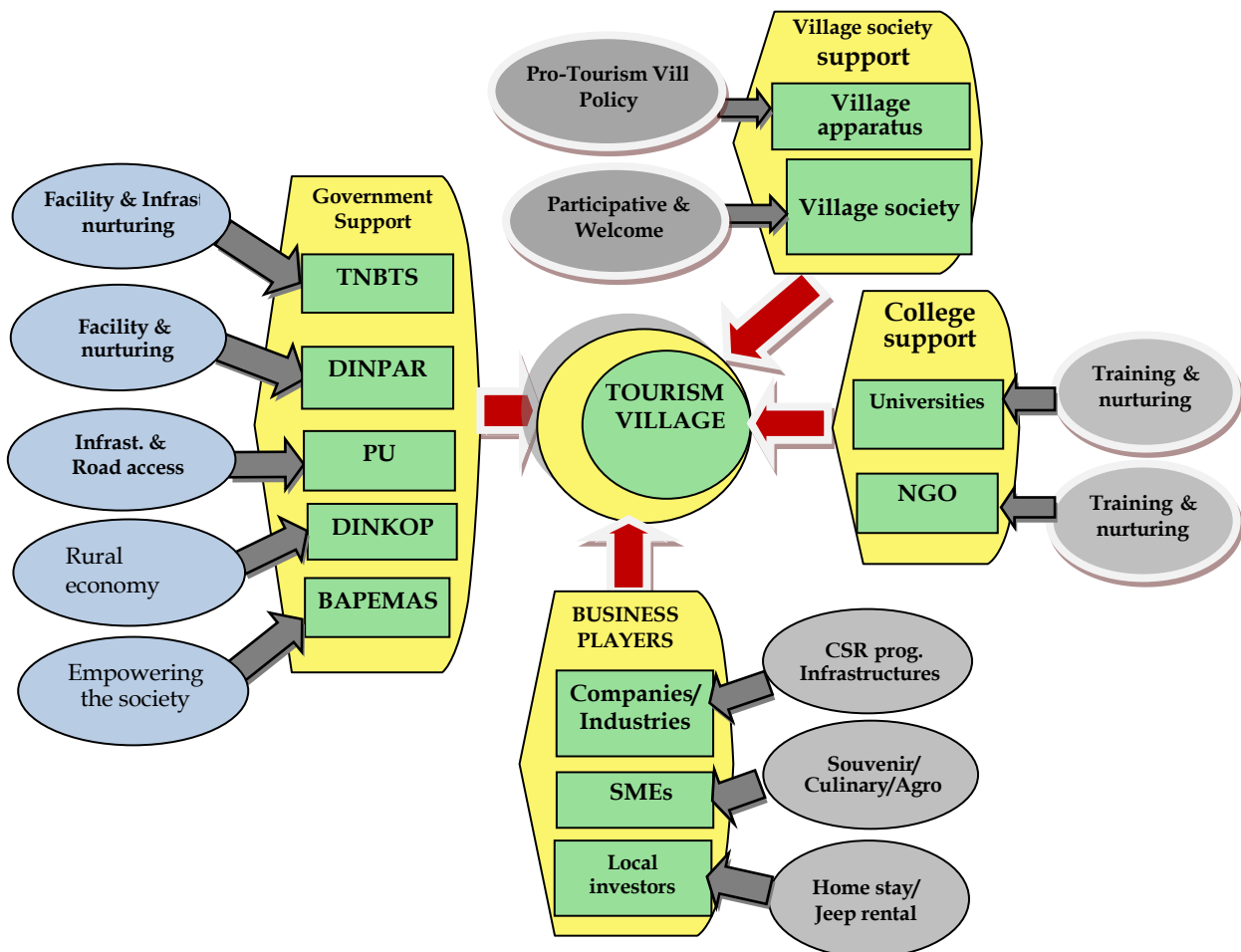


Figure 2  
Model of Tourism Village Development Strategy in Hinterland in Mount Bromo

activities like-IPTEKDA, TTG, IBM, and other community activities Service, with assistance activities in community empowerment as needed in the development of Tourism village.

- b. Community Social Institutions should concern the welfare of the villagers, especially in the development of tourism village.

(4) Support from the Business Actors:

- a. Any company or Industry should have concern about the development of tourism village through the provision of financial assistance for human resource development or Infrastructure as KCK development, Mosque, telecommunications apparatus and others through CSR program.
- b. SMEs: the local community should have creativity in developing small and micro businesses in the field of souvenirs, snacks, food, souvenirs, agro-tourism, and so on.
- c. Local investors provide an opportunity for local people who have their own capital or loan capital to invest in a home stay with national and international standards, car rental, travel

agencies and so on; this is an opportunity for local people to remember the regulation.

When there is a good coordination and commitment among the above sectors to, there will be a reduction of poverty. It also improves the people's welfare in the rural communities. This program is expected to be realized quickly.

**5. CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATION**

In reference to the evidences in the results of data analysis, there are some conclusions can be asserted as the following:

First of all, Mount Bromo is managed by Balai Besar Taman Nasional Bromo Tengger Semeru (BBTN-BTS) which has the duties and functions to empower the surrounding park areas. Therefore, they should always intensively provide assistance to tourism villages around Mt. Bromo. Secondly, the development of tourism village in Mount Bromo has been in the form of a buffer village tour of Bromo Tengger Semeru National Park. Thirdly, So far, the government contribution in the develop-

ment of tourism village at Mount Bromo area has been done by doing promotion of Mount Bromo. This affects the visitors *Pokdarwis* Formation, the provision of training, provision of assistance funds through the PNPM Mandiri Tourism, and facilities and other infrastructure.

Other inference can be the results of identification related to variables in this study. For example, the attractions and cultural factors, the proposition and infrastructure, as well as the participation of villagers are still in the assessment which still requires improvement sufficiently so that the potential of human and natural resources should also be optimized in the development of rural tourism. However, the support by the village has been very good. Also, the supports from the related agencies are still less than optimal, as well as support from the private sector such as companies, universities, and other public institutions.

Again, when referring to SWOT analysis indicates that the development of rural tourism in 3 villages in the hinterland of Mount Bromo get the results of each located in the first quadrant in metric SWOT. The strategy developed is growth or aggressive growth strategy for the rural tourism development in hinterland of Mount Bromo. This is required by market expansion with a vigorous campaign in cooperation with travel agencies and through the internet, but it also adds a variety of attractions in the surrounding villages by the type of garden plants such as cabbage, carrots, potatoes. It also deals with cultural attractions and interesting ceremonies. It also needs building a community of economic activity by making the center of souvenirs such as potato chips Wonokitri village. This must be an excellent potato producer. It should also build a culinary center and gift center. They also should motivate and empower people as tour guides by training how to provide good service. They must increase the capacity of home stay in accordance with the needs of travelers.

Finally, the model of tourism village development strategy could be a model in which the rural tourism development requires support from various parties such as the Government that involve all relevant agencies. They should be coordinated under coordinator BTS National Park Authority (TNBTS). Also, there must be the support from private sectors such as the companies through CSR program, the SMEs and local investors as well as the support from educational institutions such as universities and other public institutions.

Some suggestions can be asserted for the following related parties such as: 1) *Balai Besar Taman Na-*

*tional* (National Park Agency) of the Bromo Tengger Semeru and the surrounding area managers should coordinate with various other related government agencies to work together to distribute the program of developing the tourism village in the hinterland of Mount Bromo; 2) it requires empowering the communities in tourism village so that they can conduct economic activities in providing souvenirs, culinary, home stay, and prepare agro-tourism with the potentials of the society; 3) there must be an assistance given to make the program and provide funding in the development of rural tourism. The model of tourism village development strategy should be socialized and implemented by coordinating with the various parties concerned to be completed development of rural tourism and bring the public welfare in the tourism village.

## REFERENCES

- BPS 2012.  
 Buku Pedoman PNPM Mandiri Pariwisata (2011), *Pengembangan Pariwisata Melalui PNPM Mandiri*, <kppo.bappenas.go.id>, viewed 10 April 2013.  
 David, FR 2011, *Strategic Management*, 13<sup>th</sup> ed., New Jersey: Prentice Hall.  
 Ketchen Jr. D. et al. 2009, *Strategy 2008-2009*, New York: McGraw-Hill.  
 Netty Purnamasari, 2012, 'Analisis Peranan Sektor Pariwisata dalam Meningkatkan Kesejahteraan Masyarakat di Kabupaten Malang (Studi Kasus Desa Gubugklakah)', <<http://karya-ilmiah.um.ac.id>>, viewed 25 January 2015.  
 Nuryanti, Wiendu, 1993, 'Concept, Perspective and Challenges', *Paper of 'Laporan Konferensi Internasional mengenai Pariwisata Budaya'*, Yogyakarta: Gadjah Mada University Press, pp. 2-3.  
 Renaldy Rakhman Luthfi, 2013, 'Peran pariwisata terhadap kesejahteraan masyarakat di sektor lapangan pekerjaan dan perekonomian tahun 2009 - 2013', <<http://jimfeb.ub.ac.id/index.php/jimfeb/article/viewFile/711/653>>, viewed 25 January 2015.  
 UNDP and WTO 1981, *Tourism development plan for nusa tenggara, indonesia (pendekatan pengembangan desa wisata)*, Madrid: World Tourism Organization, pp. 69) <<http://id.wikipedia.org>>.  
 Undang-undang Kepariwisataan No. 10 Tahun 2009, *Tentang Kepariwisataan*.  
 Widyanto, Dodi, Handoyo, Joni Purwo, dan Fajarwati, Alia, 2008. Pengembangan Pariwisata Perdesaan (Suatu Usulan Strategi Bagi Desa Ketingan), Jogjakarta Universitas Gajahmada, Jurnal Bumi Lestari Vol 8 No. 2 bulan Agustus 2008.