

Marketing Strategies for Tourism Villages: Achieving Economic Dynamism and Resilience

Sri Setyo Iriani*, Yessi Artanti, Sanaji, Dwiarko Nugrohoseno, Danang Tandyonomanu,
Reynaldi Dwi Junianta, Inggrit Aulia Wati Hasanah
Universitas Negeri Surabaya, Indonesia
*Corresponding author: srisetyo@unesa.ac.id

ABSTRACT

This research aims to develop a tourism marketing strategy based on the 7P model to maximise the potential of tourist villages. This research method uses a descriptive qualitative approach with case studies on several tourist villages in East Java. Data were collected through in-depth interviews with tourist village managers, field observations, and analysis of marketing documents. The research findings show that the implementation of the 7P marketing strategy is able to increase tourist attractiveness, strengthen branding, and optimise the tourist experience. Each 7P element has a significant contribution in forming a comprehensive and effective marketing strategy. The development of unique and diverse tourism products in accordance with the local characteristics of tourism villages, competitive pricing and commensurate with the quality of services provided, strategic location selection and easily accessible to tourists, the use of digital and traditional media to increase tourist awareness and interest, training and empowerment of local communities as the main actors in the tourism industry, efficient operational management and oriented to tourist satisfaction, as well as the provision of facilities and infrastructure that support tourist comfort and safety are key factors in a comprehensive strategy. The implementation of the 7P tourism marketing strategy can create significant dynamism and economic resilience for tourism villages so that village managers can increase the use of digital technology in each element of the marketing strategy.

Keywords: 7P Marketing Strategy, Tourism Village, Tourism, Economic Dynamics, Economic Resilience

Citation:

Iriani, S. S., Artanti, Y., Sanaji., Nugrohoseno, D., Tandyonomanu, D., Junianta, R. D., & Hasanah, I. A. W. (2024). Conference Proceedings Paper: Marketing Strategies for Tourism Villages: Achieving Economic Dynamism and Resilience. *Proceedings of ASBN International Conference 2024* (pp. 425-432), Yogyakarta, Indonesia. ASEAN School of Business Network.

DOI: <https://doi.org/10.64458/asbnc.v1.33>

Introduction

The spirit of reviving the village economy in the form of tourist destinations still leaves a lot of homework when viewed from the current progress of tourism villages. It is undeniable that village tourism in Indonesia, with the existence of 74,961 villages rich in natural wealth, traditions, and local cultural heritage, offers great potential to attract tourists. According to Junaidi (2018) village tourism not only plays a role in supporting the village economy in a sustainable manner but also as a source of Village Original Income (PADesa). Government policies, such as Law No. 6/2014 and Permendagri No. 114/2014, provide a legal basis for the development of tourism villages, which are managed through Village-Owned Enterprises (BUMDes) in accordance with Law No. 32/2004 on Local Government.

Referring to data from the Ministry of Tourism and Creative Economy in 2023, tourism villages in Indonesia are classified into Rintisan (3,565 villages), Developing (932 villages), Advanced (292 villages), and Independent (23 villages) categories. This proportion shows that there are still many tourist villages that have not been able to escape from their pioneering days, causing the potential of village revenue to not be optimised. In fact, villages are the epitome of progress and innovation in local economic development (Bima et al., 2024). Development occurs especially in the current digital era, which features viral marketing on social media as an effective promotional tool to attract tourists (Junaedi, 2021).

Although some tourist villages have managed to become independent and are able to contribute to village revenue (Choirunnisa, 2021) and increase income through the tourism sector (Ahsani, 2018), many still experience obstacles in financial management and implementation of appropriate marketing strategies (Inzana, 2021). The main problem faced is the lack of professionalism in the management of village tourism resources, which results in tourism potential not being optimally utilised (Sukarni, 2015). In addition, the lack of a holistic tourism service marketing strategy leads to a lack of attractiveness and sustainable promotion (Zakky, 2024).

Overcoming this problem requires a systematic approach by identifying and managing the potential of village tourism resources and implementing a comprehensive marketing strategy (Alam, 2024). The 7P model (Product, Price, Place, Promotion, People, Process, and Physical Evidence) was chosen as the foundation of the marketing strategy because it is able to unite various important elements to create a competitive advantage in tourism marketing (Morrison, 2015). The integration of all 7P elements can significantly increase the effectiveness of marketing strategies in achieving business goals, including increased tourist visits and tourism revenue (Raharjo, 2019).

Using a holistic 7P approach can improve the management of village tourism resources, increase destination attractiveness, support the active participation of local communities, and create a sustainable tourism village development model (Prasetyo, 2024). The implementation of a 7P-based marketing strategy is also expected to ensure competitive pricing, improve accessibility, strengthen promotion, enhance service quality, and improve physical evidence that supports a positive experience for tourists (Fattah, 2023). Thus, the development of tourism villages in East Java and Indonesia as a whole is expected to be more structured, sustainable, and provide extensive economic benefits to local communities.

Method

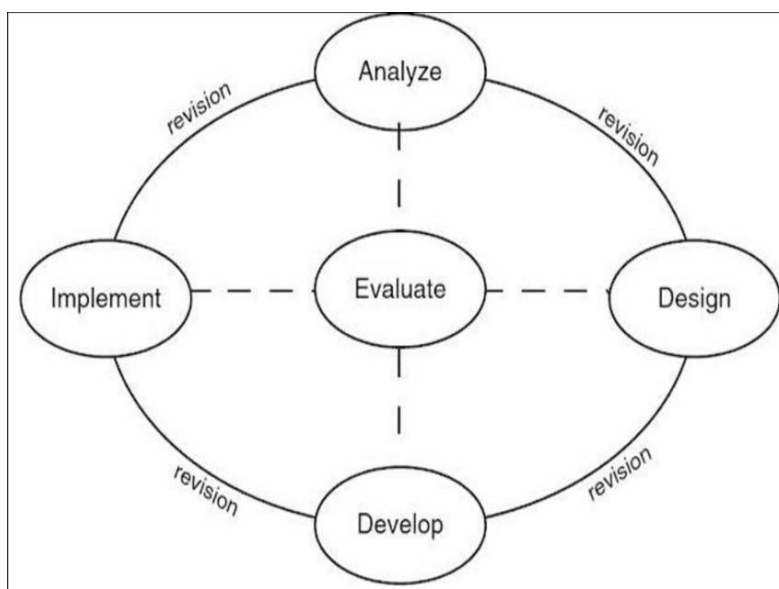
The research method used in the design model of the Marketing Strategy for Tourism Village Services as Strengthening the Village Economy uses the Design and Development (D&D) model. According to Richey & Klein (2009), the D&D model is a way to build and develop knowledge based on systematic data from the application of a product. The development process is carried out to improve a certain thing from the product or knowledge being developed by the researcher.

The steps in the ADDIE model are generally iterative activities so that the process that occurs in this ADDIE model can suggest improvements in the previous step. According to Mayfield (2011), the ADDIE model is suitable for designing a prototype so it is suitable for designing marketing strategies. Figure 1 is the flow of the ADDIE model used.

The participants involved in this research are human resources from the Tourism Office of Gresik, Sidoarjo, Kediri and Blitar Regencies, tourism village managers (Bumdes, Village Organ), a team of lecturers as marketing and communication strategy experts at Surabaya State University. With the selection of these participants, it is hoped that it can keep the assessment of the final model and its usefulness balanced. In addition, other participants involved in this research are representatives of visitors from tourist attractions in the region to test the usefulness and accuracy of the designed

strategy. The location for this research will be carried out in Nature Tourism Villages in the Kediri, Gresik, Mojokerto and Blitar Regencies. From each region, 2 flagship tours that are problematic and are developing are selected.

Figure 1. Flow of ADDIE Model



Source: Branch (2009)

RESULTS

This research began by identifying the potential of village tourism resources in several districts in East Java. From the identification results, it was found that many villages have diverse tourism potential, ranging from natural beauty, cultural wealth, to local handicraft products. However, this potential has not been optimally utilised due to the lack of professional and structured management. The following are the results of the identification of the names of the observed tourism villages.

Table 1. Name of observed villages

District Name	Featured Tourism Village	Developing Tourism Village
Sidoarjo	Kampoeng Batik Jetis	Bahari Tlocor
	Wisata Petik Jambu Kebaron	Kampung Lali Gadget
Gresik	Twin Lake Kemangi	Banyuurip Mangrove Center
	Sekapuk	Kelurahan Sidokumpul Kampung Kreasi
Kediri	Kampung Tenun Ikat Bandar Kidul	Siman
	Mejono	Sobo Tiru Lor
Blitar	Kemirigede	Ekraf Minggirsari
	Tulungrejo Pinus Loji	Modangan

Source: Data processed by researchers, 2024

Through Focus Group Discussions (FGDs) with tourism village managers and village organs, it was found that the 7P approach can provide a comprehensive framework for developing effective marketing strategies. Table 2 is the instrument used to develop marketing strategies that have been carried out by each tourist village.

Table 2. Marketing Strategy Instrument

Aspek	Definisi Operasional	Item pernyataan
Product	Tourism products developed in the area can be in the form of natural, artificial, cultural arts/crafts tourism	What are the core products, supporting products, and ancillary products?
Price	Pricing done on entrance fee tickets, and other service packages	Whether the price of tour tickets and tour packages is affordable and can satisfy consumers
Place	Determination of accessibility and ease of getting to tourist sites	Is access to tourism easy to find even without the help of gadgets, road facilities
Promotion	Promotional activities carried out both online and offline, for example through social media, events, billboards and others	Are events at tourist attractions easy to remember because billboards are easy to find?
People	Service capabilities of officers/employees/managers of tourist attractions	How is the friendliness, readiness of officers, and product knowledge
Process	Service system for consumers from the beginning to the process of enjoying tourism services	How booking and ticket payment methods, as well as road maps and existing tourism profiles can make it easier for visitors to recognise tourist villages
Physical Evidence	Arrangement of the atmosphere of tourist attractions and other supporting facilities such as IT and instagrammable strategic spots	Are essential and peripheral physical evidence that enriches the tourist experience

Source: Data processed by researchers, 2024

Based on the instrument above, Table 3 presents information on the implementation of marketing strategies in each tourist village.

Table 3 Identification of the Application of Marketing Strategies for Tourism Villages

Tourist village name	Product	Price	Place	Promotion	People	Process	Physical Evidence
Kampoeng Batik/Jatis	Core product: batik experience, supporting product: batik buying and selling centre, additional product: receiving batik uniform orders.	150000-800000	Yes	Yes	Rumah produksi batik	Offline dan online	Yes
Wisata Petik Jambu Kebaron	Core product: guava picking, supporting product: large guava plantation, additional product: information about guava farming	8000-20000	Yes	No	H mansar	Offline	Yes
Twin Lake Kemangi	Core product: scenery of 2 beautiful artificial ponds, supporting products: large artificial ponds, additional products: professional photographers at the photo spot	10000-15000	Yes	No	Dumdes desa kemangi	Offline	Yes
Sekapuk	Core product: chalk mine harvesting, supporting product: education about lime mining, additional products: sports activities	15000	Yes	No	Pokdarwis dan pkk desa sekapuk	Offline	Yes
Kampung Teman Ikat Bandar Kidul	Core products: learning the weaving process, supporting products: buying and selling woven fabrics, additional products: educational tour packages	Customised package	Yes	No	Pokdarwis teman bandar kidul	Offline	Yes
Mejono	Core products: experience enjoying the natural beauty of the village atmosphere, supporting products: facilities such as boats and outbound games, additional products: diverse culinary delights	10000	Yes	No	Bumdes hapsari dan masyarakat sekitar	Offline	Yes
Kamirigede	Core product: educational tours about the village, supporting products: homestay, additional products: other natural attractions, namely the Gogoniti pine forest.	10000	Yes	Yes	Bumdesa sejahtera kamirigede	Offline	Yes
Tulungrejo Pirus Loji	Core product: natural scenery of loji pine, supporting product: spiritual experience of sapto temple close to pine forest, additional product: educational tour of coffee picking and processing.	5000-20000	Yes	No	Pokdarwis dharna nagari	Offline	Yes
Bahari Tlocor	Core product: exploring the mangrove expanse, supporting product: tour guide, additional product: delivery service	5000-25000	Yes	No	Swadaya masyarakat dan pokdarwis	Offline	Yes
Kampung Lali Gadget	Core product: Nature game education, supporting products: various game education packages, additional products: family activity programmes	Customised package	Yes	Yes	6 orang warga	Offline dan online	Yes
Baryuarip Mangrove Center	Core product: mangrove tourism scenery, supporting products: vast expanse of mangroves, additional product: educational programme	10000	Yes	Yes	Bumdes dan pokdarwis tirta bahagia	Offline	Yes
Kelurahan Sidokumpul Kampung Kremati	Core product: creative educational activities, supporting product: buying and selling of handicraft products, additional product: various educational packages.	8000	Yes	Yes	Karang taruna pokdarwis dan pkk desa sidokumpul	Offline	Yes
Siman	Core product: historical tourism experience, supporting product: enjoy other nature tourism, additional product: tour guide.	5000	Yes	No	Pokdarwis dewi sima	Offline	Yes
Sobo Tirus Lor	Core product: river tubing experience, supporting products: camping, additional products: crackers souvenirs	450000-110000	Yes	Yes	Kelompok masyarakat setempat	Offline	Yes
Ekras Minggisari	Core product: river tubing nature tourism, supporting products: educational tours such as study together about the village, additional products: cultural carnival	5000	Yes	Yes	Kimsariwarta dan ibu pkk	Offline	Yes
Modangan	Core product: warak statue tour, supporting product: history tour, additional product: workshop about history and culture	25000-200000	Yes	No	Pokdarwis desa modangan	Offline	Yes

Source: Data processed by the author, 2024

DISCUSSION

Solving the problems that are present in the tourism sector, as a major driver in regional economic growth, is important to be implemented immediately because tourism can provide life for previously neglected and underdeveloped areas (Zenelaj and Pifti. 2013). Overcoming problems in the management of potential tourism resources and marketing strategies for tourism services in tourist villages requires a comprehensive approach using the 7P operational instruments (Product, Price, Place, Promotion, People, Process, and Physical Evidence). Firstly, the core product of a tourism village should focus on the main experiences offered, such as natural beauty, local culture, and typical village activities. This could include attractions such as nature trekking, historical tours, or cultural performances. In addition, high-quality supporting facilities such as homestays, tour guides, and play areas need to be provided to enhance the attractiveness and comfort of tourists.

Tourism destinations need to adjust and refine their tourism attraction strategies to effectively meet the needs and expectations of tourists (Adeyinka-Ojo et al. 2014). Provide added value through relevant services such as transport, shuttle services, complete tour packages, and village souvenirs. These products should be packaged attractively and uniquely to differentiate them from other tourist destinations. For example, providing educational tour packages that teach tourists about local culture and history or traditional handicraft workshops can be an attraction in itself.

The pricing strategy should be competitive but in line with the value offered. Various strategies such as group discounts, special prices for students or senior citizens, and all-inclusive packages can be applied to attract various market segments. In addition, it is important to consider the economic level of the local community and tourists to keep the price affordable and attractive.

The accessibility of tourist villages should be improved by ensuring that they are easy to reach via public transport or private vehicles. This is related to the important role accessibility plays in the tourist experience (Clarke. 1999). Providing complete information on travel routes, parking availability, and alternative transportation facilities such as shuttle buses from the nearest city can help tourists reach tourist villages more easily and conveniently.

Integrated promotion should be conducted through various channels such as social media, websites, brochures, and cooperation with travel agents. Utilising digital platforms to promote tourist villages with interesting and informative content can increase awareness and interest of tourists. Developing a promotional strategy that attracts attention and communicates the distinctive character of the tourist village destination is important to attract tourists and inspire them to explore the unique location (PAwaskar and Goel. 2017). In addition, organising interesting local events or festivals can be an effective way to attract media and tourist attention. Promoting local products, such as local speciality foods and beverages, can be a differentiation and foster a sense of place (Haven-Tang and Jones. 2005).

Human resource training is essential to ensure local residents have the necessary knowledge and skills to provide excellent services. Encouraging active community participation in managing and promoting tourism villages not only improves the quality of services but also strengthens people's sense of belonging and pride in their villages.

The service process should run smoothly and efficiently, from the reservation to the traveller's experience in the field. Implementing a good management system to regulate workflow and improve traveller satisfaction is key to success. Collect feedback from travellers regularly and use the information to improve service quality and address any issues that may arise.

Essential physical evidence should be ensured to be in good condition and attractive. Visual elements such as signage, informative brochures, and decorations that reflect local culture can enhance the traveller experience. In addition, maintaining the cleanliness and beauty of the surrounding environment is also very important to give travellers a positive and comfortable impression.

Although problems always arise in running the tourist village business process, the 7P marketing mix can be a strategic step that can be taken (Cheuk et al. 2015). Through the application of the 7P service marketing strategy, tourist villages can optimise their potential, attract more tourists, and provide a satisfying and memorable experience. The alignment of the elements of the 7P marketing mix can create an attractive experience that resonates with the target audience (Buhalis. 2000). The right strategy will not only increase the number of tourist visits but also help in the development of the local economy, preserving the culture, and maintaining the environmental sustainability of the tourist village.

CONCLUSION

The implementation of the 7P service marketing strategy (Product, Price, Place, Promotion, People, Process, and Physical Evidence) is very important in managing and optimising the potential of tourism resources in tourist villages. Attractive core products, supported by quality facilities and relevant additional services, can increase the attractiveness and comfort of tourists. Competitive pricing strategies and easy accessibility make tourist destinations more attractive. Effective promotion through various channels, including social media, as well as active participation of local communities in the management and promotion of tourism villages are essential to improve service quality and strengthen a sense of belonging. Efficient service processes and attractive essential physical evidence provide a satisfying experience for tourists. By implementing these strategies, tourist villages can attract more tourists, increase visitation, and help local economic development and cultural preservation, ensuring every aspect of management and marketing functions optimally to create a memorable and satisfying experience.

Recommendations

To optimise the management and marketing of tourism villages, in-depth research is required, including evaluation of tourism products, adaptive pricing strategies, improved accessibility and information distribution, utilisation of effective promotional strategies, training and development of local communities, analysis of efficient service processes, improvement of physical evidence that supports the tourist experience, exploration of collaboration with external parties, and development of methods for measuring tourist satisfaction. Thus, tourist villages can increase their attractiveness, expand their visitation base, and provide a satisfying and sustainable experience for visitors, while supporting local economic growth and cultural preservation.

REFERENCES

- A.-S. Scherf, "The Impact of Celebrity-Endorsed Marketing on Destination Attitudes-A Two Country Study," 2023.
- Adeyinka-Ojo, S. F., Khoo-Lattimore, C., & Nair, V. (2014). A framework for rural tourism destination management and marketing organisations. *Procedia-Social and Behavioral Sciences*, 144, 151-163.
- Ahsani, R. D. P., Suyaningsih, O., Ma'rifah, N., & Aerani, E. (2018). Penerapan konsep community based tourism (CBT) di desa wisata candirejo borobudur mewujudkan kemandirian desa. *Publisia (Jurnal Ilmu Administrasi Publik)*, 3(2), 135-146.
- Alam, L. A. P., & Permadi, L. A. (2024). Analisis Strategi Pemasaran Desa Wisata Senggigi (Studi Kasus Dusun Senggigi dan Dusun Loco). *JURNAL SOSIAL EKONOMI DAN HUMANIORA*, 10(1), 51-59.

- B. Wilke, "Are you being influenced? The effect of human, virtual and AI influencers on purchase intention through Instagram," University of Twente, 2023.
- Bima, M. A. R. S., Yasin, F. N., Mahsunah, E., Kurniati, R. F., Pratama, M. T., Fadhil, A., ... & Damayanti, F. A. (2024). Peranan Mahasiswa dalam Membentuk Desa Wisata Gisik Cemandi sebagai Destinasi Pariwisata di Kecamatan Sedati, Sidoarjo. *Nusantara Community Empowerment Review*, 2(1), 9-16.
- Buhalis, D. (2000). Marketing the competitive destination of the future. *Tourism management*, 21(1), 97-116.
- Cheuk, S., Lo, M. C., & Atang, A. (2015). Rural Tourism Destination Performance in East Malaysia: Influencing Factors from the Communities' Perspective. *Journal of Sustainable Development*, 8(3), 124.
- Choirunnisa, Erlinda, and Ananta Prathama. "Peran Badan Usaha Milik Desa (Bum Desa) Dalam Mewujudkan Desa Miliarder." *Societas: Jurnal Ilmu Administrasi dan Sosial* 10.2 (2021): 83-97.
- Clarke, J. (1999). Marketing Structures for Farm Tourism: Beyond the Individual Provider of Rural Tourism. *Journal of Sustainable Tourism*, 7(1), 26-47. <https://doi.org/10.1080/09669589908667325>
- D. B. Weaver, B. Moyle, and C. lee J. McLennan, "The citizen within: positioning local residents for sustainable tourism," *Journal of Sustainable Tourism*, vol. 30, no. 4, pp. 897-914, 2022, doi: 10.1080/09669582.2021.1903017.
- Fattah, Vitayanti. *EKONOMI PARIWISATA: Teori, Model, Konsep dan Strategi Pembangunan Pariwisata Berkelanjutan*. Publica Indonesia Utama, 2023.
- G. K. Amoako, T. Obuobisa-Darko, and S. Ohene Marfo, "Stakeholder role in tourism sustainability: the case of Kwame Nkrumah Mausoleum and centre for art and culture in Ghana," *International Hospitality Review*, vol. 36, no. 1, pp. 25-44, Jun. 2022, doi: 10.1108/ihr-09-2020-0057.
- Haven-Tang, C., & Jones, E. (2005). Using Local Food and Drink to Differentiate Tourism Destinations Through a Sense of Place: A Story from Wales-Dining at Monmouthshire's Great Table. *Journal of Culinary Science & Technology*, 4(4), 69-86. https://doi.org/10.1300/J385v04n04_07
- I. N. D. K. Ningsih and M. Rizki, "Participatory Communication of 'Kampoeng Mataraman Jogja' Tourism Village," *Advances in Social Science, Education and Humanities Research*, vol. 423, pp. 200-218, 2020.
- I. N. S. Arida, P. P. K. Wiguna, I. W. Narka, and N. K. O. Febrianti, "Development Planning of Tourist Village Using Participatory Mapping (Case study: Mambal Village, Badung Regency, Indonesia)," in *IOP Conference Series: Earth and Environmental Science*, Institute of Physics Publishing, Dec. 2017. doi: 10.1088/1755-1315/98/1/012044.
- I. W. Pantiyasa and D. Lestari, "Marketing Strategy of Pakseballi Tourist Village towards Smart Village Destination as Tourism Icon," in *Proceedings of the 1st International Conference on Recent Innovations*, Scitepress, Aug. 2020, pp. 2041-2049. doi: 10.5220/0009939020412049.
- Inzana, N., Mayunita, S., & Jumaah, S. H. (2021). Strategi Pemasaran dalam Pengembangan Desa Wisata di Lantan Kabupaten Lombok Tengah. *Jurnal Ranah Publik Indonesia Kontemporer (Rapik)*, 1(2), 110-120.
- J. Barney and W. Hesterley, "Strategic Management and Boston," *Estados Unidos: Prentice Hall College Div.* 2015.
- J. Barney, "Firm resources and sustained competitive advantage," *J Manage*, vol. 17, no. 1, pp. 99-120, 1991.

- Junaedi, I. W. R., SE, M., Utama, I. G. B. R., SE, M., & Waruwu, M. D. D. (2021). *Digital Marketing Pembangunan Desa Wisata*. Cv. Azka Pustaka.
- Junaidi, M. A. (2018). *Peran Badan Usaha Milik Desa (BUMDes) dalam Penguatan Ekonomi Masyarakat di Desa Kedung Turi Kecamatan Taman Kabupaten Sidoarjo* (Doctoral dissertation, Universitas Airlangga).
- Morrison, M. A. (2015). *Periklanan komunikasi pemasaran terpadu*. Kencana.
- N. K. Arismayanti, I. M. Sendra, I. K. Suwena, M. Budiarsa, I. M. Bakta, and I. G. Pitana, "Tourism Villages' Development in Bali, Mass or Alternative Tourism?," *JOURNAL OF TOURISM AND HOSPITALITY MANAGEMENT*, vol. 7, no. 2, 2019, doi: 10.15640/jthm.v7n2a11.
- O. A. Yoety, *Ekonomi pariwisata: introduksi, informasi, dan aplikasi*. Penerbit Buku Kompas, 2008.
- Pawaskar R, P. and Goel, M. (2017) 'Enhancing the effectiveness of marketing a tourist destination using satisfaction analysis', *Int. J. Business and Systems Research*, Vol. 11, Nos. 1/2, pp.163-181.
- Prasetyo, B. D., Febriani, N. S., & Dewi, W. W. A. (2024). *Community Based Tourism (CBT) sebagai Model Pengembangan Desa Wisata Adat Desa Ngadas, Kecamatan Poncokusumo Kabupaten Malang*. *Jurnal Ilmu Komunikasi*, 22(1), 92-106.
- R. D. Junainta and S. S. Iriani, "PENGEMBANGAN MODEL PENERIMAAN INFORMASI (IACM) DENGAN RANKING PRODUK PADA APLIKASI GOFOOD," *Assets: Jurnal Ekonomi, Manajemen dan Akuntansi*, vol. 12, no. 2, pp. 297-316, 2022.
- Raharjo, T. W., & Ir Herrukmi Septa Rinawati, M. M. (2019). *Penguatan Strategi Pemasaran dan Daya Saing UMKM Berbasis Kemitraan Desa Wisata*. Jakad Media Publishing.
- S. S. Iriani and Sanaji, "TRADITIONAL MARKET MANAGEMENT STRATEGY IN CONDITIONS OF MODERN MARKET DEVELOPMENT," *Russ J Agric Socioecon Sci*, vol. 94, no. 10, pp. 129-138, Oct. 2019, doi: 10.18551/rjoas.2019-10.17.
- S. S. Iriani, "Do you (still) hire celebrities to increase purchase intention?," *International Journal of Business Ecosystem & Strategy* (2687-2293), vol. 3, no. 3, pp. 38-45, Dec. 2021, doi: 10.36096/ijbes.v3i3.268.
- S. S. Iriani, M. Musdholifah, and A. Kautsar, "The moderation effect of uncertainty environment on SME business performance," *Technium Social Sciences Journal*, vol. 15, pp. 99-107, 2021, [Online]. Available: www.techniumscience.com
- Sukarni, N., & Sugiarti, R. (2015). *Pemberdayaan Masyarakat Pedesaan Dalam Pengembangan Warung Sehat Ramah Lingkungan Di Desa Wisata Berjo*. *Cakra Wisata*, 16(2).
- T. A. Shimp, *Periklanan Promosi Aspek Tambahan Komunikasi Pemasaran*. Jakarta: Erlangga, 2003.
- X. Li and E. Li, "Competitive Advantage and Rural Industrial Clustering: The Case of Steel Measuring Tape Production in a Chinese Village," 2007.
- Y. Yasir, Y. Firzal, A. Sulistyani, and C. Yesicha, "Penta helix communication model through community based tourism (CBT) for tourism village development in Koto Sentajo, Riau, Indonesia," *Geojournal of Tourism and Geosites*, vol. 37, no. 3, pp. 851-860, 2021, doi: 10.30892/GTG.37316-718.
- Zakky, A., & Suyuthie, H. (2024). *Strategi Promosi Daya Tarik Wisata Sejarah Lubang Jepang Gunung Panglun*. *Fillgap in Management and Tourism*, 2(1), 37-47.