

The development of cultural event strategy: Swot analysis and QSPM approach

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ABSTRACT

In order to support the Banyuwangi Rebound Movement, Pondoknongko Village Government has launched an Economic and Tourism Improvement Program in 2022 through the Pondoknongko Festival Event. The purpose of this research is to: find out the management of the Pondoknongko Festival event; identify potential cultural tourism attractions; identify internal and external factors for the development of cultural tourism events; and determine the priority order of alternative strategies for developing cultural tourism events in Pondoknongko Village. This study used a descriptive research method with a mixed-method approach, exploratory sequential design model. The analysis technique used is Internal External (IE) Matrix, Strengths, Weaknesses, Opportunities, Threats (SWOT) Matrix, and Quantitative Strategic Planning Matrix (QSPM). The results showed that the Pondoknongko Festival Event Management had been well implemented starting from the research stage, design, planning, coordination, to the evaluation stage; Pondoknongko Village has a variety of potential cultural tourism attractions that can be developed and packaged as cultural tourism event activities; the position of the development of cultural tourism events is in cell IV grow and build and 10 alternative strategies have been formulated with a priority strategy that can be applied is to arrange tour packages that are integrated with cultural tourism events in Pondoknongko Village.

Keywords:

event tourism; culture tourism; SWOT; QSPM

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INTRODUCTION

The COVID-19 pandemic has had a significant impact on Indonesian tourism. The travel restriction policy due to pandemic conditions has resulted in a decrease in tourist visits, both foreign tourists and domestic tourists. In an effort to deal with this pandemic condition, the

Government of Indonesia through the Ministry of Tourism and Creative Economy has developed a strategy to save Indonesian tourism which includes three phases, namely the Emergency Response, Recovery, and Normalization Phases.

The Emergency Response phase focuses on health aspects such as initiating social protection programs, encouraging creativity and productivity while Work from Home (WFH), coordinating tourism crises with tourism regions, as well as preparing for recovery. The Recovery Phase is carried out through the gradual opening of tourist attractions in Indonesia by compiling health-based protocol standards Cleanliness, Healthy, Safety, and Environmental Sustainability (CHSE) in tourist attractions and support the optimization of activities Meeting, Incentive, Convention, and Exhibition (MICE) in Indonesia. While the Normalization Phase includes the application of standard protocols CHSE in tourist spots, increasing market interest, up to discounts for tour packages and MICE (Kemenparekraf/Baparekraf RI, 2021).

Indonesia has villages with various natural, traditional, cultural, social, and culinary potentials. Nearly 90 percent of Indonesia's tourism products are natural and cultural tourism, most of which are located in rural areas. Many of the villages in Indonesia have potential for natural, cultural, traditional and culinary tourism. In the midst of the COVID-19 pandemic situation, tourism villages offer economic solutions that are inclusive and provide direct benefits to local communities. The COVID-19 pandemic has changed the landscape of the tourism industry and the behavior of tourists who are adapting to new normal conditions. Policy makers and tourism industry players must reconcept the offered tourism products (*Reshape*), to then rise from adversity (*Revival*) and prepare to stretch again (*Rebound*) to welcome the next normal period after the COVID-19 pandemic (Ministry of Tourism and Creative Economy, 2022).

The Banyuwangi Regency Government launched the Banyuwangi Movement *Rebound* on 10 January 2022 as an economic recovery effort during the Covid-19 pandemic. Banyuwangi movement *Rebound* This includes three pillars and two foundations, namely the pillars of being resilient to a pandemic, recovering the economy, and creating harmony, supported by the foundation of excellent public services and active public participation (Arifin, 2022). The pillars of economic recovery in the Banyuwangi Movement *Rebound* These include the Tourism and Micro, Small and Medium Enterprises (MSMEs) sectors. In an effort to support the Banyuwangi Movement *Rebound*, the Pondoknongko Village Government, Kabat District, has launched an Economic and Tourism Improvement Program in 2022 by pioneering the Event Pondoknongko Festival.

Based on the results of the initial survey, stub *Event* Pondoknongko Festival is in the form of *Event* Clean and Healthy Week which includes MSME Bazaar activities/sales of Culinary Breakfast and Market Snacks, morning exercise activities, and community service to clean up the environment located in Krajan Hamlet. *Event* is an activity that can attract tourist visits. There are two types *event*, that's event as a routine activity that is demonstrated, not contrived and becomes attractive to tourists and event as activities that are deliberately made and displayed to attract tourists (Getz, 1991). *Event* Pondoknongko Festival is expected to become a tourist attraction for visitors, not only visitors from the surrounding community, but also tourists, so that it can provide additional economic income for the community, especially through the sale of culinary and MSME products.

In addition to culinary products and MSMEs, Pondoknongko Village has a Sapar-saparan tradition which is routinely held every year on Wekasan Wednesday (last Wednesday) in Sapar Month (the second month according to the Hijri Calendar). This series of traditional activities is in the form of praying together (tahlilan), decorated boat parades, and sharing food, especially culinary Jenang Sapar, which are mostly attended by fishermen

as a form of gratitude for the abundance of fish and as an effort to ward off reinforcements for the fishermen during catching fish in the sea. The Sapar-saparan tradition has been established by the Government of Banyuwangi Regency as one of the Supporting Cultural Tourism Attractions in the Tourism Development Area (WPP) I Ijen Crater Zone (Banyuwangi Regency Regional Regulation Number 13 of 2012 concerning the Banyuwangi Regency Tourism Development Master Plan).

Event tourism is both a market for event managers and a tool for developing destinations as tourism destinations. Now tourism events have been generally recognized as a separate activity that has a special approach and development. Management and tourism studies help organizers "event" to plan or develop activities so that they are related to existing tourist objects and are able to attract visitors so as to bring in more profits (Arlianto et al., 2020). Culinary products, MSMEs, and the Sapar-saparan tradition in Pondoknongko Village are forms of community culture that can be packaged as something event culture-based tourism in supporting tourism development in Banyuwangi Regency in accordance with the Banyuwangi Regency Tourism Development Master Plan.

Cultural based tourist attraction and event culture has become a major factor in motivating tourists to visit and such visits can result in cultural interaction and cross-cultural understanding as well as promoting culture as a tourist attraction can overcome the problem of current tourism seasonality low season/high season (Chen & Rahman, 2018; Richards, 2018; Vergori & Arima, 2020).

Developmental studies event Culture-based tourism as a tourist attraction has been extensively researched, including the importance of management stages event in an effort to promote a culture (Anggoro et al., 2023), the importance of paying attention to the historical and geographical context and the involvement of local communities in development event tourist (Higgins-Desbiolles, 2018; Ma & Lew, 2023), the importance of analysis of external factors Socio-culture-environment, Technology, Economy, and Political (S.T.E.P.) in maintenance event tourist (Herțanu & Boitor, 2012) and the importance of management event which include research, design, planning, coordination, and evaluation in management event tourist (Goldblatt, 2014) and its importance event tourism to enhance the good image of a society (Echeta & Onuchukwu, 2022).

This research is intended to examine the management Event Pondoknongko Festival based on management event according to (Goldblatt, 2014), identifying the cultural potential of Pondoknongko Village according to the cultural-based tourist attraction categorization of Government Regulation Number 50 of 2011 concerning the National Tourism Development Master Plan for 2010-2025, and produce a development strategy event cultural tourism using analysis SWOT (Strengths, Weaknesses, Opportunities, and Threats) as well as determine development strategy priorities event cultural tourism using analysis QSPM (Quantitative Strategic Planning Matrix).

The results of this study are expected to be a reference for the Village Government in an effort to increase the preservation of cultural values and improve the quality of life of the people in Pondoknongko Village through the formation of a sense of concern for the community and tourists to better appreciate and preserve culture as well as the opportunity for additional economic income for the community from development event cultural tourism as a tourist attraction.

METHOD

This study uses a descriptive research method with a mixed approach. The mixed research approach used in this study is an exploratory sequential design which begins with collecting qualitative data and then continues with collecting quantitative data (Creswell,

2012). The descriptive research method in this study is intended to explore various data and information regarding (1) management *Event* The Pondoknongko Festival which has been carried out by the Village Government which includes stages research, *design, planning, coordination, and evaluation*; (2) internal and external factors that may affect implementation *Event* Pondoknongko Festival (3) identification of potential cultural tourism attractions in Pondoknongko Village (in the form of local wisdom/customs/traditions, traditional arts, traditional crafts, traditional cuisine, traditional games, and history/folklore). The results of the collection of various data and information will become the basis for developing a development strategy event cultural tourism in Pondoknongko Village.

The data collection methods used in this study were literature studies, field observations (observations), interviews, and focus group discussions (*Focus Group Discussion/FGD*) as well as distributing questionnaires. The population in this study is the community in Pondoknongko Village who are involved in organizing the pilot project *Event* Pondoknongko Festival. The samples (informants) in this study included: (1) Pondoknongko Village Head; (2) Krajan Hamlet Village Communication Forum (FKLD); (3) Palukuning Hamlet FKLD; (4) Kedawung Hamlet FKLD; (5) Head of Krajan Hamlet; (6) Head of Palukuning Hamlet; and (7) Head of Kedawung Hamlet.

The analysis technique used in this research is matrix analysis *IE (Internal-External)*, SWOT Matrix (*Strengths, Weakness, Opportunities, Threats*), and QSPM Matrix (*Quantitative Strategic Planning Matrix*). SWOT analysis is a planning tool to assist an organization in preparing strategic planning to achieve goals, improve operations, and maintain business scope suitability. SWOT analysis can be used in a variety of situations, including assisting the government in managing a program, donation or fundraising (Wardhani & Dini, 2020). The main thing that is most important in using a SWOT analysis is to set research objectives so that they can produce alternative strategies to achieve these goals while the QSPM Matrix is intended to determine the best strategy to apply in achieving goals or in facilitating the process of solving a problem (Gupta et al., 2015; Mallick et al., 2020; Sumiarsih et al., 2018). The QSPM matrix can examine strategic alternatives sequentially and simultaneously by evaluating the relative attractiveness of several alternative strategic options objectively (Zulkarnaen & Sutopo, 2013).

Methods of data collection is done through observation, interviews, and *FGD* to collect data related to management event Pondoknongko Festival, identifying the potential for cultural tourism in Pondoknongko Village, and identifying internal and external factors that influence development event cultural tourism in Pondoknongko Village. The distribution of questionnaires was carried out to determine the weight and rating values of internal and external factors which would then become material for conducting an *IE Matrix* analysis in determining the general development strategy (*grand strategy*). Besides that, *FGD* also carried out alternative development strategies with matrix analysis *SWOT*. In determining the order of priority, with reference to the results of observations, interviews and *FGD*, the researcher gave an assessment on *Attractive Score (AS)* from each internal and external factor to alternative strategies for further analysis of the QSPM Matrix.

RESULT AND DISCUSSION

Management *Event* Pondoknongko Festival

The Pondoknongko Festival which has been implemented by the Pondoknongko Village Government is carried out with reference to Management Theory *Event* according to (Goldblatt, 2014) which includes five stages, namely stage research, *design, planning, coordination, and level evaluation*. The scope of these stages namely research concerned with

researching the needs and wants of audiences, *design* relating to the discussion of ideas related to implementation event, *planning* relating to the planning of activities, *coordination* relating to the implementation of activities, and evaluation related to the activity evaluation process event (Sukoco et al., 2022).

At the level of **research**, the village government and the organizing committee have identified the needs and wants of the target participants. *Event* The Pondoknongko Festival is held with the main objective of improving the economy of the village community and developing tourism in Pondoknongko Village. Besides that, *this* is also an effort by the Pondoknongko Village Government to support the Banyuwangi Movement *Rebound* as an effort by the Government of Banyuwangi Regency for economic recovery during the Covid-19 pandemic. Target participants or visitors from *Event* the Pondoknongko Festival is primarily for the people of Pondoknongko Village itself, then for the neighboring communities of Pondoknongko Village, namely the people of Sukojati Village, Pakistaji Village, Kedayunan Village, Dadapan Village, and Kalirejo Village as well as for the general public or tourists in general.

At the level of **design**, organizing committee event have held discussions to gather ideas as a basis for determining the main theme of event which will be held. Based on the results of discussions between the Village Head, Village Officials, Hamlet Head, and FKLD from each hamlet. By taking into account the observations of the needs of the village community and event-event festivals in other village areas, the committee has determined the main themes event Pondoknongko Festival in each hamlet with its own uniqueness and characteristics. The main theme of the Pondoknongko Festival in each of the hamlets is "Clean and Healthy Sunday Breakfast and Traditional Snack Market" in Krajan Hamlet, "Traditional Food and Handicraft Market" in Palukuning Hamlet, and "Various Breads and Rujak" in Kedawung Hamlet.

At the level of **planning**, organizing committee *event* the Pondoknongko Festival has held discussions to formulate details of activities which include details on the time of implementation, considerations for choosing a place (*venue*), and division of committee tasks. Details of the time of holding activities event Festivals in each hamlet are scheduled to be held every 2 weeks at the end of the week (weekend) with time distribution on Friday (on odd weeks: the 1st and 3rd weeks) in Palukuning Hamlet, Saturday (on even weeks: Sunday 2nd and 4th week) in Kedawung Hamlet, and Sundays (on even Sundays: 2nd and 4th Sundays) in Krajan Hamlet. Distribution of implementation time event is meant to exist event every weekend in Pondoknongko Village so they can build branding "*great weekend at Pondoknongko*" for the Visitors event.

Place selection (*venue*) maintenance event The Pondoknongko Festival in each hamlet is carried out with the consideration that the location is easily accessible from the village's main road and close to the activity center (gathering place) of local residents. Based on these considerations, an election has been determined venue maintenance event in each hamlet, namely (1) Jalan Dusun Palukuning (the entrance to the East next to the Pondoknongko Village Office) for implementation event "Traditional Snacks and Crafts Market" in Palukuning Hamlet; (2) North of Kedawung Mosque (Alley Road to the North/in front of the Mosque) for implementation event "Various Pelasan and Rujak" in Kedawung Hamlet; and (3) Swallow Mosque crossroads to the South (Alley Road to the West/in front of the Pondoknongko Village Office) for implementation event "Clean and Healthy Traditional-Sunday Breakfast and Snack Market" in Dusun Krajan.

Distribution of committee tasks for organizing event The Pondoknongko Festival is held in each hamlet within the FKLD by forming community groups (Pokmas) in each hamlet as the organizing committee event. Executive Committee Event in Dusun Krajan is the Pokmas

Nongko Beton, in Dusun Palukuning is the Pokmas Lapal, and the implementation committee event in Kedawung Hamlet is the Kuwung Pokmas.

At the level of **coordination**, Pokmas in each hamlet will carry out coordination related to the implementation event The Pondoknongko Festival in each hamlet is in accordance with the plans that have been prepared starting from the preparations before the event, during the event, until after the event is over. This coordination activity is carried out with the community members and also the village government that will participate in event Pondoknongko Festival.

At the level of **evaluation**, Pokmas in each hamlet as the implementing committee carry out the evaluation not only after implementation event completed but also during implementation event going on. The evaluation is intended as a measure of success event which has been implemented and also as a record of experience and learning that can be used as input and reference in implementation event furthermore.

The Potential of Cultural Tourism Attraction in Pondoknongko Village

Identification of potential cultural tourism attractions in Pondoknongko Village refers to the categorization of culture-based tourist attractions based on Laws and Regulations, namely Government Regulation Number 50 of 2011 concerning the National Tourism Development Master Plan (RIAPPARNAS) 2010-2025. Scope of categorization of Tourist Attractions (DTW) Culture includes DTW Culture that is tangible and intangible. Tangible Cultural DTW includes cultural heritage, traditional villages, and museums. While DTW Intangible Culture includes the customary life and traditions of the community, community cultural activities, and the arts.

Based on the results of focus group discussion activities (*Focus Group Discussion/FGD*) together with the Village Government and Hamlet Heads from each Hamlet as well as representatives of Community Leaders, the results of identification of potential cultural-based tourist attractions in each hamlet in Pondoknongko Village were obtained as follows:

The potential attractions for cultural tourism in Dusun Krajan include (1) the Sapar-Saparan & Culinary Jenang Sapar Tradition; (2) Barikan Tradition; (3) Tradition of Larung Saji on the Tambong River; (4) History of Sego Gecok and Community Figures of Guru Cepret; (5) Cepret Teacher's grave; (6) Traditional Culinary/Culinary Craftsmen of Sego Gecok Breakfast Snacks; (7) Brown Sugar Culinary/Craftsmen; (8) Skewer Crafts; (9) Talikur Bag Crafts (Bags, Pot Hangers, Mask Connectors); (10) Hadrah Arts; (11) Janger Art (The Story of Damar Wulan & Minak Djinggo) and (12) Event The Sunday Morning and Healthy Festival itself, which started in January 2022, has also become a culture-based tourist attraction.

The potential attractions for cultural tourism in Palukuning Hamlet include (1) Culinary/Culinary Craftsmen Traditional Processed Cassava; (2) Glass Painting Crafts; (3) Coconut Shell/Coconut Shell Crafts; and (4) *Event* Festival of Traditional Culinary Processed Cassava and Handicrafts. The potential tourist attractions in Kedawung Hamlet include (1) Culinary/Culinary Craftsmen of Pelasan and Rujak; (2) Performers/Gandrung Traditional Dance Group; (3) Elephant Oleng Motif Batik Crafts; (4) Stick Plate Crafts; and (5) *Event* Aneka Pelasan and Rujak Festival.

In addition to the potential for cultural-based tourist attractions, the potential for nature-based tourist attractions in Pondoknongko Village can also support the development of Cultural Tourism Events. Based on the results of focus group discussion (FGD) activities with the Village Government and Hamlet Heads from each Hamlet as well as representatives of Community Leaders, the results of identifying potential natural-based tourist attractions in each hamlet in Pondoknongko Village were as follows:

The potential natural tourist attractions in Krajan Hamlet include (1) Kedung Derus Beach; (2) Turtle Breeding; (3) Tambong River estuary; (4) Urban Farming Karangmangun (Utilization of Home Yards with Productive Plants). Then the potential for natural tourist attractions in Palukuning Hamlet include (1) Oyster Mushroom Cultivation; and (2) Bonsai Cultivation. The potential for natural tourist attractions in Kedawung Hamlet include (1) Paddy Field Agriculture and Palawija; and (2) Oyster Mushroom Cultivation.

The various potential natural tourist attractions can support the development of cultural tourism events as an additional attraction in one unified packaging of cultural tourism packages.

Internal and External Factors that Can Influence Implementation Event Pondoknongko Festival

Internal factors include strengths and weaknesses that can affect implementation event Pondoknongko Festival in development efforts event cultural tourism. Based on the results of identification through activities focus *group discussion*, there are 4 strengths and 4 weaknesses, which are then analyzed using the matrix of the internal environment *IFAS* (*Internal Factor Analysis Summary*).

Based on the matrix *IFAS*, the main force that can affect the implementation event cultural tourism is the strength with the highest weighted score, namely having a variety of cultural potential that can be packaged as a cultural-based tourist attraction while the main weakness is the weakness with the smallest weighted score, namely the low quality of the organizing committee's human resources event. The total weighted overall score of the internal environment is 3.07.

Table 1. Matrix *IFAS* development event Pondoknongko village cultural tourism

Internal Factors (Strengths / Weaknesses)	Weight	Rating	Weighted Score (Weight x Rating)
Strength			
(1) There is a Village Government Program that supports implementation event Pondoknongko Festival regularly	0.16	3.71	0.61
(2) There is a Village Institution Communication Forum (FKLD) as the organizing committee event cultural tourism	0.09	4.00	0.34
(3) Has a variety of cultural potential that can be packaged as a cultural-based tourist attraction	0.19	3.86	0.72
(4) Utilization of social media as a promotional medium event	0.06	3.14	0.20
Weakness			
(1) There are several cultural potentials that are almost lost because there is no regeneration	0.14	2.86	0.41
(2) The low quality of human resources for the event organizing committee	0.19	1.29	0.24
(3) The location of Pondoknongko Village is far from the main road (main road / national road)	0.09	3.14	0.27
(4) Area (<i>venue</i>) maintenance event (in each hamlet) limited (not extensive)	0.09	3.29	0.28
Total			3.07

(Source: Processed data, 2022)

Table 2. Matrix *DELETE* development event Pondoknongko village cultural tourism

External Factors (Opportunities / Threats)	Weight	Rating	Weighted Score (Weight x Rating)
Opportunity			
(1) There is a government program: Banyuwangi <i>Rebound</i> to encourage economic recovery and tourism	0.20	3.71	0.75
(2) The Banyuwangi Regency Government (Disbudpar) has designated Pondoknongko Village as a Tourism Village and the Sapar-Saparan Tradition is contained in the Banyuwangi RIPPARKAB	0.08	2.29	0.19

(3) <i>There is a Tri Dharma program from Higher Education to support Village Development</i>	0.21	3.57	0.77
Threat			
(1) <i>There are similar events held in other villages</i>	0.23	1.14	0.26
(2) Negative impact of tourist visits	0.17	3.57	0.60
(3) Unpredictable weather conditions	0.11	2.57	0.28
Total			2.84

(Source: Processed data, 2022)

External factors include opportunities and threats that can affect implementation *Event Pondoknongko Festival* in development efforts event cultural tourism. Based on the results of identification through activities focus *group discussion*, there are 3 (three) opportunity factors and 3 (three) threat factors which are then carried out by an external environment analysis using the Matrix *DELETE* (*External Factor Analysis Summary*). Based on the matrix *DELETE*, the main opportunity that can affect maintenance event cultural tourism is an opportunity with the highest weighted score, i.e. there is a Tri Dharma program from Higher Education to support Village Development while the main threat is a threat with the smallest weighted score, i.e. there is event similar in other villages. The total weighted score of the external environment is 2.84.

Development Strategy *Event Cultural Tourism* in Pondoknongko Village

In an effort to determine the grand strategy/general strategy (*grand strategy*) development event cultural tourism in Pondoknongko Village, an internal-external analysis was carried out using the IE (Internal-External) Matrix with reference to the weighted total score of the internal and external environment based on the Matrix *IFAS* and *DELETE*. Matrix total weighted score *IFAS* is 3.07 and the total weighted score of the EFAS Matrix is 2.84. The meeting point between the two weighted scores in the Matrix *IE* is in the IV cell position which shows it is in a growing and building position (*grow and build*).

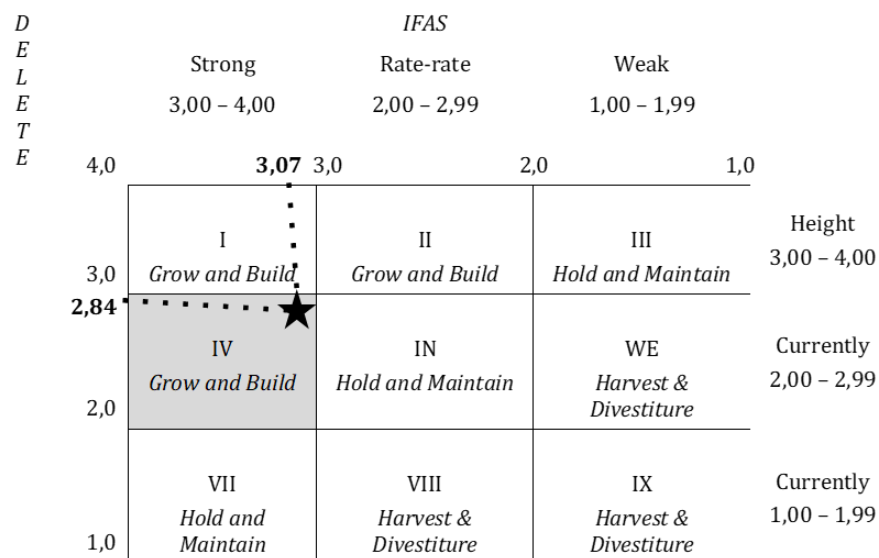


Figure 1. IE development matrix event Pondoknongko village cultural tourism
(Source: Processed data, 2022)

The main strategy that is appropriate for the IV cell position is an intensive strategy such as market penetration (*market penetration*), market development (*market penetration*), and product development (*product development*) or an integrated strategy such as a

backwards strategy (*backward integration*), future strategy (*forward integration*), and horizontal integration (*horizontal integration*).

With reference to the general strategy, an analysis is carried out using the Matrix *SWOT* to formulate alternative development strategies event cultural tourism in Pondoknongko Village. The formulation of the strategy is carried out by combining internal and external factors which include the strategy *S-O* (*Strengths-Opportunities*), *W-O* (*Weakness-Opportunities*), *S-T* (*Strengths-Threats*), and *W-T* (*Weakness-Threats*). Based on the *SWOT* Matrix, there are 10 (ten) alternative development strategies event cultural tourism in Pondoknongko Village.

Matric <i>SWOT</i>	<p><u>Strength (Strengths)</u></p> <ol style="list-style-type: none"> 1 There is a Village Government Program that supports implementation event Pondoknongko Festival regularly (KK-1) 2 There is a Village Institution Communication Forum (FKLD) as the organizing committee event cultural tourism (KK-2) 3 Has a variety of cultural potential that can be packaged as a cultural-based tourist attraction (KK-3) 4 Utilization of social media as a promotional medium event (KK-4) 	<p><u>Weakness (Weakness)</u></p> <ol style="list-style-type: none"> 1 There are several cultural potentials that are almost lost because there is no regeneration (KL-1) 2 The low quality of the organizing committee's human resources event (KL-2) 3 The location of Pondoknongko Village is far from the main road (main road / national road) (KL-3) 4 Area (<i>venue</i>) maintenance event (in each hamlet) limited (not extensive) (KL-4)
	<p><u>chance (Opportunities)</u></p> <ol style="list-style-type: none"> 1 There is a government program: Banyuwangi <i>Rebound</i> to encourage economic recovery and tourism (PL-1) 2 The Banyuwangi Regency Government (Disbudpar) has designated Pondoknongko Village as a Tourism Village and the Sapar-Saparan Tradition is contained in the Banyuwangi RIPPARKAB (PL-2) 3 There is a Tri Dharma program from Higher Education to support Village Development (PL-3) 	<p><u>Strategy <i>SO</i></u></p> <ol style="list-style-type: none"> 1 Make a calendar event Pondoknongko Village cultural tourism (St-1) 2 Develop integrated tour packages event cultural tourism Pondoknongko Village (St-2) 3 Optimizing promotional event through digital marketing (St-3)
	<p><u>Threat (Threats)</u></p> <ol style="list-style-type: none"> 1 There is maintenance event similar in other villages (AN-1) 2 Negative impact of tourist visits (AN-2) 3 Unpredictable weather conditions (AN-3) 	<p><u>Strategy <i>WT</i></u></p> <ol style="list-style-type: none"> 1 Establish cooperation / collaboration with the organizers event similar to other villages in terms of management, administration, and marketing event (St-9) 2 Developing an interpretation of cultural tourism as an educational medium for the public and visitors (tourists) (St-10)

Figure 2. Matrix *SWOT* development event Pondoknongko village cultural tourism
(Source: Processed data, 2022)

Linkages between the 10 (ten) alternative strategies that have been formulated based on the *SWOT* Matrix with the general strategy (*grand strategy*) based on the *IE* Matrix are as follows:

Table 3. Linkage between grand strategy and strategy alternatives development event Pondoknongko village cultural tourism

Alternative Strategy	Grand Strategy				
	Product Development	Market Penetration and Market Development	Backward Integration	Forward Integration	Horizontal Integration
St-1	Make a calendar event Village cultural tourism	✓	✓	✓	
St-2	Develop integrated tour packages event cultural tourism Pondoknongko Village	✓	✓	✓	✓
St-3	Optimizing promotional event through digital marketing		✓	✓	
St-4	Carry out data collection and preservation of cultural potential as well as packaging as a cultural tourism attraction	✓	✓		
St-5	To increase HR capacity related to management event cultural tourism	✓			
St-6	Arrangement of the Village Office area and its surroundings as the location (venue) of the implementation event centralized/unified	✓			
St-7	Carry out development innovation event cultural tourism (including alternative indoor activities)	✓			
St-8	Develop a tourism impact management plan	✓			
St-9	Establish cooperation / collaboration with the organizers event similar to other villages in terms of management, administration, and marketing event	✓	✓		✓
St-10	Developing an interpretation of cultural tourism as an educational medium for the public and visitors (tourists)	✓	✓	✓	

In an effort to determine the priority order of alternative priority strategies that can be implemented by the Village Government and the Organizing Committee Event Cultural Tourism in Pondoknongko Village, analysis was carried out using QSPM.

Table 4. Analysis QSPM alternative strategy (St-1 – St-5)

Internal & External Factors	Weight	St-1		St-2		St-3		St-4		St-5	
		AS	THAT	AS	THAT	AS	THAT	AS	THAT	AS	THAT
Strength											
KK-1	0.16	4	0.66	4	0.66	2	0.33	4	0.66	3	0.49
KK-2	0.09	4	0.34	4	0.34	2	0.17	3	0.26	3	0.26
KK-3	0.19	3	0.56	3	0.56	2	0.37	4	0.74	4	0.74
KK-4	0.06	4	0.26	4	0.26	4	0.26	3	0.19	3	0.19
Weakness											
KL-1	0.14	4	0.57	3	0.43	2	0.29	4	0.57	3	0.43
KL-2	0.19	2	0.37	2	0.37	2	0.37	2	0.37	4	0.74
KL-3	0.09	2	0.17	4	0.34	2	0.17	2	0.17	2	0.17
KL-4	0.09	2	0.17	1	0.09	2	0.17	2	0.17	2	0.17
Opportunity											
PL-1	0.20	4	0.81	4	0.81	2	0.40	3	0.61	3	0.61
PL-2	0.08	4	0.33	4	0.33	2	0.17	3	0.25	4	0.33
PL-3	0.21	4	0.86	4	0.86	2	0.43	3	0.64	4	0.86
Threat											
AN-1	0.23	3	0.68	4	0.90	3	0.68	2	0.45	3	0.68
AN-2	0.17	4	0.67	4	0.67	2	0.33	3	0.50	3	0.50
AN-3	0.11	1	0.11	2	0.21	1	0.11	2	0.21	2	0.21
Total		6.55		6.83		4.25		5.80		6.39	

Table 5. Analysis QSPM Alternative Strategy (St-6 – St-10)

Internal & External Factors	Weight	St-6		St-7		St-8		St-9		St-10	
		AS	THAT	AS	THAT	AS	THAT	AS	THAT	AS	THAT
Strength											
KK-1	0.09	2	0.17	2	0.17	4	0.34	2	0.17	4	0.34
KK-2	0.18	2	0.36	2	0.36	3	0.54	2	0.36	2	0.36
KK-3	0.17	2	0.34	2	0.34	3	0.51	2	0.34	2	0.34
KK-4	0.06	2	0.13	2	0.13	3	0.19	4	0.26	3	0.19
Weakness											
KL-1	0.14	2	0.29	2	0.29	4	0.57	2	0.29	4	0.57
KL-2	0.19	2	0.37	2	0.37	3	0.56	3	0.56	2	0.37
KL-3	0.09	4	0.34	2	0.17	3	0.26	2	0.17	2	0.17
KL-4	0.09	4	0.34	2	0.17	3	0.26	2	0.17	2	0.17
Opportunity											
PL-1	0.21	3	0.64	2	0.43	3	0.64	2	0.43	3	0.64
PL-2	0.08	2	0.17	2	0.17	4	0.33	2	0.17	3	0.25
PL-3	0.20	3	0.61	2	0.40	4	0.81	2	0.40	4	0.81
Threat											
AN-1	0.23	2	0.45	4	0.90	2	0.45	4	0.90	2	0.45
AN-2	0.17	2	0.33	2	0.33	4	0.67	2	0.33	4	0.67
AN-3	0.11	3	0.32	2	0.21	1	0.11	1	0.11	1	0.11
Total			4.87		4.45		6.24		4.66		5.45

(Source: Processed data, 2022)

Determining the priority order of alternative strategies is done by determining the value *AS (Attractive Score)*/level of attractiveness, namely the level of linkage or influence of internal and external factors on the alternative strategy to be implemented. Value range *AS* ranging from 1 (not interesting), 2 (somewhat interesting), 3 (quite interesting), 4 (very interesting). Mark *AS* is then multiplied by the weight of the internal and external factors that have been obtained based on an analysis of the internal environment (*IFAS*) and external (*DELETE*) until it produces a value *TAS (Total Attractive Score)*.

Table 6. Priority order of alternative strategies based on analysis QSPM

Order	Strategy	BAG value
1	Develop integrated tour packages event cultural tourism Pondoknongko Village	6.83
2	Make a calendar event Pondoknongko Village cultural tourism	6.55
3	To increase HR capacity related to management event cultural tourism	6.39
4	Develop a tourism impact management plan	6.33
5	Carry out data collection and preservation of cultural potential as well as packaging as a cultural tourism attraction	5.80
6	Developing an interpretation of cultural tourism as an educational medium for the public and visitors (tourists)	5.62
7	Arrangement of the Village Office area and its surroundings as the location (venue) of the implementation event centralized/unified	4.87
8	Establish cooperation / collaboration with the organizers event similar to other villages in terms of management, administration, and marketing event	4.66
9	Carry out development innovation event cultural tourism (including alternative indoor activities)	4.45
10	Optimizing promotional event through digital marketing	4.25

CONCLUSION

Based on research results, Management *Event* the Pondoknongko Festival has been well implemented starting from the research stage (*research*), design stage (*design*), planning stage (*planning*), coordination stage (*coordination*), to the evaluation stage (*evaluation*) although in its implementation there are still some evaluations.

Pondoknongko Village has a variety of potential cultural tourism attractions that can be developed and packaged as activities event cultural tourism Apart from that, Pondoknongko Village also has a variety of nature-based tourist attractions that can be a support in development event cultural tourism in Pondoknongko Village. The most

influential internal factor is from the aspect of strength, namely having a variety of cultural potential that can be packaged as a cultural-based tourist attraction while from the aspect of weakness, namely the low quality of the organizing committee's human resources event. The most influential external factor is from the opportunity aspect, namely there is a Tri Dharma program from Higher Education to support Village Development while from the threat aspect, namely there is the implementation of event similar in other villages.

Based on the IE Matrix, development position event cultural tourism of Pondoknongko Village is in the IV cell to grow and develop (*grow and build*) with the main strategy (*grand strategy*) the appropriate ones include market penetration, market development, product development, forward integration, backward integration, and horizontal integration. Matrix Analysis *SWOT* produce 10 (ten) alternative strategies and based on the results of the analysis *QSPM*, the main priority of alternative strategies that can be applied is to arrange tour packages that are integrated with *event* cultural tourism in Pondoknongko Village while the last priority of alternative strategies that can be applied is optimizing promotional event through digital marketing (*digital marketing*).

Stages of developing a development strategy event cultural tourism through the *SWOT* and *QSPM* analysis approaches can be adapted to other villages in Banyuwangi Regency, especially in villages included in the Tourism Development Area (WPP) I Ijen Crater Zone in the Banyuwangi Regency Tourism Development Master Plan which has cultural potential to be packaged into the event cultural tourism such as in Macan Putih Village with the cultural potential of Indigenous Gredogan, Kuda Kencak, Tawang Alun/Macan Putih Sites, and the Plecutan Site, Gombolirang Village with the cultural potential of the Rempeg/Princen Jagapati Site and other villages that have various cultural potentials to support development Banyuwangi Regency Tourism.

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