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Development Strategy in Munggu Tourism Village, Badung Regency, Bali Provice

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Abstract

This study aims to establish a growth strategy for Munggu Tourism Village, one of the tourist destinations in Mengwi Regency, Badung Province. The research began by evaluating the village's potential, examining the stages of development, and determining the elements that drove the development of the Munggu Tourism Village. This research takes a qualitative method, with data collected through observation, interviews, focus group discussions, literature reviews, and research questionnaires.

The research findings suggest that the Munggu Tourism Village has a wide range of tourism potential, including mekotekan cultural attractions, dance performances, and Munggu beach tourist attractions. Munggu Tourism Village is further supported by the availability of amenities such as homestays owned and operated by the local community. The village community is also a part of a tourism awareness organization, and the village government has taken an active role in the development of the Munggu tourist village.The village community is also a part of a tourism awareness organization, and the village government has taken an active role in the development of the Munggu tourist village.

Munggu Village's growth as a tourist destination is influenced by both internal and external influences. Each element is made up of five strength indicators, five weaknesses, five opportunities, and three threat indications. These elements are examined using the IFE, EFE, IE, SWOT.

Keywords: development strategy, tourism village, swot.

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INTRODUCTION

Tourism has an important role in the economy of a country, including in Indonesia. With great tourism potential, Indonesia has natural, cultural, and culinary attractions that can attract domestic and foreign tourists. The development of the tourism sector is an important part of the creative economy which aims to improve the community's economy (Ridla, et al., 2021). However, tourism development requires good management, superior human resources, and the participation of local communities. Bali is one of Indonesia's leading tourism destinations, known for its natural beauty and culture. The tourism sector in Bali has developed and become the backbone of the regional economy. Despite experiencing a drastic decline in 2020 and 2021 due to the COVID-19 pandemic, Bali's tourism began to recover in 2022 and showed a significant increase in 2023.

To maintain its tourist attractions, Bali not only relies on natural and cultural attractions, but also the hospitality and professionalism of the locals. One way to maximize tourism potential is through the development of tourist villages. Tourism villages offer experiences that reflect the authenticity of the countryside, both in terms of socio-culture, customs, and natural beauty. Munggu Tourism Village in Badung Regency is an example of a tourist village that highlights cultural and natural attractions. Strategically located close to the popular tourist attraction of Canggu, Munggu Village offers a variety of attractions such as cultural, educational, sports, and religious tourism. One of the main attractions is the mecote cultural ceremony which is held every six months.

Despite having various advantages, Munggu Tourism Village faces several challenges. One of them is the low level of tourist visits compared to other tourist villages. In addition, the tourism products offered are still minimal and the sustainability of tourism activities in this village needs to be improved. The potential of Munggu Tourism Village is actually worthy of further development. However, development that is not carefully prepared will cause problems and make it difficult for local communities. Therefore, the participation of all parties is needed to maximize the potential and make Munggu Village an independent tourist village. Structured studies and planning need to be carried out, including SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to support the development of the Munggu Tourism Village. With the right approach, Munggu Tourism Village can be a successful example of community-based tourism development and local culture in the Province of Bali.

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LITERATURE REVIEW

Tourism Potential

Tourism potential has a diverse interpretation from experts, here are various opinions from experts. Sukardi (2014) explaining tourism potential as everything owned by an attraction and useful for developing the tourism industry in the area. According to Yoeti (2009) states that an area can be said to be a tourist attraction if it has 3 characteristics, including; *something to do, something to see, something to buy.* It can be concluded from the 3 characteristics above are the main factors that can categorize an attraction has potential or not.

According to the World Tourism Organization (2014), the elements of tourism destinations are divided into 6 parts, namely: *Attraction, Accesbilities, Human Resources, Image and Character, Public and Private Amenities, Price.* These six parts were chosen in this study because they are relevant to the tourism conditions of Wista Munggu Village. The elements of tourism destinations described above are divided into 6 parts, namely: *Attraction, Accesbilities, Human Resources, Image and Character, Public and Private Amenities, Price* (Sudiarta, 2014). This research uses this concept because it is relevant to the tourism conditions of Munggu Tourism Village which are more complex today. In dissecting tourism potential, the concept of ABCD (*Asset Based Communities Development*) is also needed, which means that it is a model approach in community development. This approach emphasizes the inventory of assets in the community that are seen as supportive of community empowerment activities.

Tourism Village

A tourist village is a form of integration between attractions, accommodation and supporting facilities presented in a community life structure that is integrated with applicable ordinances and traditions (Nuryanti, 1993). According to Pitana, a tourist village is a rural area that has advantages in natural resources, culture, and people. Tourism villages develop sustainable tourism by paying attention to environmental sustainability, local wisdom, and improving the welfare of village communities.

The concept of a tourist village itself is a village or rural area that is developed with the aim of attracting tourists, both from within the country and abroad. Tourism villages offer a unique tourism experience by highlighting local wisdom, culture, traditions, nature, and lifestyle of the local community while from the goal of maintaining local culture and traditions, tourism villages aim to maintain the cultural heritage and traditions of the local community. Through the development of tourist villages, local traditions and wisdom can be preserved and inherited to future generations, local economic empowerment, tourist villages can be a source of income for

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the local community. By developing tourist attractions, lodgings, restaurants, and other businesses, tourism villages can create jobs and increase the income of village communities, and environmental conservation, sustainable tourism villages strive to preserve their natural environment (Ridla, et al., 2024). Through the ecotourism approach, tourism villages promote environmentally friendly practices and awareness of the importance of natural resource conservation.

Tourism Development Strategy

Strategy is an inseparable part of development and planning. Kanom (2015) in his research explained that the tourism development strategy is an integrated plan that includes elements from the government, the private sector, the community and academics to assess the internal and external environmental conditions so that it can become an advanced and sustainable tourism destination. According to Marpaung (2002) explained that strategy is a process of determining values and choices and decision-making in utilizing resources that give rise to a commitment for an organization concerned to actions that lead to the future.

In meaning, a development strategy is a process of improvement or improvement to improve something that exists. Tourism development carried out in an area characterizes the existence of tourism potential in the area. Based on the potential and opportunities that exist in Munggu Tourism Village as a tourist attraction in research, a tourism development strategy needs to be formulated in a sustainable manner to maximize the existing potential. This study explains a series of systematic efforts made to increase the tourism potential in tourist villages. This development strategy also aims to promote more advanced tourism in the Munggu Tourism Village area in the use of existing resources for the continuity of development that improves, advances and improves the condition of Munggu Tourism Village so that it is hoped that Munggu Tourism Village can become a more advanced tourist attraction and can provide benefits for the local community around.

Tourism Planning

According to Butler (1980), the tourism life cycle consists of seven phases, each with a different impact. The first phase is the exploration phase, in this phase new tourism locations begin to be discovered and visited in a limited way, especially by adventurous tourists. In this phase of involvement, the number of visits increased, and some local communities began to build various facilities for tourists. In the development phase, in this phase foreign investment began to come in, and the tourism market systematically began to emerge. In the consolidation phase,

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in the local economic structure, tourism is already dominated by international networks or large companies and franchises. Although the number of tourist visits continues to increase, the number is still low. The *stagnation phase*, economic, social, and environmental problems due to the uncertainty of various factors have exceeded carrying capacity or capacity. In the decline phase, tourists began to switch to new places, and many tourist attractions have already switched to other businesses. As a result, destinations are increasingly less attractive to tourists.

METHOD

This research was conducted using qualitative research methods. This method involves the use of researchers as the main tool, data collection is carried out in a triangulation manner, data analysis is carried out inductively, and the results emphasize meaning rather than generalization (Abdussamad, 2021). This research is the result of the depiction of various conditions, situations, and realities that exist in Munggu Tourism Village. Data collection was carried out through observation, in-depth interviews, group discussion forums (FGD), and documentation studies. Furthermore, in analyzing the data, the researcher used several analysis techniques, including qualitative descriptive analysis techniques, IFE & EFE matrix analysis, IE matrix, and SWOT analysis to develop alternative strategies that can be proposed in the development of Munggu Tourism Village in Badung Regency, Bali Province.

RESULT

Tourism Potential in Munggu Tourism Village

Based on the results of the research, Munggu Village has a variety of tourism potentials, both natural, cultural and man-made tourism that are interesting to develop. These potentials are important elements in the development of Munggu Village as a tourist attraction. According to the World Tourism Organization (2007 in Sudiarta, 2014) there are 6 elements of tourism destinations, namely: *Attraction, Amenities, Accessibilities, Human Resources, Image and Character, Price*. The classification of tourism potential in Munggu Village is reviewed from the 6 elements described as follows;

Attraction

Attractions are a significant component in efforts to attract tourist arrivals. There are 3 (three) attraction capitals that are able to attract tourists, namely, 1) natural tourist attractions, 2) cultural tourist attractions, and 3) man-made attractions (Sugiama, 2014). Based on the results of the research conducted, Munggu Village has a variety of natural, cultural, and artificial tourist

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attractions. The tourist attractions can be seen in Table 1 as follows;

Table 1. Tourist attractions in Munggu Tourism Village

No.	Name	Category	Location	Stage of Development
1	*Mekotekan* Cultural Attractions	Culture	Munggu Village	Involvement Stage
2	Munggu Beach	Nature	Munggu Village	Involvement Stage
3	Bali Ornament Painting	Culture	Munggu Village	Involvement Stage
4	Tirta Tubing Tour on the Penet River	Nature	Munggu Village	Exploration Stage

Source: Data Result, 2024

Amenities

Munggu Tourism Village has adequate amenities such as accommodation options ranging from homestays to villas and boutique hotels that offer a traditional Balinese atmosphere with views of rice fields or beaches. Supporting facilities or amenities for tourism activities that already exist in Munggu Tourism Village include restaurants, villas, laundry services, mini markets, ATMs, and Money Changers. The ownership of these supporting facilities is not the local community, so the people of Munggu Village have not benefited directly from the tourism that develops in their village.

Accesbility

This Tourism Village has good accessibility because of its location close to popular tourist areas such as Canggu and Tanah Lot, can be reached via well-maintained and wide highways and gets access in about 40-60 minutes from Ngurah Rai International Airport, with various transportation options available such as local taxis, online motorcycle taxis, and car and motorbike rental services. Although public transportation to this village is relatively limited, it is more recommended to use private vehicles or tourist transportation services for convenience. has a very adequate road infrastructure and can be accessed by various types of motorized vehicles such as buses, cars or motorcycles.

Human Resources

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Human and institutional resources in Munggu Tourism Village have a very important role in empowering local communities, especially as the main actors in tourism. This is done by conducting skills training, cultural preservation, local product management, and organized village infrastructure development through institutions such as BUMDES and POKDARWIS, which collaborate with the government and the private sector to preserve the environment, advance the local economy, improve the quality of tourism services, and ensure the sustainability of community-based tourism oriented to the welfare of village communities. The institution/organization found in Munggu Tourism Village is POKDARWIS (Tourism Awareness Group) which consists of all members of the Munggu Village office.

Image

Things included in the image of a tourist destination are uniqueness, scenery, environmental quality, safety, service level, and friendliness (WTO, 2007 in Sonia and Azizah, 2020). The uniqueness of Munggu Tourism Village is in line with the description above. Munggu Tourism Village has a strong image as a destination that combines the authenticity or wisdom of Balinese culture with quiet and peaceful rural life. This village maintains local traditions, such as traditional ceremonies, dances, and religious activities so that they are maintained and become part of the daily life of the local community.

Price

The impression of the price issued in Munggu Tourism Village tends to be affordable and friendly in the pockets of tourists, especially when compared to more commercial and popular Balinese tourist areas such as Seminyak or Canggu. The price of accommodation, food, and various tourist services such as homestays, local stalls, or tour guides are usually more economical, providing good value for tourists looking for an authentic and traditional experience without spending a high cost.

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Internal Factor Analysis

This internal factor analysis contains the identification of the strengths and weaknesses in Manggu Tourism Village. The reference used in framing the internal factors in this study is the tourism potential approach based on 6 basic elements of tourism destinations that are adjusted to the existing conditions of Munggu Tourism Village. Based on the results of the research, these factors include.

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Table 2. Internal Factors for the Development of Munggu Tourism Village

No.	Internal Factors	Weight	Rating	Score
Strengths				
1	Has the only *Mekotekan* cultural attraction in Bali	0,12	3,9	0,47
2	It has a large rice field area and is one of the rice barns in Badung Regency	0,09	2,9	0,26
3	It has a natural attraction, Munggu Beach	0,11	3,6	0,41
4	Public interest in working in the agricultural sector is high	0,10	3,4	0,35
5	Has strategic highway access for tourism	0,12	3,8	0,44
Weakness				
6	Munggu Tourism Village does not have something to see and something to buy	0,07	2,4	0,17
7	Less clean environmental conditions	0,10	3,1	0,30
8	The spatial layout of the Tourism Village is not good and is maximized	0,11	3,5	0,38
9	Lack of tourism counseling and training, especially about Tourism Villages to local communities	0,07	2,4	0,17
10	There are no tickets or fees intended to enjoy the attraction	0,10	3,4	0,35
Total IFE		**1,00**		**3,30**

Source: Data Result, 2024

In the IFE matrix, it can be concluded that the main strength of Munggu Tourism Village is that it has a unique *mekotekan* tradition and is the only one in Bali with a total score of 0.47. Meanwhile, the main weakness lies in the spatial layout of the tourist village which is not good and is maximized with a score of 0.38. The total number of IFE matrix calculations for Munggu Tourism Village is 3.30. This figure shows that the ability of Munggu Tourism Village organizationally is above the average of at least 2.50. This total score also shows that internally Munggu Tourism Village has a good ability to take advantage of existing strengths.

External Factor Analysis

This analysis of external factors was carried out to determine the position of Munggu Tourism Village in facing its external environment. The benchmark for determining external factors in this study uses PEST analysis consisting of political, economic, social and technological

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factors based on the existing conditions of the development of Munggu Tourism Village, these external factors include.

Table 3. External Factors for the Development of Munggu Tourism Village

No.	External Factors	Weight	Rating	Score
Opportunities				
1	Increase in the number of tourists from eastern Europe	0,12	3,5	0,43
2	Close to tourism icons that support tourism activities (Canggu - Tanah Lot)	0,14	3,9	0,53
3	The current tourism trend that leads to sustainable tourism is one of the programs is the Tourism Village	0,13	3,6	0,47
4	There is a new management of tourism village managers dominated by the younger generation	0,14	3,9	0,53
5	There is a government policy that supports Munggu Village as a Tourism Village (Perbup Number 47 of 2010)	0,13	3,8	0,50
Threat				
7	Regulations that are not in line or in line with the village	0,10	2,8	0,27
8	Uncontrolled land conversion that occurs both outside and inside green areas	0,13	3,8	0,50
9	The influence of western culture as a consequence of the presence of tourism both outside and inside Munggu Village	0,11	3,1	0,35
Total EFE		**1,00**		**3,57**

Source: Data Result, 2024

Based on the EFE matrix, it was obtained that the main opportunity for the development of Munggu Tourism Village is close to tourism icons that support tourism activities (Canggu – Tanah lot) and there is a new management of the management of Munggu Tourism Village which is dominated by the younger generation with a total score of 0.53. Meanwhile, the main threat faced by Munggu Tourism Village in its development is uncontrolled land conversion and occurs both outside and in green areas with a score of 0.50. The total number of External Factor Evaluation (EFE) calculations for Munggu Tourism Village is 3.57. This figure shows that the ability of the Munggu Tourism Village organizationally is above the average of at least 2.50. This total score also shows that externally Munggu Tourism Village has a good ability to see the

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opportunities and opportunities that are held in its development.

IE Matrix Analysis

The IE matrix is the entire merger between the total score of the IFE (Internal Factor Evaluation) matrix and the total score of the EFE (External Factor Evaluation) matrix. The results of the mapping of the IE matrix of Munggu Tourism Village are described as follows.

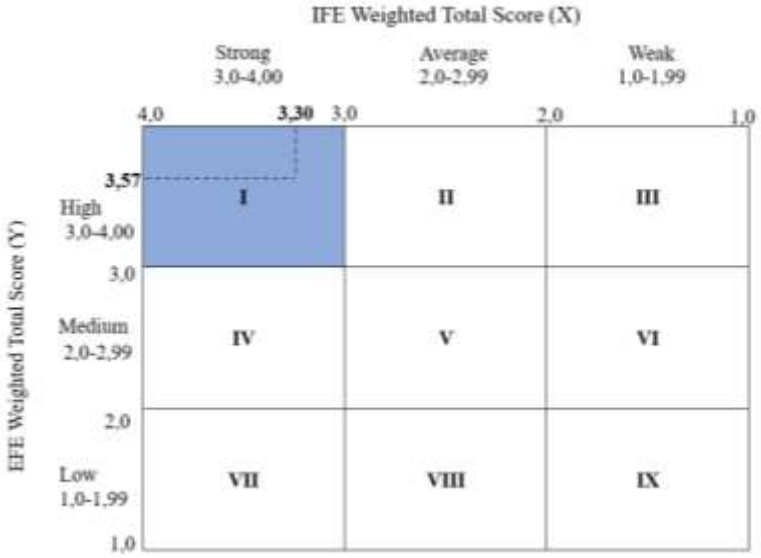


Figure 1. IE Matrix Analysis Munggu Tourism Village

Source: Data Results, 2024

The results of the mapping in matrix I of Munggu Tourism Village in Table 5.5 show that the position of Munggu Tourism Village is in cell I. The position of Munggu Tourism Village in Cell I means that the development of Munggu Tourism Village is described as grow and build. Strategies that can be applied if a company or industry is in this cell are intensive and integrated strategies (David, 2011). Judging from the existing conditions of its development, Munggu Tourism Village is supported by internal and external factors that can implement intensive strategies for market penetration and development to increase sales and demand for tourist attractions. Intensive strategies that can be applied in Munggu Tourism Village include penetration strategies and product development strategies.

SWOT Matrix for the Development of Munggu Tourism Village

SWOT analysis is used to analyze various factors more systematically to formulate alternative strategies for the development of Munggu Tourism Village. In this research, SWOT

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analysis is used by researchers as an effective approach, namely as brainstorming and developing a strategic plan in accordance with the factors that affect it. SWOT analysis produces alternative strategies by paying attention to strengths, weaknesses, opportunities, and threats in the development of the Munggu Tourism Village. There are nine alternative strategies formulated for the development of Munggu Tourism Village as an independent tourism village consisting of the SO strategy, ST strategy, WO strategy and WT strategy as follows;

Table 4. SWOT Matrix Analysis for the Development of Munggu Tourism Village

IFAS	**Strengths**	**Weaknesses**
EFAS	1. Has the only *Mekotekan* cultural attraction in Bali. 2. It has a large rice field area and is one of the rice barns in Badung Regency. 3. Natural attractions, such as Munggu Beach, that attract tourists. 4. The high interest of the public in working in the agricultural sector. 5. Strategic highway access for tourism.	1. Munggu Tourism Village does not have "something to buy" 2. Less clean environmental conditions. 3. Village spatial planning that is not good and optimal. 4. Lack of tourism counseling and training to the local community. 5. There are no tickets or fees set to enjoy the village attractions yet.
Opportunities	**S-O Strategy**	**W-O Strategy**
1. Increase in the number of tourists from Eastern Europe. 2. Proximity to other tourism icons such as Canggu and Tanah Lot. 3. Tourism trends that lead to sustainable tourism,	1. Development of Natural and Cultural Tourism Programs (S1,S2,S3 VS O3,O4) 2. Cooperation with Nearby Tourist Destinations (S5 VS O1,O2)	1. Improved Cleanliness and Spatial Planning (W2,W3 VS O3) 2. Counseling and Continuing Training (W1,W2,W3,W4 VS O3,O4,O5)

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supporting the Tourism Village program. 4. The new management is dominated by the younger generation. 5. Government policies that support Munggu Village as a Tourism Village Perbup No. 47 Th 2010).	3. Local Community Empowerment (S4 VS O1,O3,O4)	
Threats	**S-T Strategy**	**W-T Strategy**
1. Regulations that are not in line with or in line with the needs of the village. 2. Uncontrolled land conversion, both inside and outside green areas. 3. The influence of Western culture as a consequence of tourism that can affect local culture.	1. Supervision of Land Use Transfer (S2, S4 VS T2) 2. Collaboration with the Government (SI,S2,S3,S4 VS T1,T2,T3)	1. Determination of Regulations and Admission Tickets (W4,W5 VS T1) 2. Preparation of Strict Spatial Plans (W3 VS T1,T2)

Source: Data Results, 2024

S-O Strategy (Strengths and Opportunities)

Development of Natural and Cultural Tourism Programs

According to Marpaung (2002) explained that strategy is a process of determining values and choices and decision-making in utilizing resources that give rise to a commitment for an organization concerned to actions that lead to the future. Taking advantage of the existing potential is the best way to maximize a tourist attraction to be developed, Munggu Tourism Village has the attraction of *mekotekan* pressed culture and the beauty of Munggu beach, as well as agricultural land as the main tourist attraction. This can be combined with a sustainable sustainable tourism trend. Before COVID 19 occurred in 2019, Munggu Tourism Village had made a variety of tour packages ranging from the cultural tradition of *Mekotekan* duplication, canang making classes and dance classes and already had its own market. These three things can be resumed as a sustainable program by seeing that it has been done and succeeded, which is hoped

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that this program can attract tourists, especially from Eastern Europe, which is increasing in number.

Cooperation with Nearby Tourist Destinations

Strategic locations are very important for tourist attractions because the ease of accessibility can increase the number of tourist visits. Sukardi in paat (2014) Explaining tourism potential as everything that is owned by an attraction and useful for developing the tourism industry in the area. The real potential in Munggu Village is that it is located on an easy-to-reach path or close to other famous tourist attractions, this makes it a benefit to attract visitors. Munggu Tourism Village itself is located between Balinese tourism icons, namely Canggu and Tanah Lot. Taking advantage of the proximity to Canggu and Tanah Lot to attract tourists who visit these places to stop by Munggu Tourism Village is a potential that must be well utilized, especially to capture the quantity of guests who visit this tourist village. The program that can be applied is by creating digital promotions or combined tour packages that can be an option to maximize guest visits to the Munggu Tourism Village.

Local Community Empowerment

Community-Based Tourism (CBT) or local community empowerment in the world of tourism has a strong relevance to the concept of tourism villages because both focus on the active participation of local communities in every aspect of tourism. In tourism villages, CBT ensures that local communities are not only the beneficiaries of tourism, but also play an active role as managers and key decision-makers in tourism development. This is important because by engaging local communities, tourism villages can maintain and preserve their culture, traditions, and environment while creating a sustainable source of income. In addition, the role of Community-Based Tourism within tourism villages also allows tourists to get an authentic and immersive experience, as they directly interact with local people who have in-depth knowledge of the region and its culture. In this case, Munggu Tourism Village can involve the community in the development of tourism villages by providing training programs based on existing opportunities, such as sustainable tourism trends and actively participating as the main managers and decision-makers in tourism development.

W-O Strategy (Weakness and Opportunities)

Improved Cleanliness and Spatial Planning

Accessibility can be interpreted as the ease with which visitors can reach tourist

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destinations through air, sea, sea to certain means of transportation. This accessibility need is also very important because visitors must also get a relatively easy, cheap and comfortable trip including Visa requirements. (Sonia & Azizah, 2022) In achieving good accessibility, guest comfort is included in this scope, especially cleanliness. Cleanliness and good spatial planning are very important in tourist village areas because they are the main factors that determine the comfort of tourists on their trips. A clean and well-organized environment not only reflects the beauty and neatness of the village, but also shows the community's commitment to maintaining and preserving local assets.

Good spatial planning ensures that tourist facilities, residential areas, and public areas are arranged harmoniously, thus creating a regular flow of visits and a pleasant experience for tourists. With cleanliness and spatial planning, tourism villages can maintain their appeal, increase visitor satisfaction, and encourage repeat visits, while maintaining the quality of life of the local community. Munggu Tourism Village can implement a customary policy program or It has a large rice field area and is one of the rice barns in Badung Regency -*awig* to regulate areas that must be preserved to remain green and areas that can be built by investors, this can maximize the spatial layout of the village itself. Villages can also take advantage of the role of the new tourism village manager for this spatial strategy, due to the appropriate background between the new tourism village manager who has experience and education in regional and urban planning.

Counseling and Continuing Training

Ongoing counseling and training in Munggu Tourism Village is very important to empower local communities to manage and develop tourism more effectively and sustainably. Through education and training programs conducted by tourism village managers, the community can increase the knowledge and skills needed to improve the quality of services, preserve culture, and protect the environment. In addition, continuous training ensures that the village community is always ready to face changes in tourism trends and can continue to innovate to meet the needs of tourists.

The workforce that fills all tourism activities can be said to be tourism human resources, tourism labor is an important aspect in utilizing and responsibilities related to the growth of tourism fans need to be managed in accordance with the strategy and vision of tourism destinations. (Sonia Azizah, 2022) One of the trainings that can be carried out is the language, especially English, so that the community can interact optimally with tourism and basic hospitality education to provide satisfaction to guests while visiting the Munggu Tourism Village. With consistent counseling and training, tourism villages can develop into competitive, inclusive, and

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highly competitive destinations, providing long-term benefits to the internal community.

S-T Strategy (Strengths and Threats)

Supervision of Land Use Transfer

There are two factors that affect a development in the world of tourism, namely internal and external factors (Yoeti, 2009). An external factor that is of special concern from Munggu Tourism Village is environmental conservation, this is very important in preventing land conversion that can be detrimental, especially for the local community. When productive land in tourist villages, such as agricultural land and green areas, is converted for other purposes such as industrial or housing development without considering its environmental impact, it not only threatens the natural ecosystem, but also disrupts the economic and social welfare of the village communities that depend on the land. This land is often the main source of livelihood for the community, providing food, water, and other natural resources that are very vital.

By preserving the environment in the tourist village, the village can create a program to preserve the natural and cultural heritage that is often closely related to the land. In this case, the village can make a policy program or *awig-awig* (customary regulations) that regulate environmental conservation, if there is a potential for uncontrolled land conversion, the village can take appropriate action to anticipate this action.

Collaboration with the Government

Synergy with the government is needed in developing tourism villages because government support and policies can provide the infrastructure, regulations, and resources needed to ensure sustainable and inclusive tourism management. The PEST analysis consists of political, social, economic and technological factors. External environmental management as part of the development of Indonesia's tourism area (Hasugian, 2017). This quote is relevant to research because environmental management, especially from political factors, can also affect tourism development.

This collaboration with the government allows tourism villages to gain access to training, funding, and promotion programs that can increase tourism attractiveness, while ensuring that tourism development is in line with the interests and well-being of local communities. This good synergy is carried out with the aim of minimizing negative views between the government and villages in different points of view. With good and close cooperation between the village and the government, the tourist village can grow into a destination that is not only attractive to tourists, but also empowers the community and preserves the local culture and environment.

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W-T Strategy (Weakness and Threats)

Determination of Regulations and Admission Tickets

According to the World Tourism Organization (Sudiarta, 2014). The elements of tourism destinations are divided into 6 parts, namely: Attraction, Accesbilities, Human Resources, Image and Character, Public and Private Amenities, Price. Munggu Tourism Village has not charged a fee for mekot cultural attractions, which should be an important factor in the element of tourist destinations, namely price. The village's internal revenue, including the receipt of entrance tickets, is very important in the management of tourism villages because providing good financial resources is needed to support various aspects of the operation and development of the destination. By implementing an entrance ticket system, tourist villages can raise significant funds to repair and maintain infrastructure such as roads, public facilities, and tourist areas.

Internal revenue can also be used to improve the quality of services provided to visitors, as well as to carry out essential cultural and environmental preservation programs to maintain the sustainability and attractiveness of the tourist village. The existence of internal revenues also helps to reduce dependence on external (government) funds, allowing villages to have greater control over their management and development strategies. The determination of this fund can be measured by the amount of existing cost burdens, ranging from the human resources involved, the facilities that are burdened and the target of a good ROI (Return of investment). With the funds obtained from the entrance ticket, tourism villages can plan and implement innovative and sustainable projects, such as the development of new attractions, counseling to the local community, and more effective promotion.

Preparation of Strict Spatial Plans

This strategy is quite similar to the strategy to improve cleanliness and spatial planning above which regulates the existence of *awig-awig* or customary regulations to regulate areas that must be preserved to remain green and areas that can be built by investors, but in this strategy it discusses the role of related village security institutions and government security agencies to help emphasize the areas that must be maintained, especially green areas. Villages can cooperate with government security (police) if it is found that there are land function experts who occur illegally.

CONCLUSION

The conclusion of this study shows that Munggu Tourism Village has attractive tourism potential, such as local cultural richness, unique traditions, and rural natural beauty. Special attractions include traditional ceremonies, traditional dances, Munggu Beach, tirta tubing tours

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on the Pened River, as well as the culture of mekotek and painting Balinese ornaments. Factors that affect the development of Munggu Village as an independent tourism village consist of internal and external factors. Internally, there are five strengths such as a unique mecote tradition, and some weaknesses such as the spatial layout of tourist villages that have not been maximized. Externally, through the PEST (Political, Economic, Social, and Technological analysis), five opportunities were found, including proximity to popular destinations such as Canggu-Tanah Lot, as well as three threats, one of which was uncontrolled land conversion. From the results of the analysis, nine alternative development strategies were obtained that were formulated using the IFE, EFE, IE, and SWOT matrices. IFE and EFE analysis showed that Munggu Tourism Village had above-average organizational capabilities, with IFE scores of 3.30 and EFE 3.57. Through SWOT analysis, nine strategies were produced: SO (Strengths and Opportunities) Strategy such as natural and cultural tourism sustainability programs, ST Strategy (Strengths and Threats) including land use transfer supervision policies and collaboration with the government, WO (Weakness and Opportunities) Strategy such as cleanliness and continuous training policies, and WT (Weakness and Threats) Strategy which includes the establishment of entrance regulations and strict spatial planning. These strategies are expected to maximize the development of Munggu Tourism Village.

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