

ABSTRACT

Tourism is important for foreign exchange earnings, which can boost a country's economic growth, including reducing unemployment and increasing national productivity. A tourism village is a village with its own uniqueness, such as natural beauty, culture, art, etc. According to regulations from the Minister of Culture and Tourism, a tourism village is a union of attractions, facilities, accommodations, and other support services provided within a community environment that is integrated with the existing culture. According to the Organization for Economic Co-Operation and Development (OECD), the tourism sector in Indonesia can contribute up to 5.0% of Indonesia's GDP. The phenomenon shows that the growth of tourism villages in 2021-2022 has been very rapid.

However, Cipamekar Tourism Village experienced a decline in the number of visitors due to the impact of Covid-19. During the pandemic, revenue and visitor numbers continued to decrease because of the government's strict PPKM (community activity restrictions), which required people to stay at home. This had a significant impact on Cipamekar Tourism Village. Despite the end of the Covid-19 pandemic, the number of visitors to Cipamekar Tourism Village has continued to decline each year. Based on the analysis of this phenomenon and observations, Cipamekar Tourism Village needs an appropriate business strategy to compete again. To obtain this strategy, an analysis of the internal and external environment is needed, after which alternative strategies can be developed and recommended to Cipamekar Tourism Village.

In this study, the analysis was conducted in three stages of strategic management: input stage, matching stage, and decision stage. The input stage was conducted using IFE and EFE tools by analyzing the internal and external environment. The matching stage used SWOT analysis to develop alternative strategies, and the decision stage used QSPM to determine the alternative strategy to be implemented.

The results of this study showed an IFE matrix score of 3.759 and an EFE matrix score of 3.390. Seventeen alternative strategies were developed using the SWOT matrix, and the selection of an alternative strategy was made using the QSPM matrix. The recommended strategy for Cipamekar Tourism Village is to conduct consistent and massive promotion and outreach using social media or face-to-face, with a TAS score of 7.167.

Keywords: *IFE matrix, EFE matrix, SWOT, QSPM*