

# Opportunities And Challenges For Developing Thematic Villages For The Independence Of Malang City

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## Abstract

This research reviews the phenomenon of thematic village development in Malang City as an innovative solution to increase the city's independence and sustainability. The aim of the research is to identify opportunities and challenges related to the development of thematic villages and explore their impact on the tourism sector, local economy and community quality of life. The method used is descriptive qualitative with a SWOT analysis approach, which allows identifying strengths, weaknesses, opportunities and threats related to the development of thematic villages. The research results show that thematic villages have significant potential for further growth and development, but are also faced with challenges such as limited infrastructure and threats such as competition and policy changes. The proposed development strategy includes infrastructure improvements, more aggressive promotion, training for local communities, and risk mitigation efforts. With a holistic approach and support from various related parties, the development of thematic villages in Malang City can make a positive contribution to local tourism and the economy of the local community.

## Article Info

### Keywords:

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## 1. Introduction

Malang City, East Java, has etched its name in history as a city rich in potential and tourist attractions. Known as the "City of Education," "Apple City," and "City of Tourism," Malang continues to attract tourists from various corners. However, in recent years, attention has shifted to a new phenomenon embellishing the city's tourism map: thematic villages. Thematic villages have emerged as innovative works that draw local tourism, with the concept of residential areas becoming attractive destinations by incorporating themes such as culture, history, art, or local products. These thematic villages have received support from the tourism sector in Malang City, and prior monitoring and evaluation assessments have been conducted to encourage the spirit of thematic villages in developing and advancing challenges that occur in Malang City's thematic villages (Pemerintah Kota Malang, 2023). The research aims to delve into the uniqueness of the concept and implementation of thematic villages in Malang City. The focus is on 21 villages that combine local cultural wealth with interesting themes to promote tourism and local economy, aiming to unearth effective strategies for developing thematic villages as attractive and sustainable tourist destinations. The hope is that this initiative will not only provide economic benefits but also empower the local community and offer unforgettable experiences for visitors.

**Table 1.** List of Thematic Village Names in Malang City

No	Nama Kampung Tematik Kota Malang
1	Kampung Budaya Polowijen
2	Kampung Tridi
3	Kampung Warna-Warni
4	Kampung Biru Arema
5	Kampung Glintung Water Street
6	Kampung Terapi Hijau
7	Kampung Lampion Wangi
8	Kampung Keramik Dinoyo
9	Kampung Wisata Tempe Sanan
10	Kampung Wisata Gribig Religi
11	Kampung Gerabah Penanggungan
12	Kampung Putih
13	Kampung Heritage Kajoetangan
14	Kampung Satrio Turonggo Jati
15	Kampung Koeboeran Londo Misa Arwah
16	Kampung Rolakku Indah
17	Kampung Nila Sililir
18	Kampung Wisata Panawijen
19	Kampung 1000 Topeng
20	Kampung Bamboo Mewek Park

Source: Malang Imes

The development of thematic villages promises a number of opportunities for the self-reliance of Malang City. By harnessing the unique and diverse local potential, thematic villages can become a source of new income for the local community. Additionally, through proper tourism promotion and infrastructure development, the city can expand its tourist market share, boost local economic growth, and improve the overall welfare of the community (Darmawan, D. A., & Rachmawati, 2023). In the development of thematic villages, research by Akbar, (2018)) states that thematic villages serve as a participatory solution to the problem of slum settlements in Malang City and emphasizes the creative role of the community in transforming marginalized areas into attractive tourist destinations, creating additional income, and improving quality of life.



In Malang City, there are thematic villages that have gained significant popularity, such as Jodipan Colorful Village, Glintung Go Green Village, Tridi Village, Dinoyo Ceramic Village, Satrio Village, Polowijen Cultural Village (KBP), and White Village (Pemerintah Kota Malang, 2023). These villages have become prominent tourist attractions in the city, each carrying a unique theme that reflects the cultural, artistic, and environmental richness of the local area. The presence of these thematic villages not only enriches Malang City's tourism panorama but also makes a significant contribution to the local economy and increases awareness of the importance of environmental preservation and cultural heritage.

The development of thematic villages in Malang City promises various significant opportunities for enhancing the city's self-reliance and sustainability. In this context, several studies have highlighted the diverse opportunities offered by thematic villages. First, thematic villages have great potential to boost the tourism sector of Malang City by attracting interest from both local and international tourists, which in turn can have positive impacts such as increased community income and job creation. Second, thematic villages are also seen as effective means to promote and preserve local culture, which can serve as a strong identity in attracting tourists (Haryanto, 2019). The development of thematic villages is also expected to improve the quality of life for residents through infrastructure improvement, cleanliness, and security in residential areas. Lastly, through collaborative activities in thematic villages, it is hoped that a sense of unity and solidarity among residents can be strengthened, creating a solid and harmonious community. Considering the various opportunities offered, the development of thematic villages becomes a crucial strategy in efforts to achieve the holistic self-reliance and sustainability of Malang City (Suwantoro, 2020).

The development of thematic villages in Malang City is not without its challenges that need to be addressed. Despite offering great potential, the implementation of thematic villages also faces various obstacles (Farida et al., 2021). In this regard, infrastructure challenges such as the lack of basic facilities, narrow roads, and inadequate sanitation often hinder the development of thematic villages. Additionally, environmental sustainability issues are also a focus of concern, where a large number of visitors can increase the risk of environmental degradation and ecosystem damage (Rahmawati, E., & Ika, 2022). Furthermore, challenges in preserving the authenticity of local culture and preventing excessive commercialization also need to be considered to ensure that thematic villages do not lose their local values. The development of thematic villages requires good coordination between the government, local communities, and other relevant stakeholders, as well as adequate financial support to ensure the success and sustainability of the project. By understanding and addressing these various challenges, the

development of thematic villages in Malang City can become more effective and sustainable in supporting the overall independence and growth of the city.

Based on the earlier explanation, a research phenomenon can be drawn, which is the development of thematic villages as an innovative solution to enhance the self-reliance and sustainability of Malang City. The objective of this research is to identify opportunities and challenges related to the development of thematic villages, as well as to explore their impacts on the tourism sector, local economy, and quality of life of the community, providing in-depth insights for stakeholders, including the government, community, and other relevant parties, in designing sustainable and competitive development strategies in Malang City.

## 2. Methods

The method used is qualitative descriptive. In the qualitative approach, data is analyzed using an interactive model through the process of data collection and data presentation (Moleong, 2007). This approach also employs SWOT Analysis. SWOT Analysis is used to develop strategies for the opportunities and challenges of thematic villages in Malang City. The steps in SWOT analysis include identifying Strengths, Weaknesses, Opportunities, and Threats; formulating them into a SWOT matrix with corresponding strategies (Johnson, G., Angwin, D., Regner, P., & Scholes, 2017). Based on the method to be used, the following topics will be discussed in this research:

1. Strength Opportunity (SO) Strategy: This strategy is created to leverage all strengths to maximize opportunities.
2. Strength Threat Strategy: Strategy involving the utilization of strengths to address threats.
3. Weakness Opportunity Strategy: This strategy is devised to utilize existing opportunities to minimize weaknesses.
4. Weakness Threat Strategy: This strategy is developed to minimize weaknesses and threats.

Here is a detailed outline of the research stages:

1. Initial Data Collection
2. At this stage, data will be gathered regarding the marketing strategies currently implemented by the target institutions or organizations. Data collection will be conducted through surveys, interviews, and direct observations.
3. Identification and Weighting of SWOT Analysis Variables
4. This step involves the identification and classification of internal (Strengths, Weaknesses) and external (Opportunities, Threats) factors:
  - a. Compiling a list of each factor based on actual conditions.
  - b. Assigning weights to each factor, ranging from 0 (not important) to 1 (very important), based on data and input from policymakers.
  - c. Assessing each factor on a scale from 1 (poor) to 5 (excellent), to be calculated based on interviews and surveys.
  - d. Calculating weighted scores for each factor, resulting in a total score reflecting its influence on the institution.
5. Rating and Scoring Determination
6. Final evaluations of each SWOT factor will be determined to assist in the subsequent strategic decision-making.
7. Strategy Formulation Through SWOT Matrix
8. Utilizing the established scores, a combination of strategies will be developed using the SWOT matrix to determine the most effective approach.

## 3. Results and Discussion

### Results

Data collection was conducted to understand the marketing strategies being implemented by thematic villages in Malang. The methods used to gather this data included in-depth interviews with village managers, surveys of visitors, and direct observations of marketing activities taking place on-site.

### Interviews with Managers:

From a series of interviews with thematic village managers, several key points were gathered:

- a. Interviewee A (Manager of Village D): "We focus on digital marketing. Social media and our website are our primary tools for attracting visitors."
- b. Interviewee B (Manager of Village E): "Cultural events are one of our ways to introduce local culture to the world. It also helps us maintain the authenticity and uniqueness of the village."
- c. Interviewee C (Manager of Village A): "We empower relationships with local government agencies to increase tourist visits. Official visits from agencies bring valuable tourists to us."
- d. Interviewee D (Manager of Village B): "Traditional marketing remains our primary focus. Collaborations with local cultural and tourism institutions help increase our village's visibility."
- e. Interviewee E (Manager of Village C): "Currently, we rely more on official visits from government agencies and non-profit organizations to expand our marketing reach."

### Visitor Survey:

Survey data collected from visitors revealed some interesting trends:

- a. 95% of visitors stated they became aware of the thematic village through recommendations from friends or family.
- b. The remaining 5% found information through internet searches.
- c. Visitors indicated a high interest in authentic cultural activities as the primary reason for their visit.

### ***Survey Results Matrix:***

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Respondent	How to Find Out	Reason for Visit	Frequency of Visit
1	Social Media	Authentic cultural experiences	First time
2	Friends/Family	Unique recreational activities	More than 3 times
3	Website	Curious about cultural events	Twice
4	Friends/Family	Strong recommendation from acquaintances	First time
5	Friends/Family	The Beauty and uniqueness	More than 5 times

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The process of identifying and weighting SWOT factors for thematic villages in Malang was carried out by involving key stakeholders, including village managers, local government and visitors. Data was collected through surveys and in-depth interviews to determine the importance of each factor and its impact on the success of the thematic villages.

**Tabel 2.** SWOT Analysis of all Malang City Thematic Villages

SWOT	Information
<b>Strengths</b>	Uniqueness and attractiveness
	Economic potential
	Community involvement
	Cultural Preservation
	Government support
<b>Weaknesses</b>	Infrastructure limitations
	Lack of promotion
	Skill and knowledge that still require training and mentoring
	The sustainability of thematic villages needs to be ensured by having a stable funding source and professional management
<b>Opportunities</b>	Increase in the number of tourists
	Thematic tourism development
	Utilization of technology
	Support from various parties
<b>Threats</b>	Competition
	Policy changes
	Natural disasters
	Ignorance

Sumber: Sintesis Penulis (2023)

The SWOT analysis of Thematic Villages in Malang City portrays a complex and diverse condition in the development of these tourist destinations. The strengths of thematic villages lie in their unique and appealing characteristics, economic potential that can positively impact local economic growth, and active community involvement in the development and preservation of culture. However, weaknesses such as infrastructure limitations, lack of promotion, and the need for improvement in the skills and knowledge of local communities need to be addressed through training and mentoring to help communities develop efforts to enhance thematic villages into visitable tourist destinations (Iswari et al., 2024). There are also opportunities to be seized, such as increasing tourist numbers, developing thematic tourism, utilizing technology, and support from various parties. Threats that need to be wary of include competition with other tourist destinations, policy changes, natural disaster risks, and lack of community awareness. Therefore, stakeholders need to take strategic steps to capitalize on opportunities, address weaknesses, and confront threats to enhance the sustainability and competitiveness of thematic villages in Malang City. According to Setyaningrum, 2(021), this competitiveness analysis is important for formulating development strategies that can enhance the position of thematic villages in the tourism industry of Malang City.

In this context, it includes the development of adequate infrastructure, effective promotion to increase tourist visits, enhancement of skills and knowledge of the community in managing thematic villages, and seeking stable sources of funding to ensure their operational sustainability. These strategies should also consider the potentials and opportunities available, as well as address the threats and challenges that thematic villages in Jodipan, Malang, may face. Thus, these development strategies are expected to maximize the contribution of Jodipan thematic village in enriching tourists' experiences, advancing the local economy, and preserving culture and the surrounding environment (Nuryanti, 2020). Meanwhile, research conducted by Darmawan, D. A., & Rachmawati, (2023) proposes development strategies for thematic villages in Malang City with a Sustainable, Resilient, and Wise (3B) approach. Besides focusing on economic

aspects, this strategy also considers environmental sustainability, resilience to risks, and local wisdom in managing these thematic villages.

Below is the table depicting the results of SWOT factor identification and weighting for thematic villages in Malang

**Tabel 3.** Result of identification and weighting of SWOT factors for thematic villages in Malang

No.	Category	Factor	Weight	Ratings	Score (weight x rating)
1	Strengths	attraction of thematic villages	0,2	5	1
2	Strengths	Economic potential of village activities	0,05	4	0,2
3	Strengths	Active community involvement	0,2	4	0,8
4	Strengths	Deep cultural preservation	0,1	4	0,4
5	Strengths	Government support in the form of subsidies and regulations	0,05	5	0,25
<b>Total Strengths</b>			0,6		2,65
6	Weaknesses	Limited adequate infrastructure	0,1	4	0,4
7	Weaknesses	Lack of effective promotion and marketing	0,05	2	0,1
8	Weaknesses	Local skills and knowledge that require improvement	0,05	3	0,15
9	Weaknesses	The need for a stable source of funding	0,2	5	1
<b>Total Weaknesses</b>			0,4		1,65
10	Opportunities	An increasing number of tourists are interested in authentic experiences	0,2	4	0,8
11	Opportunities	Further development of thematic tourism	0,15	4	0,6
12	Opportunities	Utilization of technology in promotions and operations	0,1	3	0,3
13	Opportunities	Continuous support from various parties including the private sector	0,2	5	1
<b>Total Opportunities</b>			0,65		2,7
14	Threats	Competition with other tourist destinations	0,1	4	0,4
15	Threats	Change policies that may affect operations	0,01	2	0,02

16	Threats	Risk of natural disasters that can disrupt activities	0,02	2	0,04
17	Threats	Local people's indifference to conservation	0,22	3	0,66
<b>Total Threats</b>			0,35		1,12

Source: Researcher Synthesis

From the table above, it can be seen that the main strengths of thematic villages lie in their uniqueness and attractiveness, as well as strong government support in the form of subsidies and regulations. This indicates great potential for attracting tourists and supporting the sustainability of activities in these thematic villages. Active community involvement and cultural preservation are also important supporting factors. Despite significant strengths, thematic villages in Malang City also face several weaknesses. Limited adequate infrastructure and ineffective promotion are primary concerns, as they can restrict tourist experiences and the accessibility of thematic villages. Additionally, the need for improved local skills and knowledge, as well as the requirement for stable funding sources, are factors that need to be addressed in development strategies. Opportunities to increase the number of tourists interested in authentic experiences and further develop thematic tourism indicate significant growth potential for thematic villages in Malang City. Utilizing technology in promotion and operations can also enhance the efficiency and attractiveness of thematic villages. Sustainable support from various stakeholders, including the private sector, also provides opportunities to improve infrastructure and services in thematic villages. Threats faced by thematic villages include competition with other tourist destinations, policy changes that may affect operations, natural disaster risks, and local community indifference to preservation efforts. These threats require appropriate mitigation through careful planning and collaboration with relevant parties to reduce their negative impacts.

Strength factors significantly contribute to the potential success of thematic villages, with high scores in uniqueness and government support. Meanwhile, infrastructure limitations and lack of promotion as weaknesses indicate areas that require serious attention in development strategies. Opportunities and threats have also been assessed, providing guidance on how to maximize potential and mitigate risks. The assessment of scores reaching a fairly good level indicates significant potential for thematic villages in Malang City to experience further growth and development (Table 3).

**Tabel 4. SWOT Analysis of Malang City Thematic Villages**

	<b>Strengths</b>	<b>Weaknesses</b>
<b>Opportunities</b>	<b>5,35</b>	<b>4,35</b>
<b>Threats</b>	<b>3,77</b>	<b>2,77</b>

***Intersection between Strengths and Opportunities (Strengths-Opportunities):***

The score of 5.35 indicates a strong convergence between the internal strengths of thematic villages and the external opportunities available. This signifies that thematic villages have a solid foundation to capitalize on the opportunities in their environment, such as increasing tourist numbers and further development of thematic tourism. By leveraging their uniqueness and economic potential, thematic villages can more effectively attract and exploit these opportunities.

***Intersection between Weaknesses and Opportunities (Weaknesses-Opportunities):***

With a score of 4.35, it is evident that despite internal weaknesses that need to be addressed, there are still opportunities for growth and improvement. This indicates that thematic villages can address their internal shortcomings by leveraging the opportunities available in their



environment. For example, by overcoming infrastructure limitations and lack of promotion, thematic villages can enhance their appeal to tourists interested in authentic experiences.

***Intersection between Strengths and Threats (Strengths-Threats):***

With a score of 3.77, it is apparent that while there are significant internal strengths, thematic villages also face several external threats. However, the strengths they possess, such as government support and active community involvement, can serve as a strong foundation to overcome or mitigate the impact of these threats. With the right strategies, thematic villages can remain competitive and sustainable despite these threats.

***Intersection between Weaknesses and Threats (Weaknesses-Threats):***

With a score of 2.77, it is evident that there are significant challenges for thematic villages due to the presence of internal weaknesses and external threats that reinforce each other. This indicates that thematic villages need to take careful strategic steps to address their internal weaknesses while facing or minimizing the impact of the existing external threats.

## **Discussion**

The approach taken by several thematic villages in Malang, which focuses on traditional marketing and collaboration with official institutions, offers valuable insights into effective ways to increase tourist visits. By leveraging the networks and resources of these institutions, thematic villages can benefit from broader promotion and greater resources, which may not be attainable through independent efforts. This collaboration, as seen from interviews with managers, often involves cooperation in organizing joint events, local and regional marketing campaigns, as well as support in facilitating access to grants or supportive funds that can be used for infrastructure development or training programs. One manager said, "We see a significant increase in the number of visitors when we hold events together with the local government, especially when cultural festivals are held." However, this approach is not without challenges. Relying too heavily on official institutions can be risky if there are policy changes or shifts in priorities within those institutions. Therefore, it is important for thematic villages to develop more diverse marketing strategies, including integrating modern digital methods. This digital integration includes the use of social media, content marketing, and other digital strategies that can attract younger and global audiences. Another informant added, "We have started using Instagram to showcase daily activities in the village, and the response has been very positive, especially from domestic and international tourists seeking authentic experiences."

Furthermore, the analysis conducted in this research will delve deeper, encompassing internal factors such as the management capacity of thematic villages, the strengths of the tourism products offered, and infrastructure weaknesses. External factors, such as global tourism trends, changes in tourist preferences, and government policies, will also be evaluated. This research aims to provide recommendations that can assist thematic villages in optimizing a combination of traditional and digital marketing strategies, ensuring they remain relevant and competitive in an ever-changing market. By understanding this combination of strategies, thematic villages can not only strengthen their position in the tourism industry but also achieve sustainable growth by leveraging both local resources and modern technology.

The integration of traditional methods and modern technology in the marketing strategy of thematic villages is crucial. Digital marketing expands reach and enhances visibility, while traditional approaches strengthen local relationships and networks, which are equally important for the long-term success of thematic villages. Utilizing a combination of these methods not only optimizes resources but also ensures sustainability and growth in a competitive environment. This holistic approach will be further analyzed in the context of internal and external factors identified through SWOT analysis of thematic villages.

The discussion of the research findings focuses on the SWOT analysis of thematic villages in Malang City. This study provides a comprehensive overview of the strengths, weaknesses, opportunities, and threats affecting the development of these tourism destinations. The findings indicate that thematic villages have significant potential for further growth and development, especially in attracting tourists, increasing revenue, and preserving local culture. The strengths of thematic villages, such as their uniqueness and attractiveness, economic potential, community

involvement, cultural preservation, and government support, serve as strong foundations for the development of these tourism destinations. However, there are weaknesses that need to be addressed, such as infrastructure limitations, lack of promotion, and the need for skill enhancement among the local community. Opportunities, such as increasing tourist numbers, developing thematic tourism, utilizing technology, and support from various stakeholders, can be optimally leveraged to strengthen the competitiveness of thematic villages (Nawang Sari & Rahmatin, 2022) (Larasati & Rahmawati, 2017). However, threats such as competition with other tourist destinations, policy changes, natural disaster risks, and lack of community awareness require strategic measures in risk mitigation. Overall, the results of the SWOT analysis indicate that thematic villages in Malang City have significant potential for further development, especially by leveraging internal strengths and external opportunities. However, to achieve their full potential, effective strategies are needed to address weaknesses and confront potential threats. Thus, well-planned strategic steps need to be taken to strengthen the position of thematic villages as attractive and sustainable tourist destinations.

This potential is reflected in the increasing number of tourists, the development of thematic tourism, and the utilization of technology that can optimally enhance the attractiveness and revenue of thematic villages. However, there are also threats that require serious attention, although their severity may not be as dire as the weaknesses faced. These threats include competition with other tourist destinations, policy changes that may affect operational conditions, and the risk of natural disasters that can disrupt the stability and growth of thematic villages. Therefore, holistic and sustainable strategies are needed to address these challenges. This includes infrastructure improvements, more aggressive promotional strategies, conducting training for the local community to enhance skills and knowledge, and implementing effective risk mitigation efforts against the threats faced. With a planned and measured approach, thematic villages in Malang City have the potential to continue growing and making substantial contributions to the local tourism sector and the economy of the local community.

The proposed development strategies include infrastructure improvements, more aggressive promotion, training for the local community, and risk mitigation efforts (Hubbansyah et al., 2023). These measures must be implemented holistically and sustainably to ensure the sustainability and growth of thematic villages in Malang City. The research findings emphasize the importance of formulating comprehensive and sustainable development strategies in managing tourism destinations. With the right approach and support from various stakeholders, thematic villages in Malang City have great potential to continue growing and making a positive contribution to local tourism and the economy of the local community.

The level of community resilience in thematic villages in Malang City depicts the ability of the local community to face, adapt to, and recover from various challenges and crises. This includes social, economic, and environmental aspects that influence the well-being and sustainability of the community (Amanda Vidiанти, 2021). In the context of thematic villages, community resilience encompasses the ability to maintain and strengthen cultural identity and local wisdom, as well as preserve traditions and cultural practices that characterize the village. Additionally, economic resilience is an important aspect involving income source diversification, economic self-reliance, and access to sustainable job and business opportunities. With increasing awareness of the importance of community resilience, thematic villages in Malang City can develop strategies that strengthen the capacity and resilience of communities in facing various challenges that may arise. This involves collaboration between government, non-governmental organizations, private sectors, and the local community to create an inclusive, sustainable, and highly competitive environment for communities in thematic villages in Malang City.

## **4. Conclusion**

The opportunities for developing thematic villages in Malang City are very promising. SWOT analysis highlights significant potential in attracting more tourists, increasing revenue, and strengthening local cultural identity. Strengths such as uniqueness, economic potential, community involvement, and government support provide a strong foundation for the growth of this tourist destination. Additionally, opportunities such as increasing tourist numbers,

developing thematic tourism, and utilizing technology can be optimized to enhance the competitiveness of thematic villages.

However, thematic villages also face several challenges that need to be addressed. Weaknesses such as infrastructure limitations, lack of promotion, and the need for skill enhancement among the local community are areas of concern. Threats such as competition with other tourist destinations, policy changes, natural disaster risks, and lack of community awareness also require effective mitigation strategies.

Developing thematic villages sustainably requires holistic strategic steps. Improving infrastructure, more aggressive promotion, training for the local community, and risk mitigation efforts are some strategies that can be implemented. Collaboration between government, non-governmental organizations, private sectors, and the local community is also key to creating an inclusive, sustainable, and highly competitive environment for thematic villages in Malang City.

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