

AGRICULTURE-BASED TOURISM VILLAGE DEVELOPMENT STRATEGY AND THE ROLE OF AGRICULTURAL EXTENSION WORKERS IN SUKOMAKMUR

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Abstract

This study investigates the development strategy of an agriculture-based tourism village and the role of agricultural extension workers in Sukomakmur, Kajoran, Magelang. The research employed Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), the Internal–External (IE) matrix, SWOT analysis, and the Quantitative Strategic Planning Matrix (QSPM) to formulate and prioritize strategies. Results of IFE and EFE indicate that strengths such as village regulation, natural potential, active farmer and tourism groups, proactive extension workers, and preserved local wisdom outweigh weaknesses, while opportunities from digital promotion, tourism market expansion, and stakeholder support are greater than threats such as climate risks, competition, and changing trends. The IE matrix positioned Sukomakmur in the growth and build quadrant, showing strong internal capacity and external opportunities. SWOT and QSPM analyses highlighted WO1 (utilizing stakeholder support to increase capital and infrastructure) and SO1 (optimizing digital promotion of natural landscapes) as the most prioritized strategies, followed by ST1 (assisting farmers in mitigating crop failure risks) and WT2 (developing SOPs to protect agricultural land from tourism impacts). The findings emphasize the pivotal role of agricultural extension workers as facilitators, mentors, and mediators in empowering local communities, strengthening institutional collaboration, and ensuring the sustainability and competitiveness of agrotourism development.

Keywords: *Agriculture-based tourism, Extension workers, SWOT, QSPM, Sukomakmur Village*

INTRODUCTION

Following the COVID-19 pandemic, many countries have experienced a global economic downturn. Many countries hope for sustainable economic reforms, and UNESCO has identified sustainable ecotourism and agrotourism as one way to achieve this (Choi et al., 2021; Zabihi et al., 2020). Ecotourism and agrotourism are both environmentally friendly and commercially viable activities that can be adopted in almost any region. One form of agrotourism is the agriculture-based tourism village. An agriculture-based tourism village has been developed in Sukomakmur Village, Kajoran District, Magelang Regency. This tourist village is fascinating and different from others. Sukomakmur Village is located in the highlands, approximately 6.3 km from the summit of Mount Sumbing, and has extraordinary horticultural potential. Farmers there mostly grow leeks, cabbage, mustard greens, celery, potatoes, and other horticultural crops. Farmers plant their crops in terraced rice fields. The beauty of the topography of the terraced horticultural farmland, the backdrop of Mount Sumbing, combined with the cool air, attracts tourists. The local community initiated the development of their potential as an agriculture-based tourism village. Establishing agrotourism in Sukomakmur Village has undoubtedly made the village more productive. This has had numerous positive impacts on farmers. However, several challenges also arise, including limited human resource capacity, institutional constraints, and environmental issues. For farmers, especially since tourists often damage agricultural land that has become a tourist attraction. Therefore, it is necessary to analyze strategies for developing agriculture-based tourism villages and the role of agricultural extension workers to address potential impacts. This is expected to lead to the creation of sustainable agriculture-based tourism villages.

LITERATURE REVIEW

Ecotourism and the promotion of holistic agrarian development can help improve rural management. Ecotourism and agrotourism influence rural tourism, particularly in developing countries (Catalino & Lizardo, 2004; Mustika et al., 2013). Consequently, they are key variables in rural tourism development; their sustainable practices can improve environmental conditions and their impact on rural environments. Ecotourism is "responsible travel to natural areas that conserves the environment, supports the well-being of local residents, and involves interpretation and education" (The International Ecotourism Society, 2015). Agrotourism refers to any agriculturally based procedure or practice that brings visitors to farms or ranches (Wright & Annes, 2016). Agrotourism is considered to improve health and serve as a means of relaxation and recreation. The potential of rural areas can be highlighted through the concept of agrotourism. Agrotourism can also integrate nature-based recreational opportunities and culture, while actively supporting the local economy (Szeidl, 2025).

Agrotourism offers numerous benefits to communities and farmers, particularly economic benefits, increased employment opportunities, and the introduction of local traditions to tourists (Nickerson, 2001). However, challenges inherent in agrotourism include managing the impact of tourist activities on the agricultural environment, effective marketing, and the development of supportive infrastructure and policies (Flanigan et al., 2014). With its advantages and challenges, research on agrotourism development requires various disciplines, including agricultural economics, rural sociology, tourism management, and environmental studies (Fleischer & Tchetchik, 2005). Agrotourism needs to be developed sustainably using a development strategy that requires potential investigation and human resource assessment of agrotourism actors. A strategy can be defined as a collection of rules and procedures necessary to implement a project (Nickols, 2012). This research refers to the guidelines for developing sustainable agrotourism in agrarian villages. One way to implement this development strategy is through a SWOT analysis. The SWOT analysis model has been widely used and accepted globally to identify a project's strengths, weaknesses, opportunities, and threats and to develop strategies (Fernando et al., 2013; Mondal, 2017). In this analysis, S and O refer to positive factors, while W and T refer to negative factors (Rahmani et al., 2013). In the agrotourism sector, SWOT is widely used to analyse agrotourism development strategies related to destinations (Goranczewski & Puciato, 2010).

METHOD

The research location was intentionally chosen at one of the currently popular agro-tourism destinations in Magelang Regency, the Negeri Sayur Sukomakmur Tourism Village. This agro-tourism destination is in Sukomakmur Village, Kajoran District, Magelang Regency, Central Java Province. The reason for selecting this research location was that it promotes the concept of agro-tourism on existing agricultural land, which faces several challenges in its implementation, particularly related to tourist activity at the existing agrarian site. Other challenges stem from institutional constraints, particularly human resources and existing policies. The research was conducted from April to June 2025. During this period, the peak seasons for the Negeri Sayur Sukomakmur agro-tourism destination are observed during Eid al-Fitr (late March-early April) and the long school holiday (late June). Low seasons are also observed between these times, namely during Ramadan and regular days (early March, late April, and early June). This diverse selection of timeframes is expected to reflect the diverse conditions within the Negeri Sayur Sukomakmur Tourism Village. This research method is a mixed methods study, combining quantitative and qualitative methods. A SWOT-QSPM analysis was used as a quantitative measurement tool, while in-depth interviews were used to obtain qualitative data. The informants used in this study included the Village Head, Village Secretary, Sukomakmur Vegetable Tourism Manager, Farmers, and Agricultural Extension Workers.

RESULTS AND DISCUSSION

General Overview of Sukomakmur Village

Kajoran District has a total of 29 villages. Sukomakmur Village has the second-largest number of neighbourhood units (RTs), with 61. Sukomakmur Village also has the second-largest population, with 5,821 people. Sukomakmur Village is also the second-largest village in Kajoran District. Interestingly, Sukomakmur Village, as the second-largest village in Kajoran District, was a division of Sutopati Village and was officially recognized as a permanent village in 2005 through Magelang Regency Regulation Number 5 of 2005 concerning the Establishment of Sukomakmur Village. The name "Sukomakmur" is derived from the words "suka," meaning moderate, and "makmur," meaning prosperous. The name was agreed upon by several traditional leaders (Magelang Regency Government, 2005). Sukomakmur Village, located on the western slopes of Mount Sumbing, boasts stunning views. The green mountain landscape, the neat vegetable gardens, the cool air, and the peaceful village atmosphere captivate anyone who sees them. The expanse of neatly arranged vegetable gardens in farmers' fields seems to cover the

mountain slopes, a feature not easily found elsewhere. The friendliness of the residents and the well-preserved local wisdom are also distinctive characteristics of Sukomakmur Village. The Sukomakmur Village Government and the local community recognized the village's potential as a tourist destination. By mutual agreement, the Sukomakmur Tourism Village was established in 2020. Regulations containing the village tourism regulations were issued and ratified under Sukomakmur Village Regulation Number 12 of 2020 concerning Tourism Village Development. This regulation governs the development of the village tourism area within Sukomakmur Village. This area encompasses agro-tourism areas in the hamlets of Nampan, Gendol, Naden, Marongan, Krandedan, and Gunung Malang. Nampan Hamlet offers agro-tourism potential, characterized by the beauty of its vegetable fields. Village Regulation Number 12 of 2020 officially confirms the opening of an agrotourism site on September 27, 2020, under the name "Sukomakmur Terasering Sitegong Vegetable Country Tourism," which in this study is referred to as Sukomakmur Agrotourism. The Sukomakmur Village Head stated that the development of the tourism village prioritizes the welfare of farmers, managed by the Tourism Awareness Youth Group (POKDARWIS), as stipulated in Village Head Decree Number 180.192/18/KEP/2029/2020. The policy was formulated based on the customs, nature, local wisdom, agriculture, and youth in Sukomakmur Village. If implemented appropriately, this policy can achieve the village government's goals, including improving community welfare and enhancing village development. Furthermore, the government aims to empower the village community by making the Sukomakmur tourism village a source of income for the village's residents, and ultimately creating new jobs for the local community.

Internal Factor Evaluation (IFE) Matrix

The Internal Factor Evaluation (IFE) Matrix can be used to conduct internal environmental investigations to select the best strategy for tourism development (Mondal, 2017). This study also adopted this method to explore Sukomakmur Village's agrotourism strategy. The internal analysis results are presented in Table 1, which shows a strong internal potential of 3.53. One of the most influential strengths is the natural potential of the unique and beautiful vegetable landscape. The total weight of strengths is greater than the weaknesses, which is expected to create benefits and strengthen the strategy that will be formed.

Table 1. Internal Factor Evaluation (IFE) Matrix

No	Internal Factors	Ratings	Weight	Score Weight
1	Village Policy (Village Regulation No. 12 of 2020) establishes Sukomakmur as a tourist village.	3.75	0.09	0.34
2	Sukomakmur's natural potential (unique landscape views of vegetable fields with Mount Sumbing as a backdrop).	4.00	0.11	0.44
3	Pokdarwis (Tourism Group) is actively developing the tourist village.	3.50	0.11	0.39
4	Active and disciplined farmer groups run agricultural businesses (one of the tourist attractions is agrarian land).	3.25	0.10	0.33
5	Proactive agricultural extension workers.	3.25	0.10	0.33
6	Preserved local culture and wisdom.	3.00	0.07	0.21
7	Limited infrastructure.	4.00	0.12	0.48
8	Lack of capital for agrotourism development.	3.75	0.10	0.38
9	Low human resource capacity in agrotourism management.	3.50	0.11	0.39
10	Lack of standard operating procedures for agrotourism visitors.	3.00	0.09	0.27
Total Weight			1.00	
Total Internal				3.53

Source : Primary data analysis

External Factor Evaluation (EFE) Matrix

The External Factor Evaluation (EFE) Matrix is presented in Table 2 and yields a score of 3.64, indicating that the Sukomakmur tourism village has significant external opportunities to exploit. Digital promotion, opportunities for local and international tourists, stakeholder support, and agrotourism trends are opportunities that need to be developed and strategies formulated. In addition to these opportunities, the EFE also includes threats. These threats include changes in dependence on weather changes, competition between agrotourism sites, the risk

of crop failure, and dynamic tourism trends. These threats must be anticipated, and preventative measures must be implemented.

Table 2. External Factor Evaluation (EFE) Matrix

No	External Factors	Ratings	Weight	Score Weight
1	Significant opportunities for digital promotion	3.75	0.13	0.49
2	Open domestic and international tourism markets	4.00	0.14	0.56
3	Potential stakeholder support in the form of mentoring and CSR	3.50	0.12	0.42
4	The booming agrotourism trend	3.25	0.13	0.42
5	High dependence on weather and climate and risk of crop failure	4.00	0.13	0.52
6	Competition with similar agrotourism destinations	3.75	0.12	0.45
7	The risk of damage to farmers' crops due to tourists	3.50	0.12	0.42
8	Dynamically changing tourism trends	3.25	0.11	0.36
Total Weight			1.00	
Total External				3.64

Source : Primary data analysis

Internal-External (IE) Matrix

The IE matrix is crucial for assessing a business's critical and operational position, whether in the service or trading sector. It examines both internal and external factors and combines them into a single model (Cassidy et al., 2013). The IE matrix is constructed using the total scores from the IFE (3.53) and EFE (3.64) matrices. Illustration 1 shows the IE matrix formed from the IFE and EFE matrices.

Total IFE Score

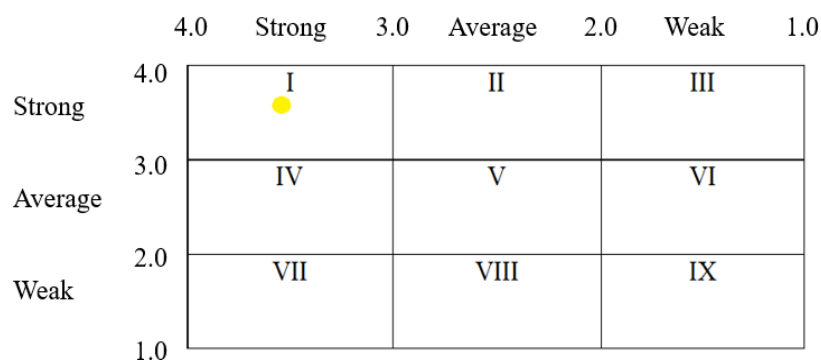


Illustration 1. IE Matrix

The position of Sukomakmur tourism village is reflected in the yellow spot in the matrix, which is located in Cell I of the IE Matrix. Cell I indicates the strategic or most superior zone, indicating that Sukomakmur tourism village has high internal strengths and significant external opportunities. Based on this, the recommended strategy is aggressive, which will be formulated in a SWOT analysis. The current position indicates that Sukomakmur tourism village is in an ideal condition for sustainable growth.

SWOT Analysis

A SWOT analysis helps create new perspectives and also helps provide possible solutions to existing problems (Bhatnagar & Sharma, 2021; Yang et al., 2022). As the name suggests, a SWOT analysis contains four components: strengths, weaknesses, opportunities, and threats. Strengths in a SWOT analysis include internal strengths that can be effectively controlled, while weaknesses include inadequate internal aspects. According to Hunget (2010), threats in a SWOT analysis are losses that will occur, while opportunities are untapped potential (Gupta et al., 2015). The SWOT matrix is often used in developing strategies for various studies, whether in developing business activities, organizations, or regional development. The SWOT matrix has been developed based on the recommendations of various experts. In this study, the SWOT matrix is presented in Illustration 2.

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Illustration 2. Formulation SWOT Matrix

<div>Internal</div> <div>External</div>	Strengths S1 Village regulation No. 12 2020 S2 Sukomakmur's natural potential S3 Active tourism group (Pokdarwis) S4 Active farmer groups S5 Proactive agricultural extension workers S6 Preserved local culture and wisdom	Weakness W1 Limited infrastructure W2 Lack of capital for agrotourism development W3 Low human resource capacity in agrotourism management W4 Lack of standard operating procedures for agrotourism visitor
Opportunities O1 Significant opportunities for digital promotion O2 Open domestic and international tourism markets O3 Potential stakeholder support in the form of mentoring and CSR O4 The booming agrotourism trend	SO1 : Optimizing the natural potential of unique landscapes through digital promotion to reach local and international tourists (S2, O1, O2) SO2 : Engaging farmer groups and tourism groups (Pokdarwis) for agrotourism packages amidst the agrotourism trend (S3, S4, O4) SO3 : Optimizing the potential for empowerment, collaboration or funding through CSR from stakeholders by prioritizing local wisdom (S5, S6, O3)	WO1 : Seek and utilize stakeholder support to increase capital and develop facilities (O3, W1, W2) WO2 : Agricultural extension workers and stakeholders provide training on agrotourism management (O3, O4, W3) WO3 : Develop SOPs for tourist visits through comparative studies with other similar agrotourism sites (O3, W4)
Threats T1 High dependence on weather and climate and risk of crop failure T2 Competition with similar agrotourism destinations T3 The risk of damage to farmers' crops due to tourists T4 Dynamically changing tourism trends	ST1 : Agricultural extension workers assist farmers to reduce the risk of crop failure (S5, T1) ST2 : Utilizing the potential of vegetable landscapes to differentiate them from other agrotourism (S2, T2) ST3 : Diversifying tourism packages based on a combination of culture and agricultural education to address changing tourism trends (S2, S6, T4)	WT1 : Improving environmentally friendly infrastructure by collaborating with extension workers and stakeholders (W1, T1) WT2 : Developing specific SOPs to protect farmers' gardens from damage caused by tourism. (W3, T3)

Source : Primary data analysis

The SWOT analysis yielded several development strategies for the Sukomakmur tourism village, including three SO strategies. SO strategies include developing digital promotions by emphasizing the unique landscape of the vegetable gardens to attract local and international tourists. Educational agrotourism packages are packaged by optimizing the role of farmer groups and tourism groups (Pokdarwis). Furthermore, potential is optimized by collaborating with existing stakeholders, resulting in CSR programs and training. Meanwhile, WO strategies emphasize leveraging opportunities to address weaknesses, such as increasing human resource capacity through training, developing tourism management standard operating procedures (SOPs), and improving infrastructure and capital through external support. On the other hand, ST strategies are used to address threats, such as through the role of agricultural extension workers in reducing the risk of crop failure, differentiation through agricultural landscapes, and diversifying cultural and educational tourism packages. WT strategies are also crucial for

sustainability, such as developing environmentally friendly infrastructure and standard operating procedures (SOPs) to prevent land damage from tourist activities. A strong emphasis on capability transformation can also create more resilient and adaptive human resources (Leso et al., 2024). Thus, the development of agricultural-based tourism villages in Sukomakmur not only increases tourist attractions but also maintains environmental sustainability and community welfare.

Quantitative Strategic Planning Matrix (QSPM)

The QSPM helps determine, compile, and prioritize competitive strategies and internal and external aspects necessary for developing a competitive strategy (David et al., 2009). The QSPM method helps identify the best strategy and uses unbiased methods. Internal and external factors are derived from the IFE and EFE, while alternative solutions are derived from the SWOT analysis. The Attractiveness Score (AS) describes the level of importance of each factor for alternative solutions and has a scale of 0-5, meaning not attractive to very attractive. The relevance of each method is indicated by the Total Attractiveness Score (TAS), which is obtained by multiplying the weight and AS.

Table 3. Quantitative Strategic Planning Matrix (QSPM)

Strategic Factors	Weight	SO1	WO1	ST1	WT2
S1	0.09	2 (0.18)	2 (0.18)	3 (0.27)	3 (0.27)
S2	0.11	4 (0.44)	3 (0.33)	4 (0.44)	2 (0.22)
S3	0.11	3 (0.33)	2 (0.22)	3 (0.33)	2 (0.22)
S4	0.10	3 (0.30)	2 (0.20)	2 (0.20)	2 (0.20)
S5	0.10	2 (0.20)	3 (0.30)	4 (0.40)	3 (0.30)
S6	0.07	3 (0.21)	2 (0.14)	3 (0.21)	2 (0.14)
W1	0.12	2 (0.24)	4 (0.48)	2 (0.24)	3 (0.36)
W2	0.10	2 (0.20)	4 (0.40)	2 (0.20)	2 (0.20)
W3	0.11	2 (0.22)	3 (0.33)	2 (0.22)	4 (0.44)
W4	0.09	2 (0.18)	3 (0.27)	2 (0.18)	4 (0.36)
O1	0.13	4 (0.52)	2 (0.26)	2 (0.26)	2 (0.26)
O2	0.14	4 (0.56)	3 (0.42)	3 (0.42)	2 (0.28)
O3	0.12	3 (0.36)	4 (0.48)	2 (0.24)	3 (0.36)
O4	0.13	3 (0.39)	3 (0.39)	3 (0.39)	2 (0.26)
T1	0.13	2 (0.26)	2 (0.26)	4 (0.52)	3 (0.39)
T2	0.12	3 (0.36)	2 (0.24)	3 (0.36)	2 (0.24)
T3	0.12	2 (0.24)	2 (0.24)	2 (0.24)	4 (0.48)
T4	0.11	3 (0.33)	2 (0.22)	3 (0.33)	2 (0.22)
Total Score		5.62	5.64	5.51	5.50

Source : Primary data analysis

The QSPM analysis in Table 3 shows that the strategy with the highest TAS (5.64) is WO1, namely "Seek and utilize stakeholder support to increase capital and develop facilities." This indicates that strengthening collaboration with the government, the private sector, and other external parties is crucial. Including the Corporate Social Responsibility (CSR) program implemented by the company, Sukomakmur tourism village can utilize this program to develop the tourism village. Funding and mentoring programs from the government, such as the tourism office, the agricultural office, and agricultural extension workers, are also considered the most effective strategies. This finding aligns with research by David and David (2017), which stated that an organization with internal weaknesses but surrounded by extraordinary external opportunities needs to implement WO strategies. The next priority is SO1, "Optimizing the natural potential of unique landscapes through digital promotion to reach local and

international tourists," with a TAS of 5.62. Sukomakmur village possesses potential and uniqueness that other agrotourism sites lack; social media can promote this extensively. One example of digital promotion that is currently popular is live streaming on social media. Besides being a method for online shopping, live streaming can also be an attractive promotional tool. Tourism groups (Pokdarwis) or village youth can participate in this activity and actively communicate with potential tourists via live streaming. This finding aligns with Ghorbani et al. (2015), who found that digital promotion plays a crucial role in strengthening the competitiveness of rural tourism destinations. Apart from being a promotional tool, social media can also be used as a source of information for potential tourists, so these benefits can be used to attract local and international tourists. (Leung et al., 2013; Armstrong et al., 2014)

The third priority is ST1 (TAS: 5.51), and the fourth is WT2 (TAS: 5.50). ST1 involves agricultural extension officers helping farmers reduce the risk of crop failure. In contrast, WT2 involves developing specific SOPs to protect farmers' gardens from damage caused by tourism. These two strategies are interrelated. The ST1 strategy focuses on climate resilience and reducing risks in agricultural production caused by natural disasters. The WT2 strategy is essentially the same, but differs in that the damage is caused by humans (agritourism visitors). A concrete strategy that can be implemented is for agricultural extension officers to introduce the environmentally friendly Climate Smart Agriculture (CSA) system and provide counseling on preventing garden damage with garden protectors. CSA, or green technology innovation, is an important strategy aimed at environmental sustainability (Huang et al., 2022; Liu et al., 2022). This is a preventative measure that agricultural extension officers and farmers can take. SOPs for visitors can be developed immediately after these preventive measures are implemented to ensure there is no further damage to crops or agricultural land caused by visitors or agritourism activities.

CONCLUSION

The analysis of IFE, EFE, SWOT, and QSPM indicates that Sukomakmur Village has strong internal potential supported by local regulations, natural landscapes, active farmer and tourism groups, as well as proactive agricultural extension workers, yet faces weaknesses such as limited infrastructure, capital, and management capacity. External opportunities such as digital promotion, open tourism markets, stakeholder support, and the agrotourism trend outweigh the threats of climate risks, competition, and shifting tourism patterns. QSPM results highlight WO1 (mobilizing stakeholder support for facilities and capital) and SO1 (digital promotion of natural landscapes) as priority strategies, supported by ST1 (extension workers assisting farmers to reduce crop failure risks) and WT2 (developing SOPs to protect farmers' gardens). Thus, future development should focus on strengthening infrastructure, human resources, digital marketing, and operational safeguards, enabling Sukomakmur to grow as a sustainable, community-based agrotourism model.

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