



Development of Kampung Tourism Lawas Maspati as the prominent destination in Surabaya, Indonesia

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Abstract

Kampung Lawas Maspatih is a special village which was inducted as the Tourism Kampung in January 2016, it portrays Surabaya colonial history. This paper aimed to identify and analyze the potentials and obstacles and also formulate the strategies that may be applied to boost the existence of Kampung Tourism Lawas Maspati; so that it can become sustainable and well-known in the tourism map destination in Surabaya, Indonesia. This research used a qualitative approach and interviews as the primary data collection method. The interviews were analyzed qualitatively and descriptively using a SWOT analysis. The result of the research showed that Kampung Tourism Lawas Maspati has much potential that is ready to be developed. This includes the potential historical and social culture tourism aspects. However, the weakness that serves as the key obstacle, is the low quality of human resources and tourism management. The result of the data analysis showed a new strategy must be developed in Kampung Tourism Lawas Maspati. This strategy should include excellent service training and management as well as foreign language tuition for the community in Kampung Tourism Lawas Maspati as an effort to improve the competence of human resources in the Kampung and promote sustainable tourism.

Keywords: Development strategy, tourist destination, Kampung tourism Lawas Maspati, SWOT.

Introduction

The Indonesian government keeps on developing the tourism sector which is perceived to be the new 'primadonna' in national development. This sector is considered to be one of the biggest contributors to the nation's forex (foreign exchange). The data from World Tourism Organization in 1994 stated that in the 21st century, tourism will become one of the important social-economic supporters and one of the biggest export industries in the world (Nugroho, 2001). The growth of tourism in Indonesia is very significant. The Ministry of tourism and creative economy stated that the growth of tourism is even higher than the growth of the Indonesian economy as a whole (Prihtiyani, 2012). Based on the data taken from the Surabaya government in 2015, Surabaya has many tourism potentials; there are 36 tourist destinations consist of religious tourism, monuments and museums, parks, the shopping centers, culinary tourism, and other tourism sites and theme parks. Adding to that, Surabaya also has 75 tourist-friendly hotels throughout the city. Furthermore, the city offers various kinds of culinary tourism that could be a favorite for tourists and food hunters—38 restaurants, 27 cafes, and more than 50 dinners that can be found in Surabaya (www.surabaya.go.id).

However, looking at the natural resources of Surabaya, there is a limited potential that can be developed. This condition is a problem in the big cities like Surabaya—a combination



between trade city and service city. Even though there are no wonderful natural landscapes, Surabaya has developed another kind of nature tourism by creating green open spaces and it takes care of the parks (Profil Surabaya 2016: 116). With big potential in the cultural and social section, Surabaya can be developed as a cultural tourism center. One of the potential places that can be developed is Kampung Lawas Maspati which, since 24 January 2016, has been declared as the most recent prominent tourism destination by the Mayor of Surabaya.

Considering Kampung Lawas Maspati as a tourism site in Surabaya means that it is necessary to review the area and strive for better development in the area so that it can compete with other tourism sites in Surabaya, and still focus on its sustainability aspects. The historical and social culture potentials are some of the potentials that can be developed as the main attractions that can support tourism in Surabaya in general. Kampung Tourism Lawas Maspati is located in the center of Surabaya, and is 500 meters from the Tugu Pahlawan monument. This area is located in RW VIII of Kelurahan Bubutan that consists of 6 neighborhoods with 350 families and a current 1,350 population. One can witness many historical buildings from urban Surabaya, that are still standing strong there until now. This area is also surrounded by modern, cultural, and historical buildings. Despite being located in the center of the city, the local wisdom and the local tradition is still maintained. The buildings and objects which are remains of the Mataram kingdom, are still well maintained until now (Booklet Kampung Wisata Lawas Maspati page 4). Kampung Tourism Lawas Maspati is suitable to become a tourist site because this place has a historical background. This area thus also displays the history of Surabaya in the colonial era (www.kompas.com). The unique aspects can be seen from the historical buildings that can be considered to be a lot and are still maintained by the people which have allowed them to become the attraction of this area. This site attracts visitors who are not only domestic, but also worldwide tourists.

This study has the purpose of seeking to identify the potential drawbacks and develop a strategy that can improve the development of Kampung Lawas Maspati as the most recent prominent tourist destination in Surabaya. It is hoped that this limited study can give a positive impact and make a contribution to tourism in both Surabaya and Indonesia.

Literature Review

Kampung Tourism

It is not very well known for the locals, that the history of Surabaya from Mataram Kingdom to Dutch Colonial Era is wrapped up in one site, Bubutan village, City of Surabaya. It was proven that Surabaya has been well planned since the beginning. As stated by a Dutch explorer who made a stop in the early of the 17th century, Artus Gijssels, Surabaya was called "Amsterdam from the East". The "Kampung" alleys seems like a time tunnels to bring the visitors to the past. From an Era of the Vicegerent or Prime Minister of the Kingdom, with its stable, resided, to a back porch of Raden Soemomihardjo, a descendent of Surakarta Kingdom, known as "Ndoro Mantri" (the nurse). There is also a building ex "Ongko Loro" school or village elementary school in the Dutch Colonial Era. We can still see an old building ex bakery factory owned by Haji Iskak, which was a field kitchen during the historical war of Nov 10, 1945. Decorated in antique tile and unique details, the building has been a "Asri" motel since 1958. There were many more colonial buildings either with Dutch or eclectic architecture. (<https://www.kampunglawas.com/id>)



Kampung Lawas Maspati is linked to Kampung Tourism. The definition of Kampung tourism, according to Wiendu, is a form of integration between attraction, accommodation, and supporting facilities that are served in a living society structure that can merge with the etiquette and tradition that is applied in the area (Nuryanti, 2003). The area is also known for Indonesia's traditional kinship bond, which is marked by the characteristic that close family ties exist in a town environment (Suryandari, 2007). Pariwisata Inti Rakyat (PIR) (Hadiwijoyo, 2012) defined the Kampung Tourism as a town area that reflects the originality of the town from the social-economic, social-culture, customs, daily practices, architecture and the structure of the typical town layout, or the economic activities that are unique and interesting—that also have the potential to be developed into various components.

The Kampung tourism in Surabaya is identical with the idea of the tourist village. Even though it is not the literal meaning, the typical town in the center of the urban area has the same tourism revolving around it, traditional aspects, the uniqueness, and the attraction of a local living style. The fundamental requirement of tourism sites and attractions, means that the Kampung tourism should allow the tourist to see interesting things, experience something that can be done only once, and buy the desired souvenirs for family and friends (something to see, to buy, to do) (Maryani, 1991:11).

...The attraction of Kampung Lawas Maspatih is not only the heritage buildings, but also the charm of an environment village. The Residents has successfully blended the heritage buildings with a portrait of the contemporary village by some achievements in environmental management and development of creative economy. A total of 350 families from six Neighbourhoods (RT) of Hamlet VIII in Kampung Lawas Maspatih, has several times won the Green and Clean Contest. Recently, the residents in Hamlet VIII have a tour package "Green and Heritage" offered to the guests...(Source available at <http://work.aptpo.org/?folder=media&page=newsletterold&idx=96&lang=eng>)

Kampung tourism is a combination of attraction, accommodation, and accessibility shown in the social structure. Most notably, it unites the condition and needs of the local people. According to Kuncoroyekti in Yunia Nursita Sari (2010), the criteria of a Kampung tourism feature consist of several aspects which are: (1) The tourist attraction covers all the natural condition, local art and culture, the craft production—process of making batik and silver, and the most interesting, unique, and attractive in the area; (2) The mileage covers the distance from the tourist town, especially the tourist lodge, to the distance from the capital city of the province and state; (3) The information of town covers the problems of the numbers of the houses, population, characteristic and width of the town. This criterion relates to the town's ability in supporting the neighborhood as a tourist attraction; (4) The faith and social system are the important aspects because there are some unique rules in a town community; (5) The availability of the infrastructure covers the transportation facility and service, the electricity facility, the clean water, drainage, telephone, and so on.

Tourism Development

According to Butler (1980), there are six steps in sustainable tourist development that bring out the implication and different impacts to tourism per se, such as an: (1) Exploration step; the spontaneous growth, and exploration, (2) Involvement step, (3) Development step, (4) Consolidation step, (5) Stagnation step, and (6) Decline and Rejuvenation step. In this context, Kampung Lawas Maspati is on the development step to becoming the prime tourist attraction in Surabaya.



To actualize interesting tourist activities, the destination development concept is needed. In the works of Hadiwijoyo (2012: 57) and also Munasef (1995: 1) it is stated that the tourist development revolves around the activities and efforts that are coordinated to attract the tourists by providing the facilities and infrastructures, things and services, and facilities that meet the tourists' needs. Meanwhile, Marpaung (2007: 79) stated that the things that need to be looked out for in the development of tourist attractions potential should be researched before developing the tourist facilities. Those are the most crucial things in developing a tourist attraction so that it will be suitable for the public interest, and it enables us to do the right and suitable development towards an area under development (Hadiwijoyo, 2012: 58). The concept of development which can be used, namely using the theory of 3A which include components and if the three components are put together can produce a tourist product that will be offered to tourists. Damanik and Weber (2006: 11) identified the components of 3A which consists of attraction, amenities and accessibility.

(a) Attraction can be interpreted as a tourist attraction that gives pleasure to tourists; (b) Amenities are all kinds of facilities and infrastructure needed by tourists while in a tourist destination, besides there are also additional services that are actually not directly related to tourism but are often part of the needs of tourists, such as banks, money changers, telecommunications, rental businesses (rental), publishers and sellers of travel guidebooks, performing arts (theater, cinema, pubs, etc.); (c) Accessibility is the overall transportation infrastructure that connects to tourist destinations, ranging from the land, sea, to air. This access not only concerns the quality aspects but also the inclusive quality, timeliness, comfort, and safety aspects.

A destination can develop its tourism if, in previous periods, there have been tourist activities in the area. To increase tourist potential, people need to plan tourism development so that it can be better managed. There are three main principals in the sustainability development according to McIntyre, (1993: 10). These are: (a) Ecological Sustainability ensures that the development match the process of ecology, biology, and various ecological resources; (b) Social and Cultural Sustainability ensures that the development has the positive impact on the local people and match the culture and its customs; (c) Economic Sustainability ensures that the development is efficient in the term of economy and the resources that are used can still be found in the future.

Development Strategy

Barry in Tedjo Tripomo (2005) defined strategy as a plan, determining what to achieve or want to become what an organization in the future (direction), and how to achieve the desired conditions. While Tedjo Tripomo (2005) defined strategy as a framework or plan that integrates with the goals of the organization's policies and actions. Meanwhile, Bryson (1999) defines strategy as: "Strategy can be thought of as a pattern of goals, policies, programs, decision actions or allocation of resources that indicate an organization's identity, the things it does, and the reason for doing things". Thus, the strategy is an extension of the mission to bridge between the organization and its environment. Strategies are generally created to address strategic issues, which outline the organization's response to fundamental policy choices. When the general-purpose approach is adopted, then the strategy is formulated to achieve that goal and to achieve that vision.

Strategic management deals with the process of choosing strategies and policies to achieve organizational goals and objectives by maximizing the potential or resources of the organization. Amirullah and Budiyo (2005) provide the understanding that strategic management is a collection of decisions in the form of actions which must be done by an organization to survive and achieve its goals. This must in all ways include the inputs and have the support of all the relevant stakeholders failing which sustainability is not possible



(Nicolaidis, 2015). Development is a process, away, the act of making something better, advanced, perfect and useful. Development is a process/activity to move something that is considered necessary to be arranged in such a way by rejuvenating or preserving things that are already developed to become more interesting and growing (Alwi, at all, 2005: 538).

Research Methodology

This research adopted a qualitative descriptive method which was used to identify the various resources. The focus of this research was on analyzing all the components of the tourist attractions so to develop a strategy to emerge Kampung Tourism Lawas Maspati's tourism potential and maximize it. The data for this research was gathered using two techniques, which are: (a) Primary data from the field observations and the interviews with local society members, (b) Secondary data from the literary study based on reading peer reviewed academic articles, popular websites etc. According to Sugiyono (2013: 244) data analysis is the process of finding and arranging data from the interview, questionnaire, field notes, and other objects in a systematic way so that it could be understood easily, and the findings could serve as information towards other readers. Data analysis in this study used a qualitative descriptive analysis approach and a SWOT matrix analysis (Strengths, Weakness, Opportunities, Threats).

According to Rangkuti (2005), SWOT analysis is one of the methods used to portray a condition and evaluate a problem, project, or business concept based on the internal factors and external factors. However, it should be noted that SWOT analysis is used only to portray a situation and is not used to solve a problem. In this context, a SWOT analysis is used to identify the potentials, strengths, weaknesses, opportunities, and threats of the Kampung Tourism Lawas Maspati for both the internal or external factors within the development of Kampung Lawas Maspati. The result of the analysis can be directed to show how the development strategy of Kampung Lawas Maspati can be used for prime tourism in Surabaya to emerge.

Results

The Historical and Social Culture Tourism Potential

The tourism potential consists of various resources that can be found in a certain place—not only those which can be developed into a tourist attraction—but also includes various resources that may improve the economic sectors of an area as well as other growing aspects (Pendit, 1999: 21). The tourism potential of a tourist destination is the main attraction of a place that enables it to be developed as a tourist site. However, the place tends to be not well-managed yet, which is why it needs to be developed or enhanced (Soekidjo, 1996: 61). The greatest potential of Kampung Tourism Lawas Maspati lie in its historical and social-cultural values. Historical and cultural heritage plays huge role in developing the tourism sector in most countries. This mainly due to the fact that means a lot for involvement of tourists as a link to historical and cultural heritage and the objects of culture and historical heritage can help an area make money and this can influence economic development and create jobs. An area that is well managed creates a generally favorable image of the entire region, which often bodes well for return visit tourism.

The historical tourism potential in Kampung Tourism Lawas Maspati is the old historical buildings that are standing strong until now, such as the grave of Mbah Buyut Suruh, the residence of Raden Soemiharjo, "Ongko Loro" school, and Asri inn; which still serves as the inn for tourist. Aside from these, there are houses with old Netherlandic architecture that one can see throughout the alleys of Kampung Tourism Lawas Maspati. Kampung Tourism Lawas Maspati already portrays an image that it is a tourist site which is a place that is located on Maspati street. What can be highlighted is the village that has the history of the



past before the independence of Indonesia. The old historical buildings there, such as the tomb of Mbah Buyut Suruh: two graves of the couple that also the grandparents of Sawunggaling, the residence of Raden Soemiharjo who was a figure from Surakarta palace and known as Ndoro Mantri from the people in Kampung Lawas Maspati, the residence of Soemargono, the shoe factory that was owned by H. Soemargono – where in 1930s many Dutch East Indies people ordered the shoes and the Indonesia soldiers used it as the basecamp–, and the school from colonial era that is known as “Ongko Loro” or Vervolgschool”. The village school or Volkschool was the school for the village children for three years. After graduating, they could go to the next school which was Vervolgschool where they studied until graduated in 5th grade. There are some inns for tourists, one of them is Losmen Asri, which in the 1940s, became the bread factory owned by Haji Iskak. In the battle of 10 November 1945, this house was used for the public kitchen to help the food logistics for the fighters. In 1958, the house was used as Asri, the lodging, and inn for the tourists.

The historical tourism potential, natural life activity and social and cultural life of the people in Kampung Tourism Lawas Maspati is a potential tourist attraction that can support Surabaya tourism. The Kampung Tourism Lawas Maspati people live a life that can be considered as a potential social-cultural society. Located in the middle of the modern city (Surabaya as a metropolis city) until now, Kampung Tourism Lawas Maspati still conserves its traditions, customs, and culture. Such a lifestyle contributes to the area as a tourist attraction, especially for foreign tourists. The potential social-culture aspect that became one of the benefits of Kampung Tourism Lawas Maspati is the daily life of the people that could become the main attraction and can certainly be used to attract tourist visits.

“With the term blusukan or traveling around the town through narrow alleys, one sees the activities of citizens, and both domestic and foreign tourists can enjoy the tour in the Kampung Lawas Maspati” (Interview with SS, Manager of Kampung Tourism Lawas Maspati).

“Daily activities of Kampung Tourism Lawas Maspati are very natural when tourists are visiting and coincidentally there are residents who carry out khitanan or wedding ceremony, tourists can join the activity—tourism activities in Kampung Lawas Maspati does not depend on certain performances, but also the natural conditions of the society at that time can be an attraction offered to tourists” (interview with K, local community).

Despite having most of the activities done spontaneously, there is also an event held annually and is expected to attract tourists, the routine agenda is held in May every year: Festival Kampung Tourism Lawas Maspati is held independently in the neighborhood. The festival displays various activities, with the main aim which is to promote Kampung Tourism Lawas Maspati. Festival Kampung Tourism Lawas Maspati began in 2014 and is still being held annually. The festival is filled with some activities such as traditional game competitions, photography exhibitions, local product and various vintage items, craft bazaars and various local culinary events. Besides, the community of Kampung Tourism Lawas Maspati also conserves its art attractions. Forms of art that still survive and continue to be developed are ‘music patrol’ and ‘Remo’. The art performances are managed by the community itself, especially the youth of Kampung Tourism Lawas Maspati. Usually, the art show will be held when there are tourist visits, both locally and internationally. Also, other tourist attractions that can be enjoyed by visitors are the attraction of dolanan lawas. Kampung Lawas Maspati managers provide a variety of old games that can be played when tourists visit.



Figure 1. The Historical and Social Culture Tourism Potential of Kampung Lawas Maspati- for example, accommodation, museums, art and crafts and culinary events.

Obstacles in the development - Human Resources and Tourism Management

The development of a tourist destination certainly faces obstacles that could hinder its development. Overcoming these obstacles should be done as soon as possible so that it will impact on the sustainability of tourism destinations. In developing a tourist destination, an identification of the obstacles should be done to overcome them. Some obstacles that could hamper Kampung Tourism Lawas Maspati as a new tourist destination in Surabaya, include Human Resources (HR), especially in the tourism sector, management of tourism destinations is also still lacking especially on public awareness in maintaining homes and historic sites. The low human resources (HR) capability both in quality and quantity are some things that could interfere with the development of Kampung Tourism Lawas Maspati as a new tourist destination in Surabaya. Nicolaidis (2020) informs us that human resources are one of the vital components in tourism development and that local communities must be adequately involved and trained to make a meaningful contribution as they try to uphold quality service provision for tourists. Human resources factors determine the existence of tourism. Moyo and Tichaawa (2017), assert that as in Zimbabwe, communities in Indonesia may well acknowledge the potential of tourism to accrue benefits to them and they may express strong willingness to be involved in future development agendas, but there is a need to capacitate, educate and include individuals and stakeholder groups in the efforts to modernize tourism to an area.

As a key service industry, the attitude and capability of staff will have a crucial impact on how tourism services provided to tourists will directly impact on the comfort, satisfaction, and impression of tourism activities that it does (Pitana, 2009: 72). The quality of service provision cannot be compromised if tourism is to flourish (Nicolaidis, 2008). Community participation in the development of tourist destinations can make a large contribution to the operational development of tourist destinations for example, presenting the beauty of the local residences. Knowledge and community participation is important for the area to compete with other tourist destinations (Nicolaidis, 2020). The condition of capital resources in the region also contributes to Kampung Tourism Lawas Maspati's competitiveness. Most of those who are directly involved in tourism activities in Kampung Tourism Lawas Maspati and many of those interacting directly with tourists have never been to a higher education institution.



“Kampung Lawas Maspati people have a below-average educational background, therefore they do not know about the management of tourist destinations and foreign language abilities. As a result, when there is an international tourist visit, the managers of Kampung Lawas Maspati often experience difficulties in communicating with foreign tourists.” (Interview SS, manager of Kampung Tourism Lawas Maspati). In addition to communication skills—in this case, foreign language communication—Human Resources weakness is in the tourist service. Services provided by the community to visitors of Kampung Tourism Lawas Maspati are not of a good quality and are very rarely referred to as being excellent. Tourism services do not have the required good standard, and do not follow the international standards, and everything is still done manually. Excellent service in tourism aims to satisfy the needs of tourists and their expectations and ideally tries to get them to return again but this requires excellent destination management.

Another obstacle to the development of Kampung Tourism Lawas Maspati is the management of traditional tourism. The managers of Kampung Tourism Lawas Maspati do not know about village tour management, and how-to guide and serve tourists. The ability to manage is needed so that the tourists desires can be fulfilled, and they can feel satisfied and will likely come back to visit the attractions again.

The key manager of the Kampung Tourism Lawas Maspati himself has been able to capture some needed tourism opportunities in the region. Managers and administrators of Kampung Tourism Lawas Maspati have prepared and offered special tour packages to suit the tastes of tourists. The managers have created a certain pricing package for tourist visitors. Information about the prices of this tour package are socialized through booklets, web, blogs, and other social media. The tour package contains pricing details, facilities, and attractions that can be enjoyed. Besides, tourists can also enjoy the facilities and services provided by the manager and the village committee during their visits.

However, the management is still developing during this time, as guests or visitors who will come to Kampung Tourism Lawas Maspati will usually contact the head of RW since he/she also serves as the head manager of Kampung Tourism Lawas Maspati—the activities are coordinated by him/her, by preparing and dividing tasks for welcoming people. Before the visits, the committee prepares all the necessary items that will be given to the visitors. After the tour, which is usually done in a two to three hours package, the manager shares the profit directly with the entire tourism committee without certain financial mechanisms and management in place. In the management of Kampung Tourism Lawas Maspati tour, the existence of a guide or tour guides is also still limited in number. In addition to being limited in number, the guides do not master any foreign language. The society still has a low awareness that Kampung Tourism Lawas Maspati is now a tourist destination. This is contrary to the fact that public awareness plays a major role in tourism activities as something important for the development of Kampung Tourism Lawas Maspati as a tourism destination and the basic principle of tourism in this village is based on the social life of the society.

Based on this limited research, it can be seen that the knowledge of Kampung Tourism Lawas Maspati community towards tourism awareness or knowledge about tourism is very limited. Awareness is still less visible from the residents who are still reluctant to come to a training program or participate in tourism activities in Kampung Tourism Lawas Maspati. The traditional mindset results in them thinking traditionally in the tourism management. They may feel that what they are doing now is already enough and do not need to do other things beyond what has been done at this time. This mindset might also interfere with the potential development of Kampung Tourism Lawas Maspati as a tourist village. Tourism has great educational value for tourists and has a mainly positive effect for cities and regions in which it is developed (APEC, 2002; Bischoff & Meckl, 2008).



Internal and External Environment Conditions

The internal and external environmental conditions of Kampung Tourism Lawas Maspati as Surabaya's new tourist destination consists of factors that can be strengths, weaknesses, opportunities, and threats. The following factors that can be strengthened are: (1) Access to easy tourism objects; (2) Having high historical value; (3) Availability of supporting facilities and infrastructure; (4) Support from local communities; (5) Strategic location with other attractions and downtown areas; (6) The potential of economic tourism that can improve the economy of the surrounding community; (7) Peoples hospitality as a drawcard; (8) Cultural values still being upheld. (9) There is already cooperation with other parties to develop a tourist village. Then the weakness include (1) Weak Human Resources (2) Poor management of traditional tourism. Also, some factors can be strengths and weaknesses, and some factors can be opportunities and threats in the development of Kampung Tourism Lawas Maspati as a new tourist destination of Surabaya. Some factors that can be opportunities are: (1) tourism development as a global trend; (2) technological progress; (3) visits of foreign and domestic tourists; (4) the need for alternative tourism; (5) the establishment of government cooperation, investors, and the community. While the factors that become threats / Threats (T) are: (1) competition with similar attractions in Surabaya; (2) changing the mindset and behavior of the community in participating in developing Kampung Tourism Maspati Lawas Village.

The Development Strategy of Kampung Tourism Lawas Maspati

The Development strategy of Kampung Tourism Lawas Maspati as a new tourist destination in Surabaya needs to consider and describe both internal and external factors. Based on the internal and external environment conditions obtained, a strategy that is general (grand strategy) can be formulated. Then one can proceed with the SWOT matrix to formulate alternative strategies. Based on the results of SWOT matrix analysis, the strategy using the S-O strategy utilizes all the power to seize and exploit the greatest opportunities. Strategies that need to be followed include: (1) Creating a strategy of developing the Kampung Tourism Lawas Maspati as a new flagship destination in Surabaya. This strategy can be done by designing routes and tour packages. Designing the route in question will be a roadmap on the tracking track for tourists so that tourists can travel far / near distance. Tour packages that can be developed is a historical thematic tour package that combines visits to Tugu Pahlawan and Kampung Tourism Lawas Maspati. (2) Maintaining the existing attraction in Kampung Tourism Lawas Maspati preserved historic old buildings, (3) Promotional strategies that can be done with various promotions and provide complete and clear information about the potential of tourism in Kampung Tourism Lawas Maspati either through mass media or interactive media.

While the S-T Strategy emerged from the strength that is used to overcome the weakness. The S-T strategy is a strategy of counseling the local community around Kampung Tourism Lawas Maspati. Counseling to the local community must be done to provide a positive image and understanding of the community strengths for the future development of Kampung Tourism Lawas Maspati as a tourist destination. The participation of the community in the development of Kampung Tourism Lawas Maspati can only be sustainable if these things happen. The W-O strategy is the utilization of existing opportunities by minimizing weaknesses. The strategy is usually done by improving the facilities and infrastructure that support Kampung Tourism Lawas Maspati and in maintaining good partnerships. The main priority in the strategy of developing Kampung Tourism Lawas Maspati is the need to improve public facilities, optimize road conditions for better access, develop or build new restaurants and accommodations, and develop souvenir shop facilities and infrastructure that can be useful. Additional needs are required in building toilets, security, post offices, information centers, parking lots and so forth that can all support tourism development. Besides, increasing the variety of attractions can also help to identify potential new niche areas of



tourism in Kampung Tourism Lawas Maspati. It can be concluded that the presence of needed facilities at tourist attractions is an important and non-negotiable aspect in the process of developing tourist destinations.

The effort to overcome these problems is to determine the priority strategy that leads to problem-solving. Based on the SWOT analysis the strategy that leads to overcoming the problem is the W-T strategy to minimize weakness and avoid threats. The W-T strategy is to minimize weakness and avoid threats that can be done with a good strategy including efficient and well planned service training and management, and also needed foreign language training in the community in Kampung Tourism Lawas Maspati as an effort to improve the competence of human resources in the Kampung.

Conclusion

Social-cultural and historical potential plays a crucial role in supporting the development of Kampung Tourism Lawas Maspati Surabaya as a new tourist destination. The results of the analysis show that the fundamental problems faced by Kampung Tourism Lawas Maspati are the low human resources and the poor management of the tourist destination which is still operated traditionally. If the manager is not equipped with various skills, especially in the service and management of Kampung Tourism Lawas Maspati, then the sustainability and development of this tourist destination may as well be questioned. Some of the things that may support the development of Kampung Tourism Lawas Maspati and can be done with a revised strategy are excellent service training and good management including foreign language training for the community in Kampung Tourism Lawas Maspati as an effort to improve the competence of human resources in the village.

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