



Strategy of Tourist Village Development in Nongkosawit Sub-District, Gunungpati District, Semarang City

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Abstract

Tourist village was formed in order to increase the tourist visits and also to improve the economy of the rural society. However, some of the tourist villages have not still given the expected results yet, one of which is the tourist village in Nongkosawit Sub-District. The aim of this research is to identify the potentiality of Nongkosawit Tourist Village that is then clarified into four aspects those are Strength, Weakness, Opportunity, and Threat. Primary data is used in this research and secondary data is also used as the supporting data. This research uses the method of quantitative descriptive and the analytic tool of SWOT. The result of SWOT shows that the proper strategy for the development of Nongkosawit Tourist Village is to minimize the internal problems in order to give benefit such as seizing better market opportunities or making new products. Suggestion that can be given through this research is that the manager of tourist village should improve the internal problems by conducting the management reconstruction and performing market segment sharpening. The manager and the communities must cooperate by supporting the development of their tourist villages so that the impact of tourist village establishment can give benefits for everyone.

INTRODUCTION

Tourism is often considered as one of the driving force of economy or the foreign exchange income, just like tourism in Indonesia. But in fact, tourism has a broader spectrum of fundamental development (Main, 2011).

Table 1. GRDP of Semarang City
According to Business Field Based on
Applicable Price (in Million Rupiah)

DESCRIPTION	2013	2014
Farming	588,074.44	631,643.07
Mining and Quarrying	81,153.57	87,942.37
Industry	13,396,296.80	15,026,452.04
Electricity, Gas, & Water	776,041.22	890,419.76
Building	10,562,309.17	11,710,345.24
Trade, Hotel, & Restaurant	15,460,952.20	17,559,840.78
Transport & Communication	5,091,566.72	5,737,208.32
Finance, Rental, & Company Service	1,452,004.58	1,643,028.32
Services	6,976,255.85	7,805,945.59
PDRB	54,384,654.55	61,092,825.55

Besides being the driving force of the economy, tourism is also an attractive media to reduce the unemployment rate considering the various types of tourism can be placed anywhere (footlose) (Suwanto, 2004).

Table 1 shows that the increasing trend of the Gross Regional Domestic Product (GRDP) value of Semarang City from 2013 to 2014 that reached 61,092,825.55. Each sector experienced an increase with the largest contributors to GRDP are Industry sector, Trade, Hotel and Restaurant sector, and Building sector. It also describes that the tourism sector also plays an active role in increasing GRDP of Semarang City through the three largest sectors. Tourism is often seen as a passport to development in economic and social growth (Pratt, et al, 2016).

The Government of Central Java plans to develop 67 villages that are potential as tourist villages. The development of tourist villages is an

effort to increase the tourist visits to Central Java, especially Semarang City. Nongkosawit Tourist Village was inaugurated in 2012 through Mayor's Decree No. 556/407 on Stipulation of Kandri and Nongkosawit Sub-districts of Gunungpati District and Wonolopo Sub-District of Mijen as the Tourist Villages in Semarang City. Nongkosawit Tourist Village is ready to receive the tourist visits in September 2013.

The establishment of Nongkosawit as a tourist village has raised a new task in developing tourist villages to attract more tourists. The existing potentials such as durian montong agricultural products, various types of animal husbandry, and Kyai Bende Kirab culture are implemented every Rajab month have become the main force to develop a Tourism Village in Nongkosawit Sub-District as the support of Jatibarang Reservoir (Goa Kreo) tourism object.

The development of Tourist Village in Nongkosawit Village still is not seen yet since it was declared as a tourist destination area. Based on the observation in January 2016, so far there have not been many visits to the Tourist Village in Nongkosawit Sub-District, which has an impact on improving the economy of the society. It is because so far there have been only a few visits from the elementary school children learning about plant and farming systems and from some researchers. The less development of tourist villages is also marked by the low growth of farmers. Nongkosawit Sub-District as a Tourist Village favors its potential agro-tourism that should capture the opportunity of the society in the farming business. The positive effects is an important determinant of this outcome (Tirasattayapitak, et al, 2015). However, in fact, the number of landowner farmers did not increase, while the number of tenant farmers only increased 3% and the number of farm laborers increased 0.9%. Along with the number of farmers who showed a less positive trend, the amount of agricultural land in Nongkosawit Village as Tourist Village until 2015 also did not change amounted 82.90 ha.

Tourist village is one of the government programs in the people's empowerment by

relying on the optimization of the potentiality of each village to improve the people's business in fulfilling their economic needs. A tourist village can walk if there are some factors such as cooperation, participation, and full of supports from all parties, whether the society, apparatus, and government who achieve the same mission and vision. If one of the parties cannot cooperate then the sustainability of a tourist village will be very difficult to realize.

This research aims at knowing the internal factors that become the strengths and weaknesses of the Tourist Village in Nongkosawit Sub-District, knowing the opportunity and threat factors of the Tourist Village in Nongkosawit Sub-District, and knowing the strategy to develop the Tourist Village in Nongkosawit Sub-District in order to have an economic impact on the community.

Tourism development aims at giving benefits to the tourists and the host society. The tourism development is expected to improve the standard of living of the society through the economic benefits brought to the region. In other words, the development of tourism through the provision of infrastructure facilities, the tourists, and the local residents will benefit among each other.

RESEARCH METHOD

The type of this research is quantitative descriptive research. The source of data is obtained through primary and secondary data. The primary data is obtained through observation, interview and questionnaire.

This research uses SWOT analysis method to find out the internal and external factors owned by the Tourist Village and to answer the development strategy of the Tourist Village in Nongkosawit Sub-District. The strategy is then outlined using the descriptive analysis.

RESULTS AND DISCUSSION

Potentiality of Tourist Village, to know whether a village or rural area has the ability to become a tourist village certainly is by looking at

its potentialities. Although there exists a tourism potential, there are challenges that must be addresses in order to promote tourism attractions in the country (Ahmad, 2013). The potentiality must be developed and able to be packaged into an attractive tour package (Wulandari, 2015). This tour package is called the tourism product, which is a product produced from the potentiality of the village. The Tourist Village product in Nongkosawit Sub-District covers several attractions involving the tourists directly so that they do not only enjoy the available attractions but also are directly involved. A tourist village certainly must have facilities to support the running of activities performed by the tourists. Based on an interview conducted in May 28, 2016 with Mr. Suwarsono as the Head of Pokdarwis, the attractions offered and the facilities owned by Nongkosawit Tourist Village can be seen in the following table:

Table 2. Attractions and Facilities Available in Nongkosawit Tourist Village

Attractions offered	Facilities supporting tourism
Dairy farm	Homestay
Rare bird captivity	Transport
Fruit and vegetable planting	Mosque
Catfish farming	Toilet
Rice planting	Food stall
Pintu Air Kripik Space	Shop/kiosk
Batik printing and Screen printing	
Kirab Kyai Bende	
Nyadran	
Camp	
Sewing Center	
Cassava <i>Tape</i> Center	
Chicken Farm (pilot cage)	
Sendang	
Bamboo Craft	
Playing Gamelan	

Source : Primary Data processed, 2016

Competition of Tourist Village, Semarang City already has five tourist villages that are ready to be visited by the tourists, as quoted from pariwisata.semarangkota.go.id as follows:

1. Kandri Tourist Village

It is located in Kandri Village, Gunungpati District, Semarang City that is near Jatibarang Dam tourism object. This place has another famous tourism objects one of which is Kreo Cave that is still natural and inhabited by dozens of long-tailed Javanese monkeys. The visitors can enjoy the traditional culinary such as getuk kethek that is made of cassava, cassava tape, dodol tape, and snacks made of mocca flour. Besides, the villagers of Kandri still maintain their local culture such as Ketoprak, Wayang Kulit (Leather Puppet), Wayang Suket (Grass Puppet), and Lesung performance as the art show.

2. Nongkosawit Tourist Village

It is still in Gunungpati District, Semarang City, there is Nongkosawit Tourist Village that has beautiful scenery with valleys and canyons. Nongkosawit Tourist Village has the potentiality of agriculture and fruits such as durian montong, orange, dragon fruit, and rambutan, also dairy farms, chickens, white rats, and sheep, also traditional dance performances of si Golo-Golo and Kuntulan performed by the local community. Besides, Nongkosawit Tourist Village has an annual routine agenda in the form of Kirab Kyai Bende and local custom ceremonies.

3. Wonolopo Tourist Village

Wonolopo Village is located in Mijen District, Semarang City with agro-tourism such as durian, salak, guava, and papaya as its main potentiality. This tourist village is also famous for making the traditional herbal medicine. Visitors are treated to traditional herbal medicine. Wonolopo Tourist Village also provides facilities for the visitors in the form of homestay and outbound games.

4. Sodong Tourist Village

Sodong Tourist Village is located in Sodong Village, Mijen District, which is famous for its orchid kampong because there are many kinds of orchids in the village. Visitors can also

learn cultivation and learn to harvest orchids. Besides orchids, Sodong Tourist Village also offers cultural tours of *petilasan* Sunan Kalijaga, camping ground, homestay, and educational tour.

5. Jamalsari Kampong Tourist Village

Jamalsari Kampong is located in Mijen District, Semarang City, which is located at the edge of Jatibarang Dam. Jamalsari Kampong uses an area of six hectares of land owned by Pemali-Juwanan River Region Main Building (BBWS) and Jamalsari society as a tourist attraction. The visitors can enjoy the nature tours and water tours on the dam. Besides water games in the reservoir, there is also a campground, outbound, homestay, orchid gardens, cultural arts performances, batik studio, and lantern handicraft studio, cassava *tape* making, and cassava leather chips making.

Besides, there are many other tourist villages that are still in the pilot process by the government in order to increase the tourist destinations in Semarang City along with the distribution program of the development of village society.

Environmental Analysis on Development of Nongkosawit Tourist Village, here is the result of environmental analysis on the development of Nongkosawit Tourist Village in Semarang City. The Strengths include (a) the beauty of Nongkosawit Tourist Village; (b) the sustainable conservation of the natural resources; (c) the cool environmental conditions; (d) various types of the local business; (e) the location of a tourist village is close to the famous tourism object; (f) the tourist's ease of reaching the tourist village; (g) the group of community that is aware of tourism. While the Weaknesses include (a) the lack of people's role in the development of tourist village; (b) the insufficient funding support; (c) the insufficient facilities and infrastructure; (d) the management and institutional management of tourist villages that have not been optimally managed yet; (e) the promotion: there has been no specific handling in web management; (f) the waste management that has not been organized yet; (g) the absence of the economic benefits the community can get from the tourist villages

The Opportunities owned by the Tourist Village in Nongkosawit are (a) an increase in the frequency of tourist visits from year to year; (b) the concept of natural tourism development that is becoming a trend; (c) the availability of agricultural land utilized as the tourist objects and the educational facilities; (d) the local community still upholds the local culture, (e) the participation in tourism market events; (f) the

opening up of the new job opportunities. The Threats include (a) the competition with other areas in the development of tourist village; (b) the community's minds and behaviors that are difficult to change; (c) the low public awareness; (d) the optimal evaluation from government for tourism village; (e) lack of entrepreneurial spirit within the society.

Table 3. Internal Factor Evaluation (IF)

NO.	INTERNAL FACTOR	RATING	WEIGHT	SCORE
STRENGTHS				
1.	The beauty of Nongkosawit tourist village	2.67	0.06	0.16
2.	Sustainable natural resource conservation	3.17	0.07	0.23
3.	Cool environmental condition	3.33	0.06	0.18
4.	Various types of local business	3.17	0.07	0.22
5.	The location of tourist village is close to the famous tourism object	3.67	0.06	0.22
6.	The tourists' ease in reaching the tourist village	3.17	0.06	0.20
7.	The existence of a group of community that is aware of tourism	3.17	0.08	0.24
AMOUNT		22.33	0.45	1.45
WEAKNESSES				
1.	The lack of people's role in effort of developing the tourist village	3.33	0.08	0.27
2.	Insufficient support of funding	3.00	0.08	0.24
3.	Insufficient facilities and infrastructure	3.00	0.07	0.21
4.	The management and institutional of tourist village are not managed optimally	3.67	0.09	0.31
5.	Promotion: there is no special handling on web management	3.67	0.08	0.28
6.	Waste management has not organized yet	3.00	0.07	0.21
7.	There is no economic benefits got by the society of tourist village	3.50	0.08	0.29
AMOUNT		23.17	0.54	1.81

NO.	INTERNAL FACTOR	RATING	WEIGHT	SCORE
	TOTAL OF IFE	91,00	1	3,26

Source : Primary Data (processed),2016

Table 3 shows that the internal strategy factors have different values. The most important thing in the strength factor with the highest weighting is the existence of a group of community that is aware of tourism that has a score of 0.24. This factor has an important role in the development of a tourist village. This group becomes the motor of tourist village development that can directly interact with the community so that ideas, inputs, complaints will be directly accommodated and channeled.

Internal strategy with other strength indicator such as sustainable natural resource conservation has a weighted score of 0.22. While the factor of tourist village coolness has the lowest weighting score compared to other factors, which is 0.18. Factor of various types of local business has a score of 0.22. The factor of tourists' ease in reaching the tourist village location has a score of 0.20 and the factors of tourist village location close to the famous tourism object and the beauty of Nongkosawit Tourist Village have a score of 0.22 and 0.16 respectively.

While the main weakness of Nongkosawit Sub-District as a Tourist Village is that the management and institutional of tourist village have not managed optimally yet, which has a score of 0.31. The main problem in Nongkosawit Sub-District as a Tourist Village is the less organized institutional system. Substitution of

According to Table 4, the total number of external factors is 1, which means that the weighting result is correct. From the total score, the position of external factors on the development of Tourism Village in Nongkosawit Village will be found.

Table 4 shows that the external factors consisting of opportunity and threat factors have different values.

The most important factor of opportunity is that local people still uphold the local culture with a score of 0.31. Nongkosawit Tourist Village is not only selling the nature educational tour but also the culture, because when the tourists

understand the cultural values existing in Nongkosawit Tourist Village then there will be a certain feeling to keep coming and visiting the Tourist Village, especially at cultural celebration events such as Kirab and Nyadran.

from the tourist village has a weighted score of 0.29. This indicates the possibility of a tourist village has not been optimally utilized yet by the local society. This condition is also explained through the lack of public role in the effort of developing the tourist village that has a big score enough of 0.27 members alternating every year makes the performance of the tourist village less optimal. The absence of economic benefits for the society

Other aspect such as the absence of special handling in web management for promotion has a weighted score of 0.28. This reflects that the tourist village is also hampered to be known by the wider community.

Aspect of insufficient facilities and infrastructure and the waste management that has not been organized yet each has a score of 0.21. While the aspect of insufficient funding support has a score of 0.24, which indicates that funding support is an important aspect in the development of tourist villages. Based on Table 3 above it is known that the mean total value for the strength factor is 1.45. While the average score for the weakness factor is 1.81. This shows that the weakness factor is greater than the strength factor. Therefore, the tourist village manager and the society should work hand in hand to take advantage of factors that become the strength to overcome these weaknesses

While the availability aspect of agricultural land that utilized as the tourism object and the educational facilities has a score of 0.29. Aspect of the concept of natural tourism development is becoming a trend and the aspect of opening new job opportunities has the same value of 0.28.

Aspect with the lowest value of 0.23 is the increasing frequency of tourist visits from year to year and the participation in tourist market

events. This is because the increasing frequency of the visits has not increased significantly. Since its establishment, there is still a little number of tourists who visit Nongkosawit Tourist Village. As for the participation in the tourism market event, it is still a new beginning for Nongkosawit

Tourist Village and it has not routinely participated.

The most potential threat factor experienced by Nongkosawit as a Tourist Village is the lack of entrepreneurial spirit in the society that has a score of 0.35.

Table 4. External Factor Evaluation (EF)

EXTERNAL FACTOR OPPORTUNITIES	RATING	WEIGHT	SCORE
1. An increasing frequency of tourists' visit	2.5	0.09	0.23
The concept of natural tourism development is becoming a trend	3.2	0.09	0.28
3. The available agricultural area to be utilized as the tourism object and educational facilities	3.2	0.09	0.29
4. The local society still upholds the local culture	3.3	0.09	0.31
5. Participating in the tourism market events	2.7	0.09	0.23
6. Opening the new job opportunity	3.2	0.09	0.28
TOTAL OF OPPORTUNITIES	18.0	0.54	1.61
THREATS			
A competition with other areas in developing the tourist villages	2.2	0.06	0.14
The people's way of thinking and behavior are difficult to change positively	3.0	0.10	0.29
3. The people's awareness is still low	3.2	0.10	0.32
The government's evaluation on tourist village is not optimal yet	3.0	0.10	0.30
5. Lack of entrepreneur spirit in the society	3.3	0.11	0.35
TOTAL OF THREATS	14.67	0.47	1.39
TOTAL OF EFE	50,67	1,00	3,00

Source : Primary Data (processed), 2016

The people of Nongkosawit Tourist Village tend to prefer to be the farm laborers and the factory workers in the city, whereas the entrepreneurial spirit is required to develop a tourist village to live independently because the villagers must be able to seize the opportunities and to take advantage of them for their interests.

People who are lack of entrepreneurial spirit will be very difficult to see the opportunities that exist for business.

Besides, the threat factor that becomes an important point is the awareness of the people

who are still low about the tourist villages, which has a score of 0.32.

It is also followed by the government's evaluation for tourist village that is not optimal yet with a score of 0.30. These factors are also supported by a factor that is a difficult to change the mindset of people, which has a score of 0.29, while the last threat is a competition with other areas in the development of tourist villages, which has the lowest score of only 0.14. Table 4 also mentions that the average total score for the opportunity factor is 1.61, while the average total threat factor is 1.39. This indicates that the opportunity factor is greater than the threat factor, so Nongkosawit Tourist Village still has a good prospect to be developed.

Based on Table 3 and 4 above on the SWOT analysis, in formulating strategies, the basic strategy that can be planned is to utilize the strengths and opportunities as well as to anticipate and overcome the existing weaknesses and threats. SWOT calculation results show that Nongkosawit Tourist Village has a more dominant weakness than its strength and has a greater opportunity than its threat with the following values:

Internal Factors of Strengths – Weaknesses : $1.45 - 1.81 = -0.36$

External Factors of Opportunities – Threats : $1.61 - 1.39 = 0.22$

Based on the above values, the position of Nongkosawit Tourist Village is in the third quadrant supporting the turn-around strategy for its development as shown below:



Figure 3. Matrix of Grand Strategy of Tourist Village in Nongkosawit Sub-District

Turnaround strategy is a strategy used to improve the ailing condition. The term turnaround is used to describe a strategy that can be used to deal with conditions with many constraints but still has enough time and resources to find a solution. The strategy that can be offered for the development of Nongkosawit Tourist Village is to minimize the internal problems in the tourist village in order to seize the better market opportunities or by innovating to create the new products by utilizing the available resources. The tourist village should work twice in its development because of a turnaround problem, the first thing to do is to achieve a stable condition first then the second step to achieve the growth (Panicker, 2014).

Alternative Strategy of Development of Tourist Village in Nongkosawit Sub-District, after the SWOT analysis (Strength, Weakness, Opportunity, and Threat) is conducted based on the internal and external environmental factors in Nongkosawit Tourist Village, the SWOT matrix produces four possible alternative strategy cells that support the turnaround strategy of tourist village development according to the potential and environmental conditions owned by the Tourist Village in Nongkosawit.

Each strategy can be elaborated and derived into various development programs that support the development of Nongkosawit as a Tourist Village through a turnaround strategy with the aim of minimizing the internal problems in the tourist village. The first strategy is the SO strategy, which is to improve the quality of tourist attractions by improving the packaging and appearance to be more attractive, increasing the promotion with regular follow market tourism events or the promotion through social media or internet, offering the new products such as improvements in the tracking package by creating the road maps and the new routes or a fishing package plus eat in. The managers can also offer facilities for the educational participants in the form of certificates as a form of rewarding for those who have managed to

learn farming in Nongkosawit Tourist Village so that the tourists coming will have their own memories. This kind of certificate is very attractive to the tourists as a form of appreciation from the tourist villages and the income increasing strategy through the price adjustment and the market segment sharpening.

The ST strategy covers creating different icons with the power they possess in order to have competitiveness, making the calendar of tourism activities as part of a tour package, providing a place or kiosk to sell the local handicrafts and products as souvenirs to the visitors. The government's support needs to be improved in the tourist village development. Gannon in Giannakis (2014) also mentions that the tourist village is a form of a group of activities, services and facilities provided by the farmers and the rural society to deliver the tourist performances in order to increase the revenues from various rural people's business. So hopefully the strategy is expected to give an economic impact to the society.

The WO strategy covers establishing an institution that handles funding or capital, arts or cultural issues, and a socialization of tourism awareness, improving the supporting infrastructure through non-organizational and collaborating with the investors, reconstructing the tourist village management to be more professional by utilizing the qualified human resources in the field. Taufiqurrohmah (2014) mentioned that the lack of professional workforce also affects the number of visits and the success of the tourism sector. The WT strategy covers the management of the area and the management of the tourist village, the competence of the managers needs to be fostered and systematically accompanied in order to create the qualified managers

CONCLUSION

Based on the result of internal factor analysis and external factor, hence the conclusion of the research result has been found as follows: The internal strategy of the strength factor owned by Nongkosawit Tourist Village is the existence of a group of community that is

aware of tourism that becomes the driving force of the tourist village with a score of 0.24. While the internal strategy of the greatest weakness factor is the management of tourist village that has not been optimally managed yet with a score of 0.31, the greatest external strategy of the opportunity factor in Nongkosawit Tourist Village is a society that still upholds the local culture with a score of 0.31. So it will be very easy to develop various kinds of cultural performing arts. While the greatest threat received is the lack of entrepreneur spirit of the society so it is very difficult to create various kinds of creative and innovative products. The greatest threat factor has a score of 0.35., the development strategy of Nongkosawit Sub-District as a Tourist Village is focusing on developing and improving the internal condition of tourist village with alternative turnaround strategy. The turnaround condition experienced by Nongkosawit Tourist Village is that the management of tourist village is not optimal yet and the lack of entrepreneur spirit of the society. The main strategies are the reconstruction of village tourism management and conducting the training and assistance to improve the people's skill for entrepreneurship supported by the capital assistance from the government.

Based on the results of analysis and discussion, the suggestions that can be submitted are as follows: Tourist village manager should actively embrace all strata of society to develop the tourist village, improvement of training and assistance to the tourist village by the relevant agencies, the manager should promote through the internet media and follow the tourism market event to promote the tourist village by offering packages already listed in the tourism calendar, the manager and the government should hold the investors for the development of tourist village infrastructure considering that the fund from the government for the development of tourist villages is minimal, the manager should sharpen the market segmentation to schools because the Tourist Village in Nongkosawit is based on educational tourist village, reorganizing the tourist village and creating the new icons to attract the tourists. Currently the condition of the

tourist village still looks normal and as it is without any arrangement and clear directions, evaluating the pricing per package of tour. There should be a price difference between the domestic tourists and the foreign tourists.

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