

GREEN ECONOMY-BASED TOURISM VILLAGE DEVELOPMENT STRATEGY IN DENAI LAMA VILLAGE, DELI SERDANG



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Abstract

This study aims to find out how the main priority strategy for the development of a Green Economy-based tourism village in Denai Lama Village, Deli Serdang, is by presenting the internal and external conditions that have been carried out so far. Then in addition, the researcher also explained some of the handling urgency that needs to be implemented so that the development of Green Economy-based tourist villages can be more focused. The method used is a qualitative method using SWOT analysis and QSPM. The number of respondents who filled out the questionnaire was 5 respondents from SMEs in the market and 5 respondents from experts. Based on the results of the SWOT analysis, the strategy quadrants obtained after being processed in the IFE and EFE matrices are in Quadrant I. This indicates that the strategy used is a progressive strategy. This strategy means that tourism villages have strengths and opportunities. Furthermore, in the QSPM analysis, the results show that the main priority strategy that must be carried out is to make the entertainment of native Indonesian art a characteristic of your market so that it attracts the attention of local and foreign tourists.

Keywords: Strategy, Tourism Village, Green Economy, SWOT, QSPM

INTRODUCTION

Indonesia can be said to be one of the countries with many natural and artificial tourism targets. This is because Indonesia is a tropical country and is known as a country that is rich in tourism potential, both on land and at sea. The high attention of the public who want to visit various tourist objects brings benefits and benefits to the people of Indonesia. This situation makes tourism a potential source of local revenue (PAD). Many factors encourage a person to travel, including wanting to see new places or just for recreation or relaxation, enjoying the beauty of nature and so on. In addition, there are also factors that are the result of human creation such as the culture, traditions and customs of the local population, dances and traditional ceremonies of the local community (Situmorang, 2012).

The development of tourism will affect one of several aspects of management, both in terms of economy, society, politics and culture. The tourism industry will continue to develop dynamically with local and global strategic environmental conditions. For some people, the purpose of traveling is to rebuild physical and spiritual fitness, so they can do good activities or entertainment. There are many tourist objects that can be visited, one of which is a tourist village (Sari, 2022).

The tourist village is a form of integration between scenic spots, accommodation and additional facilities, serves as a structure of community life, and is integrated into mainstream procedures and traditions. Tourism Village is a rural area with several characteristics that can become a tourist attraction (Ervina D, 2018).

In October 2008, UNEP sparked the idea of “Green Economy” in order to support efforts to reduce greenhouse gas emissions. The idea of “Green Economy” aims to provide great opportunities for efforts to utilize the concept of “Green Economy” in order to support development that is oriented towards environmental and ecosystem aspects (UNEP, 2009). Management of tourist villages with the concept of green economy is very important because it can preserve nature (Makower, 2009).

North Sumatra is one of the largest provinces in Indonesia with a population of 14.80 million people. North Sumatra is rich in various tribes and cultures. Each of these tribes has characteristics, uniqueness, language, culture, customs and habits that are different. Thus, North Sumatra is also rich in tourism. There are many tourist attractions

that can be used as vacation destinations for foreign tourists and local tourists, both old tourist attractions and new tourist attractions. The number of tourists visiting North Sumatra from 2018-2022 is as follows (BPS, 2021):

Table 1
Number of Tourists Visiting North Sumatra

No.	Year	Number of Visits
1.	2018	18,210 Visits
2.	2019	17,470 Visits
3.	2020	20,539 Visits
4.	2021	20,413 Visits
5.	2022	21,211 Visits

Source: North Sumatra BPS

Based on the table data above, tourist visits to North Sumatra have decreased in 2018 to 2019 due to the Covid-19 pandemic, then experienced fluctuations where in the January 2020 period, the number of tourists visiting North Sumatra increased by 17.57% compared to the 2019 period, namely from 17,470 visits in 2019 it rose to 20,539 visits in 2020 and from 2021 to 2022 it has increased again from 20,413 visits to 21,211 visits.

North Sumatra has one of the regencies, namely Deli Serdang Regency which is rich in tourism potential, both natural tourism, cultural tourism, marine tourism, religious tourism, agricultural tourism (agro-tourism) and culinary tourism. Deli Serdang Regency has a large diversity of natural resources and has a diversity of cultures. The population of Deli Serdang Regency consists of Malay, Karo, Simalungun, Javanese and, Minang ethnic groups (Nur, 2019).

In Deli Serdang Regency, there is a village called Denai Lama village which has very beautiful natural attractions and is surrounded by green rice fields while enjoying breakfast. However, it is a pity that when the rice has been harvested, the view seen while enjoying breakfast is not as beautiful as before the harvest season. Therefore, when the harvest season arrives, visitors can only enjoy the culinary tour. Denai Lama Village has the potential to develop and even progress because this village has received awards from the government several times so that the village has begun to be widely known by the

outside community and has been inaugurated by the Tourism Office and Deli Serdang to become a tourist village (Purnomo and Kustiani, 2021).

Denai Lama Village has one of the culinary attractions called *Pasar Kamu* (Breakfast Week by Young People). *Pasar Kamu* is one of the programs in the agro-tourism area that has been inaugurated since 2020. Your market was first opened on August 9th 2020 by Kawan Lama Area, a community of young people from Denai Lama Village led by Mr. Dedy. A few months later, Kawan Lama Area took the Deli Serdang Tourism Awareness Society (Masata) as a partner. They designed *Pasar Kamu* like a traditional people's market that sells old-fashioned sweets with Malay and Javanese culinary dominance, according to the majority of tribes living in Kampong Lama (Deli Serdang Regency Government, 2023).

Pasar Kamu has 220 food and beverage menus sold by 152 traders and involves 46 volunteer workers, almost 100 percent of whom are teenagers and still in school. The market sells Indonesian specialties, which are mainly dominated by Malay and Javanese specialties, such as Kekaras Cake, Rasidah Kue Raja, Lemang Pulut, Nasi Lemak, Keladi Rebus, Gudeg, Nasi Telang, and a number of traditional drinks. There are also a number of mats that visitors can use to enjoy breakfast. All traders occupy 74 stalls which are managed independently by 2-3 people per stall.

The theoretical basis in this study is that according to the United Nations Environment Programme, a green economy is a low carbon economy or does not produce environmental emissions and pollution, natural resource efficiency (resource efficient), and social equity related to per capita income. and poverty (socially inclusive), Green economy aims to improve human welfare and economic growth in line with human development and the environment (UNEP, 2011).

So, the concept of green economy is believed to be able to be a solution to problems for environmental sustainability, welfare, and ecosystems as well as bringing global life and civilization to a better, just, prosperous, and sustainable state. This is actually in accordance with the values in the principles or concepts of Islamic Economics, namely by fulfilling primary, secondary and tertiary needs so that humans can live in goodness and can become good servants of God (Nurmalia, 2021). The number of tourists visiting your market from 2020-2022 is as follows:

Table 2
Number of Visitors to *Pasar Kamu* in 2020-2022

No	Year	Number of Visitors
1.	2020	41,800 People
2.	2021	37,400 People
3.	2022	40,680 People

Source: Processed data

Based on the table above, the number of visitors to your market has fluctuated, where in 2020 there were 41,800 people, and decreased the following year to 37,400 people, then increased again in 2022 to 40,680 people. Therefore, the management always carries out management and repairs such as installing para nets to reduce the feeling of heat from the hot sun for visitors and traders and repairing the road to the traditional culinary tour of *Pasar Kamu* so that access to the location is easy to reach so as to increase the number of visitors.

When the harvest season arrives, the scenery around the agro-tourism will change, which was originally green will turn yellow when the rice is ready to be harvested, of course this greatly affects the beauty of your market, from the results of interviews with several traders, when the harvest season arrives, visitors will come reduced from the previous amount before the harvest season arrived, this is what caused the traders' income to decrease.

This is because the market is still in the development stage, photo spots are also made to capture the moment and divert the eyes of newcomers when the harvest season arrives, so these photo spots can be used when the harvest season arrives so that the beauty of your market and visitors does not diminish. feel not bored because the harvest season has started.

The presence of competitors in the same tourism sector makes your market have to set a strategy in its development. Based on the results of the authors' observations, the manager is currently implementing a strategy to compete in terms of promotions and processes for public facilities such as the construction of prayer rooms and toilets. Then the manager always updates regarding activities carried out such as activities every weekend, who visits, and the latest information from culinary tourism.

Therefore, development really needs to be done because with a market you can increase the attractiveness of visitors to visit the village and can improve the lives of the surrounding community, because good development in a tourist village will be able to have an impact on the surrounding community not only of great benefit to the residents foreign. Because the purpose of developing a tourist village is to increase people's income, reduce poverty, and open up job opportunities.

REVIEW OF LITERATURE

Tourism Village Development Strategy

Village development strategies through community development can also be implemented so that one person with another has the same thoughts. Even though in the initial process it went through the brainstorming stage which allowed each person to have a discourse. When all elements of society agree, they begin to make a supply chain for the needs of the village. This can be managed independently or through cooperatives. For example, culinary sellers need rice, so there must be rice farmers. Rice farmers need land, so there must be village land ready to plant rice as well as cooperatives selling rice seeds. Likewise with other aspects such as souvenirs, tourist attractions, and so on (Syah, 2014). Economically the money that comes in from tourists is then managed by the community and does not go out, so it is increasingly piling up inside and producing maximum results (Syah, 2017).

Tourism Village in Islamic Perspective

In its development, tourists also changed the concept towards Islam by carrying out the halal concept. The concept of a halal tourism village has not been found in many literatures. The idea of a sharia tourism village at the end of 2015 has emerged in Bali. This was disclosed by the Chairman of the Islamic Economic Community (MES) of Bali Province, Dr Dadang Suherman, but this idea was rejected by the Balinese people so that sharia tourism villages on the island of the Gods could not be implemented because the majority of the people were non-Muslims (Asep Syarifuddin Hidayat dan Mustolih Siradj, 2015).

Green Economy

The United Nations Environment Program defines a green economy as an economy that is low in carbon (low carbon economy) or does not produce emissions and environmental pollution, natural resource efficiency (resource-efficient), and social equity related to income per capita and poverty (socially inclusive) (UNEP, 2011). A green economy aims to improve human welfare and economic growth in line with human development and the environment (Fauzia, 2016).

RESEARCH METHOD

The research methodology used in this study is the Qualitative Methodology. Qualitative research aims to obtain a complete picture of a matter from the point of view of the human being studied. Qualitative research deals with the ideas, perceptions, opinions, or beliefs of the people being studied. This type of research does not compare variables but rather focuses on solving problems using descriptions or explanations using sentences about the research being conducted (Nawawi, 1994). Meanwhile, the analysis used in this research is SWOT analysis and QSPM (Quantitative Strategic Planning Matrix).

The reason researchers chose SWOT analysis is that SWOT analysis can be the main cause of the continuity of a company. This is because this analysis will produce various recommendations to accentuate strengths, reduce weaknesses, take advantage of existing opportunities, and anticipate threats that may arise in the future. As for the QSPM analysis, the researchers chose to use this analysis because this QSPM method is a method for determining priority Alternative Strategies obtained from SWOT Analysis. So, the two are interconnected because the SWOT analysis is just one stage of business planning, and to continue a separate, more in-depth special analysis for making decisions, the QSPM Method is needed so that the varied strategies resulting from the SWOT analysis, can be sorted from the TAS Value (The highest Total Attractiveness Score) is the best strategy to implement in a certain condition.

RESULTS AND DISCUSSION

Description of the SWOT Analysis Results in the Development of a Green Economy-based Tourism Village in Denai Lama Village, Deli Serdang

Based on the principles of green economy, there are several strategies presented for the development of the tourist village itself, this was explained by the Head of the MSME Empowerment Division for Deli Serdang Regency, namely as follows:

“The development of this tourist village in Deli Serdang is getting more and more positive, village people have started to dare to show their identity without having to be ashamed because they live in a village. In fact, the village concept that they highlight is an attraction for tourists in cities such as Medan and Binjai, which we can say are quite advanced in development” (Anwar, 2023).

And the strategic plan for the development of a tourist village in Deli Serdang was disclosed by Ms. Nurhayati, namely:

“In the future it is hoped that this Tourism Village will become one of the main destinations for the people of North Sumatra for a vacation, so people who live in cities don't just go to malls and shopping centers, so what are they going to do? Continuous development to improve the core facilities so that visitors feel at home, then we continue to help the community to promote their villages” (Nurhayati, 2023).

Then, Mr. Pamu as the village head of Denai Lama revealed how the management of Pasar Kamu has been carried out in several ways. The results of the interview are as follows:

“Pasar Kamu was established from the creativity of the youth who were there, in managing your Market it still utilizes the human resources in it. For example, for parking attendants and cleaning staff they use human resources from local youths, including the sellers who come from various segments of society in Denai Lama Village, from teenagers to the elderly, men and women” (Pamu, 2023).

This is in line with what was conveyed by Dedi Sofyan as the founder of *Pasar Kamu* where he said that:

“Many of the visitors who come here still don't care about the environment. We can see that your market is always clean and free of trash, but if we look all the way in, there is

still some trash that we encounter on Sunday afternoon, what we conclude is that this garbage is food waste that is sold at your market” (Sofyan, 2023).

There are several obstacles and obstacles experienced by tourism village SMEs, namely the way they understand digital marketing, this was conveyed by the Village Secretary of Denai Lama. He said that:

“The obstacle is indeed more to digital marketing and the lack of public knowledge of the development of the digital world to market their sales. In marketing their products they only hope for promotions by the government, administrators or visitors who come. How do they create content for their own promotion, they are not literate about it” (Mesdianto, 2023).

So, the right solution is digital marketing. Digital marketing is a strategy or effort to market or promote products through all types of digital media. Digital marketing media includes communication channels that we often encounter, both through the Internet and other networks such as telephone and television. Furthermore, Mr. Mesdianto as Secretary of Denai Lama Village explained how government participation is related to tourism counseling and training as follows:

“The government has conducted counseling for the community in Denai Lama Village several times, for example regarding *Pasar Kamu*, we have held workshops on how to process waste, how to create content and interesting things to ask visitors to come to this village. Besides that, we represent the local government and continue to work with MSME entrepreneurs in Denai Lama Village” (Mesdianto, 2023).

In closing, Mr. Pamu as the village head of Denai Lama explained how their future plans regarding the development of a green economy-based tourism village at *Pasar Kamu* so that the community is prosperous and the environment is maintained are as follows:

“In the future, we will continue to make efforts to make your Market grow and progress without compromising environmental cleanliness which is expected to become the hallmark of this Denai Lama village. The community will continue to work together to build a tourist village and God willing, we will increase the number of cleaners at the *Kamu Market* and don’t forget to trash cans so that the cleanliness of our environment and society is maintained” (Pamu, 2023).

So, in the tourist village of Deli Serdang, there are many opportunities that can be utilized by MSME actors in *Pasar Kamu*. In addition to taking advantage of opportunities, successful business actors are those who learn from their own and other people's experiences. Through this experience, the mindset of an entrepreneur will be formed so as not to repeat the same mistakes. Thus, independent entrepreneurs will remain focused on the goals and vision that have been implemented.

SWOT Analysis Weight Calculation and Rating

Before obtaining the final results of the IFE and EFE SWOT analysis, the researcher will first input the questionnaire data that has been collected from 5 respondents. There are 2 calculation processes that researchers calculate, namely determining the weight value and the relative rating value. In calculating the weight and rating values, the researcher added up all input numbers per indicator item using Microsoft Excel software. Then later, the sum is divided by the number of respondents (5 people) to get the average value. The average result of the whole is calculated by category (strengths-weaknesses-opportunities-threats). Next, the average value per item is divided by the total number of average values. Then the final results of the weight values can be obtained which will be inputted in the IFE and EFE tables. As for the rating value, it is calculated only on the average value per item.

Based on table 3 it can be seen that the relative weight value is in accordance with the theory, namely the total number per category is one. This weight calculation will later be used as a reference to find out how the current internal and external conditions are. Then, in table 4 it is explained about the urgency of handling which is averaged as a reference for how to deal with internal and external problems first in the future.

Table 3
Weight Calculation (Current Condition)

Strategic Factors	Respondents					Total Weight	Average Weight	Relative Weight
	1	2	3	4	5			
Strength								
1. Extensive and attractive Agrotourism locations	4	5	4	5	6	24	4,8	0.206
2. Food and drinks sold by <i>Halalan Thoyyiban</i>	6	5	5	5	5	26	5,2	0.172

3. Fair and affordable food prices	5	4	5	4	5	23	4,6	0.142
4. Diverse presentations of native Indonesian traditional art entertainment	6	5	4	5	5	25	5	0.137
5. <i>Ta'awun</i> human resources in developing agro-tourism	6	6	6	4	5	27	5,4	0.206
6. The opening of employment opportunities for the surrounding community	5	4	5	5	5	24	4,8	0.137
Total						149	29,8	1
Weakness								
1. There are no public facilities such as prayer rooms and public toilets	3	4	5	4	4	20	4	0.206
2. When the harvest season arrives, it will affect the beauty of agro-tourism	4	4	4	5	6	23	4,6	0.137
3. <i>Pasar Kamu</i> is still in the development stage	2	3	4	3	2	14	2,8	0.137
4. <i>Pasar Kamu</i> is only open on weekends	5	4	3	5	5	22	4,4	0.172
5. Management management is still lacking	3	5	4	5	5	22	4,4	0.206
6. Lack of HR knowledge in marketing	4	2	4	3	4	17	3,4	0.142
Total						118	23,6	1
Opportunity								
1. There are facilities and infrastructure from the government such as bridges and photo spots	3	3	3	4	5	18	3,6	0.137
2. The Deli Serdang Cooperative and MSME Office facilitated the promotion of tourism villages	2	2	3	4	2	13	2,6	0.206
3. In accordance with government policies issued	4	4	5	4	4	21	4,2	0.172
4. There are financial services from the government for MSME actors	3	5	5	5	4	22	4,4	0.206
5. Outside tourists help promote the Market	5	5	4	4	5	23	4,6	0.279
Total						97	19,4	1
Threat								
1. Interest of visitors to come back	3	2	2	3	5	15	3	0.353

2. The emergence of competitors in the same field	3	2	3	4	5	17	3,4	0.17 2
3. More active competitors on social media	3	2	3	2	3	13	2,6	0.20 6
4. Environmental damage caused by the large number of people who sell	3	5	5	6	5	24	4,8	0.13 7
5. Access to close urban areas causes changes in the socio-cultural ties of the community	4	5	4	5	5	23	4,6	0.13 2
Total						92	18,4	1

Table 4
Calculation of Rating (Urgency of Handling)

Strategic Factors	Respondents					Total Weight	Average Weight
	1	2	3	4	5		
Strength							
1. Extensive and attractive Agrotourism locations	4	3	4	4	3	18	3,6
2. Food and drinks sold by <i>Halalan Thoyyiban</i>	3	4	2	4	3	16	3,2
3. Fair and affordable food prices	4	4	4	3	3	18	3,6
4. Diverse presentations of native Indonesian traditional art entertainment	4	3	4	3	3	17	3,4
5. Ta'awun human resources in developing agro-tourism	4	4	3	4	4	19	3,8
6. The opening of employment opportunities for the surrounding community	4	4	3	4	3	18	3,6
Total						106	21,2
Weakness							
1. There are no public facilities such as prayer rooms and public toilets	2	4	3	4	4	17	3,4
2. When the harvest season arrives, it will affect the beauty of agro-tourism	3	4	3	3	4	17	3,4
3. <i>Pasar Kamu</i> is still in the development stage	2	3	2	3	2	12	2,4

4. <i>Pasar Kamu</i> is only open on the Weekend	4	4	4	4	4	20	4
5. Management management is still lacking	3	3	4	4	4	18	3,6
6. Lack of HR knowledge in marketing	4	2	4	3	4	17	3,4
Total						101	20,2
Opportunity							
1. There are facilities and infrastructure from the government such as bridges and photo spots	4	4	3	4	4	19	3,8
2. The Deli Serdang Cooperative and MSME Office facilitated the promotion of tourism villages	2	2	4	3	2	13	2,6
3. In accordance with government policies issued	4	4	4	4	3	19	3,8
4. There are financial services from the government for MSME actors	3	4	3	3	4	17	3,4
5. Outside tourists help promote your market	4	4	3	4	3	18	3,6
Total						86	17,2
Threat							
1. Interest of visitors to come back	3	2	2	3	4	14	2,8
2. The emergence of competitors in the same field	3	2	2	4	4	15	3
3. More active competitors on social media	3	2	3	2	3	13	2,6
4. Environmental damage caused by the large number of people who sell	4	3	3	2	4	16	3,2
5. Access to close urban areas causes changes in the socio-cultural ties of the community	4	4	4	3	3	18	3,6
Total						76	15,2

Ranking Weight and Rating

The next step is to make a weight ranking and rating to see how the current condition is assessed. The results from highest to lowest can be seen in Table 5.

Table 5
Current Condition Assessment Ranking

No	Score	Strength Indicator	Evaluation
1	5,4	<i>Ta'awun</i> human resources in developing agro-tourism	Very good
2	5,2	Food and drinks sold <i>Halalan Thoyyiban</i>	
3	5	A variety of traditional art entertainment from the archipelago	
4	4,8	An extensive and attractive Agrotourism location	
5	4,8	The opening of employment opportunities for the local community	
6	4,6	Fair and affordable food prices	
		Weakness Indicator	
1	4,6	When the harvest season arrives, it will affect the beauty of agro-tourism	Very weak
2	4,4	Pasar Kamu is only open on weekends	
3	4,4	Management management is still lacking	
4	4	There are no public facilities such as prayer rooms and public toilets	
5	3,4	Lack of HR knowledge in marketing	Weak
6	2,8	Pasar Kamu is still in the development stage	
		Opportunity Indicator	
1	4,6	Outside tourists helped promote the market	Very Opportunity
2	4,4	There are financial services from the government for MSME actors	
3	4,2	In accordance with government policies issued	
4	3,6	There are facilities and infrastructure from the government such as bridges and photo spots	
5	2,6	The Deli Serdang Cooperative and MSME Office facilitated the promotion	

		of tourism villages	Highly Threatened
		Threat Indicator	
1	4,8	Environmental damage caused by the large number of people who sell	
2	4,6	Access to close urban areas causes changes in the socio-cultural ties of the community	
3	3,4	The emergence of competitors in the same field	
4	3	Interest of visitors to come back	
5	2,6	Competitors who are more active on Social media	Threatened

Likewise, the same thing is done on rating rankings to see the urgency of handling. The ranking results are listed in table 6.

Table 6
Handling Urgency Ranking

No	Score	Strength Indicator	Evaluation
1	3,8	Ta'awun human resources in developing agro-tourism	Very good
2	3,6	An extensive and attractive Agrotourism location	
3	3,6	Fair and affordable food prices	
4	3,6	The opening of employment opportunities for the local community	
5	3,4	A variety of traditional art entertainment from the archipelago	
6	3,2	Food and drinks sold <i>Halalan Thoyyiban</i>	
		Weakness Indicator	
1	4	<i>Pasar Kamu</i> is only open on weekends	Very weak
2	3,6	Management is still lacking	
3	3,4	There are no public facilities such as prayer rooms and public toilets	
4	3,4	When the harvest season arrives, it will affect the beauty of agro-tourism	

5	3,4	Lack of HR knowledge in marketing	
6	2,4	<i>Pasar Kamu</i> is still in the development stage	Weak
		Opportunity Indicator	
1	3,8	There are facilities and infrastructure from the government such as bridges and photo spots	Very Opportunity
2	3,8	In accordance with government policies issued	
3	3,6	Outside tourists helped promote the Market	
4	3,4	There are financial services from the government for MSME actors	
5	2,6	The Deli Serdang Cooperative and MSME Office facilitated the promotion of tourism villages	Opportunity
		Threat Indicator	
1	3,6	Access to close urban areas causes changes in the socio-cultural ties of the community	Highly Threatened
2	3,2	Environmental damage caused by the large number of people who sell	
3	3	The emergence of competitors in the same field	
4	2,8	Interest of visitors to come back	Threatened
5	2,6	Competitors who are more active on Social media	

IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) Matrix

Next, the researchers will present the final results of calculating the weights and ratings based on an assessment of the current condition and the urgency of handling it according to the respondents from the general actors themselves from the indicators of strengths, weaknesses, opportunities and threats as previously explained in details of the calculations. These indicators are presented in the IFE and EFE matrices. The table below shows the overall total score based on strength and weakness indicators. Referring to Table 7, the value of each indicator is 3.425 for the strength indicator and 2.659 for the weakness indicator.

Table 7
IFE Matrix

No	Strength Indicator	Weight	Relatively	Ratings	Score
1	An extensive and attractive Agrotourism location	4,8	0.206	3,6	0.741
2	Food and drinks sold Halalan Thoyyiban	5,2	0.172	3,5	0.602
3	Fair and affordable food prices	4,6	0.142	3,8	0.539
4	Various art entertainment offerings	5	0.137	3	0.411

SWOT Quadrant

From the final score, IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) calculations are also carried out, with the formula:

IFE value (Score of Strength - Score of Weakness) = $3.425 - 2.659 = 0.766$

EFE Score (Opportunity - Threat Score) = $3.151 - 2.376 = 0.775$

Based on the results of the IFE and EFE calculations above, a position for SWOT analysis can be determined, namely in quadrant I (Positive, Positive). From the SWOT matrix above, several alternative strategies are obtained that can be implemented in the Green Economy-based Tourism Village development strategy in Denai Lama Deli Serdang Village, namely:

SO Strategy (Strength – Opportunity)

- Utilizing a broad and attractive Agrotourism Location so that visitors feel comfortable with a Strategic Location.
- Focus on selling Halal food and beverages to increase Muslim consumer confidence.
- Making the presentation of native Indonesian art entertainment a hallmark of the market to attract the attention of local and foreign tourists.
- Maintaining fair and affordable food prices so that visitors want to visit again.
- Maintaining *Ta'awun* human resources so that agro-tourism can develop properly and attract visitors to come.

WO Strategy (Weakness – Opportunity)

- a. Accelerate the process of building public facilities such as prayer rooms and public toilets so that visitors feel comfortable at your market.
- b. Improve the development of the market with photo spots to attract the attention of visitors who come.
- c. Increasing knowledge of human resources in agro-tourism marketing in order to increase the interest of potential consumer visitors to visit.
- d. Enhance the beauty of your market with photo spots so that visitors' attention is diverted because the harvest season has arrived.

ST Strategy (Strength – Threat)

- a. Using technological advances for promotions caused by the rapid development of the times.
- b. Make efforts to include training from the government for the younger generation so that they have skills as substitutes for the older generation.
- c. Keep abreast of technological developments to assess the appropriate use of technology today.
- d. Providing Human Resources training so that they can face today's business competition.

WT Strategy (Weaknesses – Threats)

- a. Combine between Location and utilization technology formaximize the development of agro-tourism.
- b. Maximizing management in your market so you can compete with other traditional markets.
- c. Maximizing performance and knowledge source Power man for produce traditional cakes with good quality and delicious taste.

Results of the Priority Strategy in the Development of Green Economy-based Tourism Villages in Denai Lama Deli Serdang Village from the QSPM Matrix

Table 8
QSPM Weight Calculation

No	Internal Strategic Factors	Strategy Respondents 1					Strategy Respondents 2					Strategy Respondents 3					Strategy Respondents 4					Strategy Respondents 5					Total	Average	Weight
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5			
1	Strategic location	3	3	3	2	3	2	3	3	2	2	4	4	3	4	4	3	4	3	4	4	3	3	3	2	2	73	2.92	0.071
2	<i>Ta'awun</i> HR	3	4	4	3	3	4	4	3	4	4	3	4	4	3	3	4	4	4	4	3	3	4	3	3	3	88	3.52	0.078
3	Extensive agro-tourism	2	2	1	1	2	4	3	4	4	4	4	4	4	3	4	3	4	3	3	3	4	4	3	3	4	80	3,2	0.083
4	Food and drink sold <i>Halalan Thoyyiban</i>	3	3	3	4	4	4	3	3	3	4	3	3	4	4	4	4	3	3	3	4	3	3	4	4	4	86	3,44	0.072
5	Traditional art entertainment	3	4	4	3	3	4	4	3	4	4	3	4	4	4	4	4	4	4	4	3	3	4	3	3	3	90	3,6	0.126
6	The market is only open on weekends	4	3	3	3	4	3	3	3	4	3	3	4	4	4	4	3	3	3	4	4	3	2	3	2	1	80	3,2	0.082
7	No public facilities available	2	2	1	1	2	4	3	4	4	4	4	4	3	4	4	3	4	3	3	3	4	4	3	3	4	80	3,2	0.167
8	Lack of Management	3	4	4	3	3	4	4	3	4	4	4	4	4	4	4	4	4	4	4	3	3	4	3	3	3	91	3.64	0.089
9	The market is still in the development stage	3	4	4	3	3	4	4	3	4	4	4	4	4	3	4	4	4	4	4	3	3	4	3	3	3	90	3,6	0.161
10	When the harvest season arrives, it will affect the beauty of the scenery in the market	3	3	4	4	3	3	4	4	4	3	4	4	4	3	4	4	3	3	3	2	2	2	3	3	4	83	3,32	0.071

	TOTAL																											841	33,64	1
	External Strategic Factors																													
11	Visit from the government	2	3	3	3	4	4	3	3	2	4	3	3	4	4	4	2	3	3	4	2	3	2	3	3	3	77	3,8	0.071	
12	Promotion facility assistance from the government	3	3	4	4	3	2	1	3	4	3	3	4	4	4	4	4	2	1	1	3	3	3	3	3	4	77	3,8	0.078	
13	In accordance with government policies issued	3	4	3	3	3	4	3	4	4	4	4	4	3	3	4	2	2	1	1	2	3	3	3	3	3	76	3,4	0.083	
14	There are financial services	4	3	4	3	3	4	4	3	4	4	3	4	3	3	3	3	4	4	3	3	2	1	1	2	1	76	3,4	0.072	
15	Promotional assistance from tourists	4	3	3	3	2	2	3	1	3	4	3	3	4	4	4	3	2	3	4	4	3	2	3	3	3	76	3,4	0.126	
16	Interest of visitors to come back	3	3	3	2	2	4	4	4	3	3	3	4	4	3	4	1	1	2	4	3	3	3	3	3	2	74	2,9	0.082	
17	Emergence of competitors	3	4	3	3	3	4	3	4	4	4	4	4	3	3	4	2	2	1	1	2	3	3	3	3	3	76	3.04	0.167	
18	Agrotourism is polluted by pollution due to the large number of vehicles	2	1	1	2	1	3	2	2	1	1	4	3	4	4	3	3	4	3	3	3	2	4	3	4	4	67	2.68	0.089	
19	More active competitors on social media	3	3	3	2	2	4	4	4	3	3	4	4	3	4	4	1	1	2	4	3	3	3	2	1	1	71	2.84	0.161	
20	Changes in the socio-cultural bonds of the community due to close access to urban areas	3	4	3	3	3	4	3	4	4	4	4	4	3	3	4	2	2	1	1	2	3	3	3	3	3	76	3.04	0.071	

TOTAL	746	32,33	1
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Source: processed from filling out a questionnaire (2023)

Then, the researchers calculated in the QSPM matrix in table 4.9 the AS value was taken from the average weight value and multiplied by the weight value. The total TAS value was added up based on the strategies presented in the table, namely 5 strategies. Of the alternative strategies that get the largest total attractiveness score, it means that it is the most attractive/suitable for implementation.

Table 9
QSPM Matrix

No	Main Factor	Weight	Alternative Strategy									
			Strategy 1		Strategy 2		Strategy 3		Strategy 4		Strategy 5	
			US	BAG	US	BAG	US	BAG	US	BAG	US	BAG
	Strength											
1	Strategic location	0.071	2,8	0.198	2,4	0.170	3,8	0.269	3,6	0.255	2	0.142
2	<i>Ta'awun</i> HR	0.078	3,4	0.265	3,8	0.296	3,4	0.265	3,8	0.296	3,2	0.249
3	Extensive agro-tourism	0.083	1,6	0.132	3,8	0.315	3,8	0.315	3,2	0.265	3,6	0.298
4	Food and drink sold <i>Halalan Thoyyiban</i>	0.072	3,4	0.244	3,2	0.230	3,6	0.259	3,4	0.244	3,6	0.259
5	Traditional art entertainment	0.126	3,4	0.428	3,8	0.478	3,8	0.478	3,8	0.478	3,2	0.403
	Weakness											
1	Your market is only open on Weekend	0.082	3,4	0.278	3,2	0.262	3,8	0.311	3,4	0.278	2,2	0.180
2	No public facilities available	0.167	1,6	0.267	3,8	0.634	3,8	0.634	3,2	0.534	3,6	0.601
3	Lack of management	0.089	3,4	0.302	3,8	0.338	4	0.356	3,8	0.338	3,2	0.284

4	Your market is still in the development stage	0.161	3,4	0.547	3,8	0.611	3,8	0.611	3,8	0.611	3,2	0.515
5	When the harvest season arrives, it will affect the beauty of the scenery in the market	0.071	3,4	0.241	3,6	0.255	3,8	0.269	3	0.213	2,8	0.198
	Opportunity											
1	Government visits	0.071	3	0.213	3,2	0.227	3,6	0.255	2,8	0.198	2,8	0.198
2	Promotion facility assistance from the government	0.078	3,4	0.265	2,6	0.202	3,8	0.296	2,4	0.187	3,2	0.249
3	In accordance with government policies issued	0.083	3,2	0.265	3,8	0.315	3,6	0.298	1,6	0.132	3	0.249
4	There are financial services	0.072	3,4	0.244	3,8	0.273	3,2	0.230	3,4	0.244	1,4	0.100
5	Promotional assistance from tourists	0.126	3	0.378	2,6	0.327	3,6	0.453	3,2	0.403	2,8	0.352
	Threat											
1	Interest of visitors to come back	0.082	2,6	0.213	3,6	0.295	3,6	0.295	2,2	0.180	2,8	0.229
2	Emergence of competitors	0.167	3,2	0.534	3,8	0.634	3,6	0.601	1,6	0.207	3	0.501
3	Agrotourism is polluted by pollution due to the large number of vehicles	0.089	1,4	0.124	1,8	0.160	3,6	0.320	3,2	0.284	3,4	0.302
4	More active competitors on social media	0.161	2,6	0.418	3,6	0.579	3,8	0.611	2,2	0.354	2	0.322
5	Changes in the socio-cultural bonds of the community due to close access to urban areas	0.071	3,2	0.227	3,8	0.269	3,6	0.255	1,6	0.113	3	0.213
		2		5,792		6,888		7,391		5,884		5,852

Table 10
QSPM Matrix Analysis Results Strategy Sequence

Order	Strategy	BAG value
1	Make treat entertainment art original Archipelago as a hallmark of the market to attract the attention of local and foreign tourists.	7,391
2	Focus on selling Halal food and drinks in order to increase the confidence of Muslim consumers.	6,888
3	Maintain Prices food which Fair and affordable so that visitors want to visit again.	5,884
4	Maintain characteristic HR which Ta'awun so that Agrotourism can grow with Good and attract visitors to come.	5,852
5	Utilizing a broad and attractive Agrotourism Location so that visitors feel comfortable with a Strategic Location.	5,792

Results of the Analysis of Tourism Village Development Based on Green Economy in Denai Lama Deli Serdang Village

The following describes in detail the internal and external conditions of Green Economy-based Tourism Village Development in Denai Lama Village, Deli Serdang.

Current Strength

Today's tourist villages are becoming popular in Indonesia and are growing very rapidly and are of interest to the community in order to boost the economy of a village. One of the strengths possessed in the development of a tourist village is the existence of a broad and attractive agro-tourism location. It is undeniable that the vast land makes it an attraction for tourists who will come to visit, especially the condition of tourists who come are dominated from various areas outside Denai Lama Deli Serdang village such as Medan, Binjai to Tebing Tinggi. Tourists who come to visit on average use private car transportation, where the management of the tourist village must provide a large parking area in addition to a large and adequate place, in this aspect *Pasar Kamu* is able to meet the needs of these tourists.

Current Weakness

In the context of weaknesses, there are a number of current deficiencies that need to be underlined for the sake of developing a green economy-based tourism village in Denai Lama Village. First, the unavailability of public facilities such as prayer rooms and public toilets for visitors who want to urinate or defecate and want to pray. Second, when the harvest season arrives, the natural scenery that is presented affects the beauty of agrotourism. This is due to the view of the green and fresh rice fields being replaced by the brown and arid landscape of the harvested rice fields.

Third, the market is still in the development stage. As explained in the paragraph above point one above, if your market still does not have prayer rooms and public toilet facilities, these facilities are still under development by the founders. Fourth, *Pasar Kamu* is only open on weekends and tourists who want to visit have to wait for the weekend to come to visit. Fifth, management is still lacking. in line with the third point, this is still under development where there are no main supporting facilities for tourist attractions such as prayer rooms and public toilets so that tourists want to stay in *Pasar Kamu* Tourism Village for a long time. Sixth, lack of HR knowledge in marketing, where according to the founder and management of *Pasar Kamu*, MSME players are still assisted by the Deli Serdang Regency Government for promotion through electronic media such as Instagram and TikTok.

Current Opportunities

There are so many opportunities for the development of SMEs in the future. This can be seen from the existence of facilities and infrastructure from the government such as the provision of bridges and photo spots that visitors can use to get to *Pasar Kamu* and capture moments while at *Pasar Kamu*. Furthermore, the Deli Serdang Regency government through the Deli Serdang Cooperative and MSME Office facilitated promotions through social media such as Instagram and Tiktok, the government also promoted *Pasar Kamu* from various opportunities such as seminars and other events.

Current Threat

As for the current threat, the biggest trigger is the lack of interest from visitors to come back due to the lack of adequate public facilities. Accompanied by the emergence of

competitors in the same field carrying the same concept elsewhere, which makes people no longer visit your market and visit tourist villages close to where they live.

Priority Strategy in the Development of Green Economy-based Tourism Villages in Denai Lama Deli Serdang Village

To find the top priority strategy, further data processing is required using the QSPM method. And after being processed by presenting 5 priority strategies. The 5 priority strategies presented are: a) Utilizing a broad and attractive Agrotourism Location so that visitors feel comfortable with a Strategic Location; b) Focus on selling Halal food and beverages to increase Muslim consumer confidence; c) Making the presentation of native Indonesian art entertainment a hallmark of your market to attract the attention of local and foreign tourists; d) Maintaining fair and affordable food prices so that visitors want to visit again; e) Maintaining *Ta'awun* human resources so that agro-tourism can develop properly and attract visitors to come.

CONCLUSION

The results of the SWOT analysis show that the Green Economy-based Tourism Village Development Strategy is in Quadrant I, namely between Strengths and Opportunities and the strategy recommendations given are progressive strategies. The strategies used so far include internal and external factors, as well as the urgency of handling them.

The results of the QSPM Method show that the main priority strategy that needs to be implemented for a Green Economy-based tourism village in Denai Lama Deli Serdang Village is Utilizing a broad and attractive Agrotourism Location so that visitors feel comfortable with a Strategic Location.

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