

TOURISM DEVELOPMENT STRATEGY OF *KAMPOENG KAJOETANGAN* HERITAGE

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Abstract: Kampoeng Kajoetangan - a historic area in Malang city and also business center during the Dutch colonial period until today. Many Dutch heritage buildings, including numerous residences in the Kampoeng Kajoetangan, have been kept in their original form. This is a prosperous area to become a tourist center. However, Kampoeng Kajoetangan need an improvement on management aspect. Therefore, we aim to analyze the strength, weakness, opportunity and also threat of this area and plan the best strategy to improve the tourism development of Kampoeng Kajoetangan. Descriptive qualitative with SWOT analysis was used in this study. This study found that SWOT quadrant position located in quadrant 1 and indicated by point (1.22;1.38). Those shows that Tourism Awareness Group (Pokdarwis) is highly possible to continue carry out the activities that they already have to increase growth and achieve maximum progress in marketing context. Power and opportunities strategy that was used in this study is marketing strategy with educative and persuasive approach. This approach has an important role in achieving a change of the community or local government negative mental attitude, especially from the mass media in order to more positively participate in actualizing the goals of developing tourism in Kampoeng Kajoetangan Malang.

Keywords: *Educative and Persuasive Approach; Kampoeng Kajoetangan Heritage; Tourism Development Strategy*

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1. Introduction

Kampoeng Kajoetangan Heritage is a new tourist attraction in Malang City. This tourist attraction offers a relatively new concept by providing the old heritage building nuances that located in the middle of village. *Kampoeng Kajoetangan* Heritage is located in the *Kayutangan* area, close to the city square of Malang. In the past, *Kayutangan* was the main access to city center of Malang. *Kampoeng Kajoetangan* as a new tourist attraction (three years) has several advantages such as supported by improved facilities; addition of new facilities; and has a uniqueness that is different from other tourist objects. The attractiveness of this tourist attraction is not yet widely known by community. This cause by promotional constrained that have not been maximized. The tourism potential of *Kampoeng Kajoetangan* Heritage which is very good in the tourism industry, especially in the context of preserving history, has not been widely "ogled" by tourists, especially from outside the city of Malang. Many people are not familiar with *Kayutangan* Village, which has existed for a long time, even before the colonial period.

Kampoeng Kajoetangan has been recorded in the history of classical to modern times. This village has the characteristics of a row of houses with Dutch colonial architecture. There are 60 old houses that have been identified in this village. All of them are relatively preserved in their original form. In front of the house, there is a plaque with information on the building age until its first owner. The oldest house was built in 1870. The *Kampoeng Kayutangan* heritage tour was inaugurated since 2018. Since then, tourists have come and gone. Residents opened themselves up, setting up their homes as selfie points for tourists. Of all the houses in the Dutch architectural style, there are 25 houses ready to receive tourists. *Kampoeng Kajoetangan* should be packaged in a tourism marketing concept and need to determined the marketing strategy that will be used. The concept of tourism marketing is intended to design and carry out all activities to meet demand and supply, so that consumers get satisfaction. In combining the marketing concept in this research, the 4P concept (product, place, price, promotion) will be developed.

Products offered by *Kampoeng Kajoetangan* need to be packaged properly to make the tourists are more interested in visiting. Product identification also needs to be carried out, if necessary interesting attractions can also be offered. For example, visitors are invited directly in the food processing process. There are regular activities (events) that offer a nostalgic appeal of the past. Prices made for the main product (heritage tourism) and supporting products such as souvenirs, food, rental equipment for vintage photos can be afforded by tourist. Place, the tourist sites are located in the center of Malang city. Therefore, it is easy to reach by public transportation. Promotion which is used in accordance with the intended target market needs to be explained about the targets of each promotional item in general including online media. Malang City Government support is very necessary, especially in marketing communications.

In addition to the marketing mix factor, we want to analyze the factors that influence the interest and demand for tourist visits to *Kampoeng Kajoetangan* Heritage Malang City with a SWOT approach. So, that it can maximize strengths and opportunities, and simultaneously, it can minimize the weaknesses and threats. It is also related to strategic decision making which is always related to the development of the mission, goals, strategies, and management policies (Tourism Awareness Group) of *Kampoeng Kajoetangan* Heritage.

2. Research Method

This study was used a descriptive qualitative method, specifically used the case study approach to focus on a particular case to be observed analysed carefully. This was intended to observe factually about ongoing events including interactions with environmental conditions. Research using this method does not seek or explain relationships, does not test hypotheses or predictions but focuses on observation and scientific atmosphere (naturalistic setting). This study attempts to describe the condition of *Kampoeng Kajoetangan* Heritage, especially the Marketing strategy of *Kampoeng Kajoetangan* Heritage.

Research Variables and Operational Definitions

1) External Factors

External factors are factors in the form of tourist attractions which include opportunities and threats in attracting tourists to the *Kampoeng Kajoetangan* Heritage Malang. External analysis which includes opportunities and threats is carried out to determine the position of the *pokdarwis* organization in dealing with the external environment.

Opportunity is the main favourable situation in an organization's environment

1. The tourism sector in Malang is growing.
2. Preserving art and culture.

3. Communication technology is growing.
4. The need for unique tourist attractions is increasing.

Thread, is the main unfavourable situation in the environment of a company/organization

1. Competition for tourist attractions in the city of Malang is getting higher.
2. Economic conditions, people's purchasing power decreases.
3. Public interest in arts and culture is still weak.
4. Many thematic tourist attractions have sprung up.

2) Internal Factors

Internal factors are factors in the form of tourist attractions which include strengths and weaknesses in attracting tourists to the *Kampoeng Kajoetangan* Heritage tourism object. Internal factor analysis which includes strengths and weaknesses is carried out to determine the condition of the organization internally.

Strength is a resource or capability controlled by or available to a company (organization) that makes it relatively superior to its competitors in meeting the needs of the customers served, with indicators:

1. There are educational activities.
2. Strategic place.
3. A variety of different old buildings.
4. Regular arts and cultural activities.

Weakness is a limitation or deficiency in one or more resources or capabilities of a company relative to its competitors, which becomes an obstacle in meeting customer needs effectively, with indicators:

1. The completeness of the augmentation products displayed is still lacking.
2. Lack of promotional activities.
3. Public facilities are less supportive.
4. Capital is less supportive

Data Collection Method

Primary data was obtained directly from respondents through a questionnaires. Observations were also made to *Kampoeng Kajoetangan* Heritage Malang to dig deeper into the object under study. Sources person are needed, especially POKDARWIS, who are considered to be able to provide accurate information of this study.

Analysis Method

SWOT analysis is the identification of various factors systematically to formulate company strategy. This analysis is based on the relationship or interaction between internal elements, namely strengths and weaknesses, to external elements, namely opportunities and threats. The initial stage of the strategy setting process is to assess SWOT strengths, weaknesses, opportunities, and threats allow formulating, implementing as an advanced stage of implementation and organization Analysis of the organization's main strategies and objectives, in the SWOT analysis information is collected and analysed.

3. Results and Discussion

3.1. Results

Description of *Kampoeng Kajoetangan Malang*

The Kayutangan Village area is one of the historical areas in the city of Malang. During the Dutch colonial era, this area became a business center, which is still surviving today. Many Dutch heritage buildings have been preserved in their original form, including several houses in the Kayutangan village. Although not a few have changed, both the function and architecture of the building. Regarding the origin of the name Kayutangan, there are two versions that developed in the Kayutangan village community. First, before Malang became a municipality, in the area there was a large hand-shaped signpost made by the Dutch. The second version is when the *Alun-alun* area begins to develop, at the end of the road towards the square there is a tree that resembles a hand. The name Kajoetangan (Kayutangan) has been mentioned a lot in Dutch reports since 1890, as are several other native Malang village names such as *Jodipan*, *Tongan*, *Taloon* (*Talun*) and *Sukun*.

Kampoeng Kajoetangan is also equipped with a market as a means of social and economic activities for the community. The market in the middle *Kampoeng Kajoetangan* is known as *Talun* Market, or *Krempyeng* Market. Named *Krempyeng* Market because buying and selling activities in this market take place every day and are not based on certain days according to the Javanese calendar, or market days.



The *Krempyeng* Market or *Talun* Market is estimated to be built in conjunction with the construction of several sub-markets in Malang Municipality which began in 1919, including the construction of the *Bunulrejo* Market, *Klojen* Market, *Kebalen* Market, *Oro-Oro Dowo* Market, *Embong Brantas* Market, and *Lowokwaru* Market. However, according to another version, the existence of *Krempyeng* Market has existed since the time of *Mbah Honggo*. As an area with many historical buildings, it is necessary for the Malang City government to establish *Kampoeng Kajoetangan* as one of the cultural heritages. Thus the authenticity and historical value of the existing buildings can still be maintained. Currently, many historic buildings have changed their shape and function into hotels or offices.

Data Analysis

Internal Factors

Internal factors are factors in the form of attractiveness which includes strengths and weaknesses in attracting tourists to the *Kampoeng Kajoetangan* Heritage object.

Kampoeng Kajoetangan Tourism in the city of Malang provides heritage education to the community about the artistic value of various forms of building that are old and have their own uniqueness. Respondents gave a fairly interesting assessment with a weighted calculation result of 0.23, meaning that Kampoeng Kajoetangan Tourism has the power to attract visitors by providing an introduction and understanding of the meaning of heritage. Furthermore, strategic places (locations) with a weight of 0.18 indicate that the location of Kampoeng Kajoetangan Tourism is easily accessible which is in the city center near the square, easy access to transportation to go to locations in the middle of Malang city (table 1). The condition of Kampoeng Kajoetangan is quite Spacious with a coverage of 4 RWs, it provides an interesting atmosphere for walking into the village, including an atmosphere that creates a classic impression.

Various kinds of buildings with different shapes give a unique impression, so that visitors are not only monotonous to see and observe unique buildings. The assessment of the condition of various forms of heritage buildings is given a weight of 0.16 with a score of 0.64 which means that it plays a significant role in presenting visitors and supporting the existence of Kampoeng Kajoetangan in the city of Malang. Culinary activities, arts and cultural education on a regular basis with a weight of 0.13 indicate that routine activities are quite meaningful to bring visitors to Kampoeng kajoetangan Malang City (table 1). Culinary, arts and cultural education activities are usually carried out on Saturdays and Sundays in an open veranda area such as the market inside the village.

Table 1
Weight and Matrix Score Calculation of Strength and Weakness

No.	Strength	Weight	Rate	Score
1.	Availability of heritage building	0.23	4	0.92
2.	Strategic location	0.18	3	0.54
3.	Several types of heritage building	0.16	4	0.64
4.	Culinary activities, arts and cultural education on a regular basis	0.13	4	0.52
Sub-total of Strength		0.70		2.38
No.	Weakness			
1.	Completeness of the object displayed is still lacking	0.06	4	0.24
2.	Lack of promotional activity	0.08	4	0.32
3.	Unsupported public facilities	0.04	3	0.12
4.	Unsupported management's capital	0.12	4	0.48
Sub-total of Weakness		0.30		1.16
TOTAL		1.00		3.54

The weakness of Kampoeng Kajoetangan tourism with a sub total of 1.16 is still within reasonable limits, considering that the existence of this tour is still relatively new. Furthermore, the indicators put forward show that the first. The completeness of the objects displayed is still lacking with a weight of 0.06 indicating the limitations of the community in supporting the existence of Kampoeng Kajoetangan tourism. Of course, the existence of Kampoeng Kajoetangan tourism in Malang is still not widely known to the general public, considering that the promotional activities carried out are still low because most of them are only carried out with publicity and through social media which are carried out by managers and certain communities who are trying to promote and even tend to rely on the world of social media. but still not optimal. The manager's hope for promotional activities can be supported by the relevant agencies of the Malang City Government as part of the Malang city tourism icon. However,

with a weight of 0.08 and a high rating, it means that promotional activities are really needed so that the existence of Kampoeng Kajoetangan tourism is more widely known by the public as a tourist icon in the city of Malang.

The condition of public facilities available in Kampoeng Kajoetangan, especially the existence of public toilets, is still very unsupportive. With a weight of 0.04 and a rating of 3, it means that public facilities are very necessary to support the existence of Kampoeng tourism, even though there are inadequate public facilities. However, community support for the presence of Kampoeng Kajoetangan tourism provides other business opportunities such as coffee shops, culinary delights and even cafes, STMJ has emerged. This adds to the crowd of visitors who come to see the heritage building while enjoying culinary offerings.

Weakness indicators regarding the completeness of the objects displayed are still lacking, considering that residents in the Kampoeng Kajoetangan area have relatively low incomes. With a weight of 0.12, and a rating of 4, it means that it greatly affects the condition of the survival cycle of heritage tourism in Kampoeng Kajoetangan. Various educational and occupational backgrounds also support activities that support the existence of Kampoeng Kajoetangan tourism objects.

Based on the respondent's assessment of the internal factors of the condition of the Kampoeng Kajoetangan heritage tourism object, it can be stated that the sub-total strength is 2.38 while the sub-total weakness is 1.16 (table 1). This means that the existence of Kampoeng Kajoetangan Tourism can still be managed properly by trying to take advantage of its strengths and reduce the risk of weakness, such as increasing routine educational activities by collaborating with schools, both elementary school and higher education to introduce the legacy of the Dutch era building model which located in Kampoeng Kajoetangan.

External Factors

External factors are factors in the form of attractiveness which includes opportunities and threats in attracting tourists to the object of Kampoeng Kajoetangan Heritage Malang. External analysis which includes opportunities and threats is carried out to determine the position of the organization (manager) in dealing with the external environment.

The condition of the tourism sector is growing, especially related to the creative economy, so it is hoped that many business actors can support the existence of tourism. Kampoeng Kajoetangan tourism object, which is in the trade center of Malang, is certainly quite interesting to visit, especially for people who like heritage. Kampoeng Kajoetangan tourism object, Malang city has a value with a variety of old buildings, for visitors it has a weight of 0.18 and a score of 0.72, this means that there are most of the people who wish to enjoy their free time to visit tourist attractions, especially tourist attractions. which has historical value.

Likewise, in the context of preserving art and culture, of course, providing opportunities for the community to make efforts to educate the public about the artistic value of various antiques that are old and have their own uniqueness. Respondents gave a fairly interesting assessment with a calculated weight of 0.18 meaning that this *Kampoeng Kajoetangan* tourism has the opportunity to attract visitors by providing an introduction and understanding of the meaning of heritage tourism.

Furthermore, the existence of information technology that is increasingly developing will lead to various conveniences in obtaining information needed by the community, including heritage tourism. With a weight of 0.16 and a score of 0.64, it shows that information technology that is increasingly developing has the opportunity to be used as a means of

information about various activities that can attract people's attention so they want to visit the place (table 2).

Opportunities to manage tourist attractions are increasingly interesting related to the increasing need for people to go to tourist attractions, because as a means of refreshing, relieving stress, relaxing to fill spare time. The results of calculations from respondents who gave an interesting assessment with a weight of 0.18 mean that Kampoeng Kajotangan Heritage Tourism has the opportunity to attract visitors by providing an introduction and understanding of the meaning of Kampoeng heritage tourism.

Under certain conditions, there are several things that are not profitable in the management of Kampoeng tourism that need to be addressed and analyzed, so that it can help the sustainability of the tourism, especially with regard to the increasingly high tourism competition conditions, for example Batu City tourism as the closest place to the city of Malang offers various tourism phenomena. which are interesting. Not including tourist attractions in the city of Malang which are being intensified through the nuances of thematic villages which pose a threat to the heritage tourism of Kampoeng Kajoetangan in Malang.

Table 2
Weight and Matrix Score Calculation of Opportunity and Threat

No.	Opportunity	Weight	Rate	Score
1.	Thriving tourism sector	0.18	4	0.72
2.	Preserve “art and culture” heritage	0.18	4	0.72
3.	Growing of information technology	0.16	4	0.64
4.	The need for unique tourist attractions is growing	0.14	3	0.42
	Sub-total of Opportunity	0.66		2.50
	Threat			
1.	The competition for tourist attractions in Malang is getting higher	0.12	4	0.48
2.	Economic condition, people’s purchasing power decreases	0.10	4	0.40
3.	Public interest in heritage tourism is still weak	0.08	3	0.24
4.	Covid-19 pandemic condition	0.04	4	0.16
	Sub-total of Threat	0.34		1.12
	TOTAL	1.00		3.62

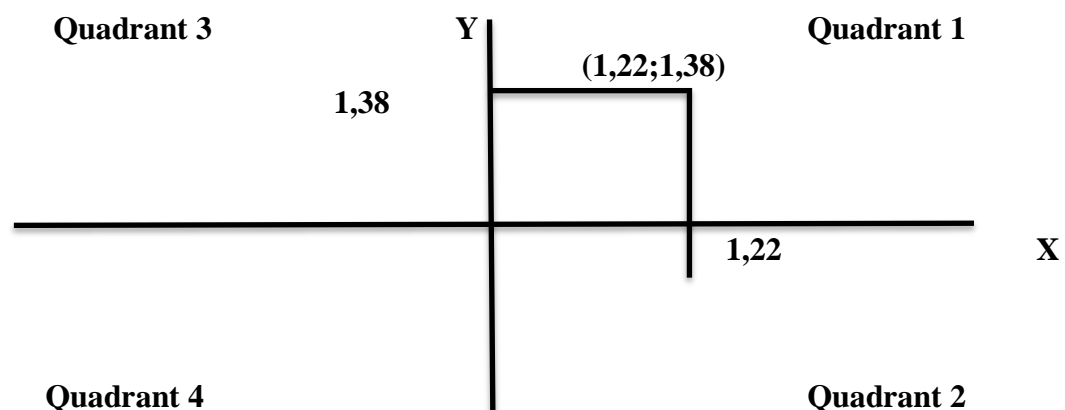
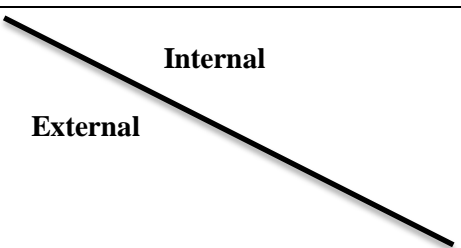


Figure 1. SWOT Analysis Diagram

Based on the calculation of the internal and external factor, the quadrant position indicated by the point (1,22; 1,38) in the SWOT analysis diagram (quadrant 1). Therefore, the alternative strategy was the management of the *Kampoeng Kajoetangan* Heritage Tourism need to supports the strategy in quadrant 1, namely the growth of marketing progression, in such conditions it shows that it is very possible for the organization to continue to carry out activities to increase growth and achieve maximum progress. While quadrant 2 shows that the organization is facing big challenges, meaning that in this case the organization is advised to increase the variety of tactics that will be implemented, in the form of a diversification strategy; quadrant 3 strategy turn around, when an organization is weak but still has opportunities, it is usually necessary to change the old strategy to a new one. The strategy in quadrant 4 is the defense strategy, indicating that the organization has another choice to control internal performance (figure 1, table 3).

The condition of the Covid-19 pandemic has an impact on economic conditions, declining people's purchasing power is a threat to Kampoeng tourism, because tourism is the third and fourth need for the community. The law of supply and demand for goods also follows the condition of people's purchasing power. Revealed in this study for a weight of 0.10 and a score of 0.40, of course this is very well aware of the tourism awareness groups who are trusted to manage Kampoeng Kajoetangan heritage tourism in running a heritage tourism business. This condition is coupled with the closure of tourist attractions as a result of the Covid -19 pandemic, including the implementation of health protocols which affect the public's interest in visiting Kampoeng Kajoetangan tourist attractions.

Table 3. SWOT Matrix

	STRENGTH	WEAKNESS
	<ol style="list-style-type: none"> 1. Availability of heritage building 2. Strategic location 3. Several types of heritage building 4. Culinary activity, regular art and culture education 	<ol style="list-style-type: none"> 1. Lack of display object completeness 2. Less promotional activity 3. Lack of general facility 4. Less money resources
OPPORTUNITY	STRATEGY SO	STRATEGY WO
<ol style="list-style-type: none"> 1. Growing of tourism sector 2. Preserving the "art and culture" heritage 3. Communication technology is growing 4. The need for unique tourist attractions is increasing 	Educative and persuasive marketing strategy	Marketing social responsibility strategy
THREAT	STRATEGY ST	STRATEGY WT

<ol style="list-style-type: none"> 1. Competition for tourist attractions in the city of Malang is getting higher 2. Economic conditions, people's purchasing power decreased 3. Public interest in heritage is still weak 4. Covid-19 pandemic condition 	<p>Coordinative and integrative marketing strategy</p>	<p>Collaboration marketing strategy</p>
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3.2. Discussion

The marketing strategy for the development of tourism in the *Kampoeng Kajoetangan* of Malang City, needs to be supported by the relevant local government services. The success of achieving the organizational goals of the Tour Awareness Group which manages *Kampoeng Kajoetangan* heritage tourism cannot be achieved without the understanding, acceptance and participation of the community. This means that, similar to the efforts made by marketing of *Pokdarwis Kampoeng Kajoetangan* Heritage. Marketing acts as a vehicle for internal and external communication. Internally trying to organize communication within the tourism management organization of *Kampoeng Kajoetangan* together with the relevant local government agencies, out providing information to the community and the environment. The organization of internal and external communication functions to filter, manage, and present the necessary information so that it is in accordance with the communication needs of the intended target group, manage and filter input from outside maintain healthy communication to the community, so that they support and agree on what is expected. Communication serves as a bridge between ideals and aspirations with the community on a reciprocal basis. the aspirations and aspirations of the community are accommodated so that they feel involved and automatically there is support and encouragement from the community.

Strategy is defined as a pattern or plan that integrates the main goals, policies, and courses of action of a government organization into a single unit. Strategy can be defined as the determination of long-term business goals and objectives, and the adoption of implementation efforts and the allocation of resources necessary to achieve these objectives. Marketing strategy is often also called a long-term strategic plan. Marketing at Malang City Government agencies related to heritage tourism has a functional obligation in order to disseminate information about *Kampoeng Kajoetangan* tourism activities both inside and outside the community. Local government Marketing Department of Industry and Trade of Malang City as a communicator has a dual function, namely: out, has the function of providing information to the public in accordance with Malang city policies that are aggressively innovating creative economy.

The Malang City Government's Marketing Strategy for *Kampoeng Kajoetangan* Heritage tourism is directed to improve the two-way communication mechanism between institutions with marketing targets to actively participate by improving all facilities at *Kampoeng Kajoetangan* heritage tourism sites, while the Malang City Government Marketing efforts need to do the following:

- 1) Support the activities of *Pokdarwis Kampoeng Kajoetangan* Heritage.
- 2) The management (*Pokdarwis*) together with the relevant agencies identify everything related to public opinion, perception, and response about the existence of the heritage tourism.

The implementation of local government marketing programs is carried out with a community approach through socio-cultural and values that apply in the community directly, through a community approach with socio-cultural mechanisms and values that apply in society. Marketing absolutely has the attitude or ability to listen to the aspirations that exist in society, both ethics, morals and social values which are the reference in marketing operational strategies. This was inline with the study by Pantow et al (2017), showed that the role of marketing promotion can be increased by holding an event that can promote the local tourism and also the local government need to support the management of the local tourism. Other study also showed that by fostering an understanding in the audience of the leadership's policies, both to internal audiences and external audiences, public guidance includes providing information about the development of the marina beach tourism. The important communication media used by marketing is in partnership with the press media (print or electronic). Thus, the structure and characteristics of the press must be mastered by marketing management practitioners (*Pokdarwis*). It should also be understood that the print media which consists of daily or morning and evening publications each have their own characteristics such as the time of publication, the way they cooperate with the editor. Therefore, it is also important to understand a number of guidelines for press releases and the principles of good press relations.

In addition to other forms and characteristics, press releases include three press conferences which are held as a complement of information for marketing news releases. sometimes also equipped with a service manual on features, a list of regional weekly magazines, a list of companies. there are also three forms of sponsorship through electronic media (sports issues, education, advertising or marketing support). Documentary film media is an important form and feature of media marketing. The selection of news media is the preparation and broadcasting of news in print and electronic media. For a small public group in a government organization, various internal communication media (journals) are selected regularly with some variations. need to be taken into account here readership, quantity, frequency, policies, titles and printing processes, styles and formats, subscriptions, advertisements.

Efforts to utilize the strength of all available resources in order to obtain great opportunities for *Kampoeng Kajoetangan* tourism. *Pokdarwis* as the management seeks to make *Kampoeng Kajoetangan* a tourism destination based on education. The strategy used with Strengths and opportunities is a marketing strategy with Educational and Persuasive.

This educative and persuasive approach has an important role in achieving a change in the negative mental attitude of the community or local government marketing targets. especially from the mass media itself, in order to participate more positively in participating in realizing the development goals of *Kampoeng Kajoetangan* tourism in the city of Malang. Persuasive technique is one of the techniques in communication to audiences, both to internal audiences and external audiences. This technique is used by marketing, especially in terms of disseminating information from agencies to the public in order to gain understanding and common goals. In disseminating marketing information, it plays an important role in instilling and convincing the audience and the public to act and behave as expected by the communicator, in this case the marketing agency related to the local government of the city of Malang, persuades without coercion and without violence. With this persuasive communication, people will do what the communicator wants, as if the communication is communicating on a message of their own will to visit *Kampoeng Kajoetangan* tourism, Malang City.

Marketing agencies related to local governments in achieving goals use persuasion techniques in achieving the main goal in order to influence the thoughts, feelings, and behavior of a person or group to then take the desired action or deed. Persuasion techniques are not just

to seduce or persuade, but persuasion is a technique of influencing by using and utilizing psychological, sociological data and facts from the objects to be influenced. Therefore, people who want to do persuasion (persuader) must have the ability to be able to estimate the audience they are facing. Persuasion aims to change the behavior, behavior, attitudes and beliefs of a person or group. The persuasion technique is marketing, the local government wants to have a better image than every year, that is with a persuasive approach.

4. Conclusion

Based on the results of the research discussed earlier, the researcher can draw the conclusion that:

- 1) Marketing strategy for the development of *Kampoeng Kajoetangan* Heritage Tourism in Malang City, needs to be supported by the relevant local government. The success of achieving the goals of the organization that manages *Kampoeng Kajoetangan* heritage tourism cannot be achieved without the understanding, acceptance and participation of the community. This means the same as the efforts made by the marketing of *Kampoeng Kajoetangan* Heritage Tourism, efforts to utilize the strength of all available resources in order to obtain great opportunities for *Kampoeng Kajoetangan* Heritage tourism. The management tries to make *Kampoeng Kajoetangan* heritage tourism a tourism destination based on education. The strategy used with Strengths and opportunities is a marketing strategy with Educational and Persuasive. This educative and persuasive approach has an important role in achieving a change in the negative mental attitude of the community or local government marketing targets. especially from the mass media itself, in order to participate more positively in participating in realizing the goals of developing *Kampoeng Kajoetangan* heritage tourism in Malang. Persuasive technique is one of the techniques in communication to audiences, both to internal audiences and external audiences. This technique is used by marketing, especially in terms of disseminating information from agencies to the public in order to gain understanding and common goals. In disseminating marketing information plays an important role in instilling and convincing the audience and the public to act and behave as expected by the communicator, in this case the marketing agency related to the Malang city government to persuade without coercion and without violence.
- 2) The driving factors of the Marketing Strategy for the Development of *Kampoeng Kajoetangan* Heritage Tourism, namely the ancestral heritage of the ancestors, is something that is transformed from one generation to the next. This has the role of being a carrier of heritage values in the past to the present generation. ancestral heritage is seen as one part of the traditions of the community in an area. In the concept of tourism, artistic and cultural heritage is seen as a modern form of awareness. The main nature of tourism is dynamic or developing according to changes that occur. Art and cultural heritage "heritage" tends to focus on the strength of tradition which is identical to stability and continuity, such as the Malangan mask dance, while in tourism there are changes.

Suggestions

- 1) *Kampoeng kajoetangan* heritage tourism in Malang city as a unique and attractive icon, it is necessary to intervene local government for planning, development, development, marketing management.
Malang City Government efforts need to do the following:

- a. Support the activities of the management (*Pokdarwis*) of *Kampoeng Kajoetangan* Heritage Tourism.
- b. The management (*Pokdarwis*) together with the relevant agencies identify everything related to public opinion, perception, and response about the existence of the market. The implementation of local government marketing programs is carried out with a community approach through social culture and values that apply in the community directly. Furthermore, the support for the existence of the Malang City Heritage Magazine is carried out periodically with material on various aspects of culture, tradition, customs, various forms of art to the introduction of Malang heritage objects. In addition to support in the field of marketing, it is also necessary to build tourism facilities and infrastructure for *Kampoeng Kajoetangan* heritage or even build a "heritage" art and cultural tourism area in the city of Malang.

The application of marketing strategies needs to be carried out with great effort by the management (*Pokdarwis*) in terms of the creative economy so that it can be used as a business area, including collaboration with universities for ancestral heritage thinking that can be adopted in *Kampoeng Kajoetangan* Heritage Tourism.

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