



Strategic Management of Kauman Tourism Village in Supporting the Development of Menara Kudus Religious Tourism

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Abstract:

The development of religious tourism at the Menara Kudus requires strategic support from the Kauman Tourism Village. Although it has strong cultural, historical, and religious potential, its management still faces limitations in human resources, suboptimal institutional coordination, and unsustainable utilisation of local potential. This study aims to analyse management, identify internal and external factors, and formulate strategies using SWOT analysis. The method used is qualitative descriptive with data collection techniques through observation, interviews with 10 informants, and documentation. The data were analysed using IFAS, EFAS, IE Matrix, and SWOT. The results show that Kauman Tourism Village is in Quadrant V (hold and maintain), indicating a stable condition with internal strengths and supportive external opportunities, but still requiring governance strengthening to avoid stagnation. Research findings confirm that the sustainability of tourist destinations is determined by the effectiveness of collaboration between the village government, Pokdarwis, area managers, and the community within the framework of community-based tourism. Priority strategies include strengthening institutions, enhancing human resource capacity, optimising digital promotion, and technology-based visitor management. This research contributes to strengthening a village tourism management model based on institutional collaboration to support sustainable religious tourism.

Keywords: Kauman Tourism Village; Religious Tourism; SWOT Analysis



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Introduction

The development of religious tourism in Indonesia shows an upward trend, driven by growing public interest in destinations with spiritual, cultural, and historical value. Religious tourism is not only viewed as a religious activity but also becomes a strategic sector that contributes to regional economic growth through the development of tourism areas based on local culture. In the national context, Central Java is one of the regions with great potential for developing religious tourism, supported by Islamic historical sites, the religious traditions of its people, and cultural attractions that are still preserved to this day. Therefore, the management of religious tourism destinations requires integrated support through the provision of facilities, improvements in service quality, and strengthened coordination among stakeholders to create sustainable tourism management that provides economic benefits for local communities (Wardani et al., 2023).

Menara Kudus is one of the important religious tourism areas in Central Java, with strong historical, cultural, and spiritual values in the development of Islam in Indonesia. The presence of Menara Kudus and the tomb of Sunan Kudus makes this area a primary pilgrimage destination visited by tourists from various regions. The continuously growing tourism activities also

contribute to the community's economic growth and the development of supporting areas around it. In addition to being a center of religious activities, the Menara Kudus area is also associated with the local community's social, cultural, and economic activities, which shape the distinctive character of an Islamic heritage-based tourist destination. Therefore, the development of the Menara Kudus tourism area requires integrated destination management so that the preservation of historical and cultural values can go hand in hand with improving the quality of tourism services and the economic sustainability of the surrounding community (Rosyid, 2019).

Kauman Tourism Village has characteristics that differ from those of other areas around Menara Kudus, as it is directly integrated with religious, cultural, and social community activities. This area not only serves as a supporting region for tourism destinations but also holds strong Islamic historical and cultural values through community traditions, the presence of Islamic boarding schools, religious-based economic activities, and the documented cultural heritage of *Gusjigang*, which is still preserved (Munzaroah et al., 2023). In addition to being a center for pilgrimage and local trade, Kauman Village is also developing into a heritage-based tourism area that represents the religious identity of the Kudus community (Rosyid, 2019). These characteristics make Kauman Tourism Village strategically well positioned to support the sustainability of religious tourism development in Menara Kudus by integrating the local community's cultural, social, and economic aspects.

Although Kauman Tourism Village has strong cultural and religious potential in supporting the development of Menara Kudus, its management still faces various challenges. Field identification results show limitations in human resource capacity, especially during increased tourist visits for certain religious activities. In addition, coordination among stakeholders has not been optimal, affecting the effectiveness of services and tourism area management. The density of the area and the limited supporting space also pose challenges in developing a sustainable destination. These conditions indicate the need to strengthen the managing institution, create synergy among stakeholders, and involve community participation as part of strategic tourism destination management. Strong institutional capacity is an important factor in maintaining the sustainability of tourism villages (Indra et al., 2025). The effectiveness of destination management is also influenced by stakeholder involvement in supporting sustainable tourism development (Ferdian et al., 2024). In addition, active community participation also plays a role in improving the quality of tourist destination management (Lestari et al., 2025). The management of tourist villages also requires adaptive strategies that identify the internal and external conditions of the destination, enabling sustainable tourism development (Adnan, 2023). SWOT analysis has been applied in tourism village studies to identify internal and external strategic factors for tourism management development (Yulius & Timba, 2025).

Several previous studies have examined the Menara Kudus area from various perspectives, such as the development of halal tourism based on *Gusjigang* values (Munzaroah et al., 2023), Edu-Walking Tours based on local history and culture (Pitaloka et al., 2024), the preservation of the Kauman area as Islamic cultural heritage (Rosyid, 2019), as well as the impact of religious tourism on the characteristics of community settlements (Novitasari & Astuti, 2022). However, these studies still focus on cultural aspects, area conservation, and spatial impacts. Hence, research on management strategies for Kauman Tourism Village remains limited, especially those that integrate SWOT analysis, institutional factors, and stakeholder collaboration to support sustainable religious tourism development.

This research contributes to the development of strategic management studies for tourist villages by applying SWOT analysis to the management of Kauman Tourist Village, a supporting

area for the Menara Kudus. In addition to strengthening academic studies, this research offers management strategy recommendations for institutional strengthening, stakeholder synergy, and community participation to support the sustainability of religious tourism.

Based on the issues and research gaps identified, this study aims to examine the management of Kauman Tourism Village, analyze the internal and external factors affecting its management, and formulate management strategies to support the development of Menara Kudus as a sustainable religious tourism area.

Method

This study uses a qualitative, descriptive design to analyze the management strategy of Kauman Tourism Village, based on the internal and external conditions of the tourist destination. The qualitative approach is used to gain an in-depth understanding of tourism management from the perspective of informants directly involved in destination management activities (Creswell & Poth, 2018). The study was conducted from December 2025 to March 2026. Informants were selected through purposive sampling, including the Public Relations Staff of the Menara and Masjid Makam Sunan Kudus Foundation, the Village Head, the Head of the *Pokdarwis*, two stakeholders, and five tourist visitors. Data were obtained through semi-structured interviews, observation, and documentation to identify the management system, stakeholder coordination, community participation, and supporting and inhibiting factors of tourism management. Data validity was tested through triangulation of sources and techniques.

Data analysis was conducted through data reduction, data presentation, and conclusion drawing, further developed using a SWOT analysis. Internal and external factors from interviews and observations were then compiled into the IFAS and EFAS matrices. Weighting refers to the Rangkuti method, with a range of 0.00–1.00 based on each factor's level of influence on tourism village management (Rangkuti, 2018). Furthermore, each factor was rated 1–4 to produce a weighted score used to determine strategic positioning in the IE Matrix, which served as the basis for formulating tourism management strategies (David & David, 2016).

Results and Discussion

A. Management of Kauman Tourism Village in the Menara Kudus Area

Tourism village management is an important element in the development of community-based tourism destinations because it involves not only the management of tourism activities but also institutional governance, stakeholder coordination, and the optimization of local potential to generate economic, social, and cultural impacts for the community. In this context, community-based tourism management requires integrating the identification of internal and external factors with stakeholder participation and institutional collaboration to manage tourism destinations (Martomo et al., 2022). Therefore, the success of a tourism village depends not only on its tourist attractions but also on the quality of governance and on stakeholder synergy.

The management of Kauman Tourism Village demonstrates a multi-stakeholder institutional structure comprising the foundation managing the Menara Kudus area, the Tourism Awareness Group (*Pokdarwis*), and the village government. Although it appears to follow a collaborative pattern, in practice the foundation still holds a dominant position in decision-making, particularly regarding the preservation of the area's historical values and religious identity. This condition reflects a governance pattern that tends to be centralized, so the distribution of roles among stakeholders is not yet fully balanced. The dominance of the main institution contributes to the preservation of the area's cultural and religious values (Rosyid, 2019), but it also limits the space for local actors' participation in destination management. Thus, the relationships among

stakeholders exhibit an imbalance in roles, affecting the effectiveness of coordination in developing a community-based tourism village.

At the operational level, the Tourism Awareness Group (*Pokdarwis*) plays a key role as an actor in developing tourism packages, providing local guides, and strengthening cultural and education-based tourism. This condition indicates that Kauman Tourism Village has implemented a community-based tourism (CBT) approach, in which the community not only benefits but also actively participates in tourism activities. This reinforces the findings of [Wardani et al. \(2023\)](#), which assert that local institutions play a strategic role in increasing community participation and developing the potential of community-based tourism. However, community involvement still depends on religious tourism, so diversification of tourism products and independent management need to be further strengthened.

Community participation in Kauman Tourism Village is evident through active involvement in educational tourism, where youth groups lead historical tours in the Menara Kudus area and convey Islamic cultural values to tourists. In addition, the community plays a role in economic activities through culinary businesses, souvenir production, and tourism support services, indicating a shift from passive participation to active involvement in destination development. This condition aligns with [Lestari et al. \(2025\)](#), who assert that community participation is an important element in the sustainability of community-based tourism. However, economic activities are still influenced by fluctuations in religious tourism visits, so they are not stable throughout the year, requiring the strengthening of local institutions, stakeholder synergy, and diversification of tourism products to support the sustainability of Kauman Tourism Village.

B. Identification of Internal and External Factors Influencing the Management of Kauman Tourism Village

The research results indicate that the management of Kauman Tourism Village in the Menara Kudus area is influenced by the interaction of interrelated internal and external factors, particularly in institutional aspects, community participation, destination management capacity, and the dynamics of religious tourism in the area. These findings not only show the diversity of factors affecting management but also affirm that the effectiveness of destination governance is determined by the quality of relationships among actors within the community-based tourism system. The data were obtained through in-depth interviews, observations, and documentation, and analyzed using SWOT to comprehensively map the strategic position of tourism village management. This analysis supports the understanding that sustainable destination management requires local institutions and stakeholders to establish coordinated, long-term cooperation in tourism development ([Martomo et al., 2022](#)). Thus, the results of this analysis become the basis for formulating development strategies that are adaptive, collaborative, and sustainable.

Based on the results of the analysis, the internal and external factors affecting the management of Kauman Tourism Village in the Menara Kudus area can be described as follows:

a. Strength

1. Religious tourism management system involving foundations, village government, and tourism area managers

Religious tourism management at the Menara Kudus demonstrates institutional synergy between foundations, village government, and *Pokdarwis* through cross-institutional coordination. This pattern reflects collaborative governance that strengthens the distribution of roles and the legitimacy of management. This aligns with [Rusdiyanto et al. \(2025\)](#), who emphasize the

importance of stakeholder collaboration for the sustainability of tourist villages, thereby forming a stable governance foundation for sustainable religious tourism development.

2. Community and youth involvement in the operational implementation of tourism activities

Community and youth participation reflects the implementation of community-based tourism with the local community as the main actors in destination management. [Indra et al. \(2025\)](#) affirm that community participation is a key factor in the success of tourist villages. However, involvement remains dominant in operational aspects, so capacity-building is needed to enable the community to play a more strategic role in decision-making.

3. Utilization of digital media for promotion and documentation of tourism activities

The use of digital media shows managers' adaptation to information technology in destination promotion. According to [Raya et al. \(2025\)](#), digital media expands the reach of promotion and strengthens the destination's image. Analytically, this becomes a competitive strength that increases the visibility of Kauman Tourist Village and supports sustainable growth in visitation.

4. Availability of regional facilities as supporting elements for tourism activities

Facilities such as places of worship, accessibility, and tourism services are important factors for tourist comfort. [Wardani et al., \(2023\)](#) emphasize that the quality of facilities determines the attractiveness of religious tourism. Existing infrastructure has supported tourism activities, though service improvements are still needed as visit volumes increase..

b. Weakness

1. Limited Limited human resources for organizing large-scale events.

The availability of human resources does not fully support the increase in visits during religious activities, both in terms of quantity and manager capacity, indicating limitations in the organization's capacity to handle large-scale events. [Sari \(2024\)](#) emphasizes that the quality of human resources is a key factor in the effectiveness of managing tourist villages. This condition has the potential to reduce service quality, so it is necessary to enhance capacity through tourism management and visitor service training.

2. Operational coordination between management units is not yet optimal

Coordination and communication between managing agencies remain ineffective, indicating that the destination management system is not yet integrated. This reflects weaknesses in the collaboration mechanism, which impacts operational effectiveness. Therefore, strengthening institutional coordination is needed to improve management efficiency and responsiveness to the dynamics of tourist visits.

3. Service capacity is limited during periods of increased tourist visits

Surges in tourists during certain periods put pressure on facilities and services, indicating the limitations of the destination's carrying capacity. [Nugroho et al. \(2024\)](#) emphasize that sustainable tourism must balance visit numbers with environmental capacity. This condition requires visitor capacity management to maintain service quality and the area's sustainability.

c. Opportunity

1. High visitation of religious tourism as an opportunity for the development of tourist villages

The status of the Menara Kudus as a national religious tourism destination opens significant opportunities for the development of Kauman Tourist Village, especially in promoting the local tourism-based economy. From a stakeholder perspective, high tourist mobility strengthens the involvement of local actors in tourism economic activities. This aligns with [Wardani et al. \(2023\)](#), who assert that religious tourism can drive the regional economy if managed in an integrated manner; institutional coordination needs to be strengthened.

2. Government support for the development of tourism villages.

Government policy support is a strategic opportunity to strengthen institutions and the management of community-based tourism (CBT) destinations. This support enhances stakeholder synergy in tourism governance. [Indra et al. \(2025\)](#) emphasize that the success of tourism villages depends on collaboration between the community and local institutions, and that policy integration and institutional capacity strengthening are needed.

3. The development of digital technology as a tourism promotion medium

The development of digital technology opens up promotional opportunities for Kauman Tourism Village through TikTok and YouTube, which are used to share content and livestream tourism activities. This strategy serves not only as documentation but also as an interactive marketing medium that engages tourists and the local community. From the perspective of Community-Based Tourism (CBT), the use of these digital platforms expands the role of local actors while increasing the reach of destination promotion. This aligns with [Raya et al. \(2025\)](#), who assert that digital marketing effectively enhances destination visibility, making content and livestreaming optimization an important strategy to improve the competitiveness of the tourism village.

4. Economic activities of the community around tourist areas

The activities of SMEs around tourist areas show opportunities to strengthen the local economy within the CBT framework. This condition reflects the involvement of local stakeholders in the tourism economic chain. [Nugroho et al. \(2024\)](#) emphasize the importance of balancing economic and social aspects, and argue that institutional strengthening is needed to optimize economic benefits

d. (Threat)

1. Area Area congestion that reduces the quality of tourism services

High tourist visits cause congestion in the Menara Kudus area, which can reduce comfort and service quality. This situation indicates pressure on the destination's carrying capacity and the need for stakeholder coordination in visitor management. [Nugroho et al. \(2024\)](#) emphasize the importance of balancing capacity and visitation.

2. Dependence on certain religious events

Dependence on visits during religious events indicates limited diversification of tourism attractions within the CBT framework, leading to fluctuations in the number of tourists. This indicates the need to develop a broader range of tourism products to stabilize visitation.

3. Space pressure and limited access to tourist areas

The increase in tourism activities puts pressure on space and the accessibility of areas, particularly visitor mobility and public facilities. This condition demands institutional coordination among stakeholders in space management to avoid disrupting the destination's sustainability ([Nugroho et al., 2024](#)).

C. Strategic Analysis of the Management of Kauman Tourism Village in Supporting the Development of the Menara Kudus Tourism Destination

a. IFAS and EFAS Analysis of the Management of Kauman Tourism Village

Analysis of internal and external factors is conducted to understand the strategic conditions that affect the effectiveness of managing Kauman Tourism Village as a community-based religious tourism destination. Internal factors include the availability of facilities and resources, institutional capacity, coordination among managers, and community participation in tourism activities. From the perspective of community-based tourism (CBT), community involvement is an important

element in destination management. The research results indicate that the presence of the Tourism Awareness Group (*Pokdarwis*), community support, and youth involvement are strengths in tourism development. However, managerial capacity and institutional coordination still need strengthening. This shows that destination sustainability is influenced by governance effectiveness and stakeholder synergy. These findings align with [Indra et al. \(2025\)](#) on the importance of community participation in the success of tourist villages, as well as with [Sari \(2024\)](#), who emphasizes the role of institutional capacity in the effectiveness of destination management.

On the external side, the management of Kauman Tourism Village is influenced by environmental dynamics that present both opportunities and challenges for the development of tourism destinations. The high number of religious tourism visits, government support, and the development of digital media are strategic opportunities for enhancing the competitiveness of the tourism destination. The use of TikTok and YouTube as promotional media demonstrates the managers' ability to adapt to digital-based tourism marketing ([Raya et al., 2025](#)). In addition, collaboration between managers, government, and the community plays an important role in supporting sustainable tourism development ([Rusdiyanto et al., 2025](#)), in line with the concept of integrated religious tourism management proposed by [Wardani et al. \(2023\)](#). However, the high intensity of visits also poses challenges, including area congestion, limitations on environmental carrying capacity, and dependence on certain religious events. This condition indicates that the development of religious tourism is not only focused on increasing visits, but also on the sustainability of the destination.

Based on the identification of those internal and external factors, the weighting and assessment process is carried out on each strategic factor, which is then presented in the IFAS and EFAS matrices as the basis for determining the strategic position and development direction of Kauman Tourism Village, as follows:

Table 1. IFAS Matrix of Kauman Tourism Village

INTERNAL FACTORS				
No.	STRENGTH	WEIGHT	RATING	SCORE
1.	A religious tourism activity management system involving the foundation, village government, and management administrators	0.18	4	0.72
2.	Community and youth involvement in the operational implementation of tourism activities	0.16	4	0.64
3.	Utilization of digital media for the promotion and documentation of tourism activities	0.14	3	0.42
4.	Availability of area facilities managed to support tourist visits	0.12	3	0.36
	TOTAL	0.60		2.14
WEAKNESS				
1.	Limited human resources among managers during the implementation of large-scale events	0.15	2	0.30
2.	Operational coordination among management units has not yet been fully optimal	0.13	2	0.26
3.	Limited service capacity of the area during periods of increased visitor numbers	0.12	2	0.24
	TOTAL	0.40		0.80
	TOTAL IFAS (S+W)	1.00		2.94

Source: Primary Data processed (2026)

[Table 1](#) shows the weighting of IFAS factors was determined based on the level of influence of each factor on the management of Kauman Tourism Village through interviews, observations, and stakeholder confirmation. More strategic factors were assigned higher weights, where the management system received the highest weight (0.18), followed by community and youth involvement (0.16), digital media utilization (0.14), and supporting facilities (0.12). The

weighting sequence reflects the priority level of each factor, with a total weight of 1.00 in accordance with Rangkuti (2018) SWOT weighting procedure.

Table 2. EFAS Matrix of Kauman Tourism Village

EXTERNAL FACTORS				
NO.	OPPORTUNITY	WEIGHT	RATING	SCORE
1.	The high number of religious tourism visits that creates opportunities for the development of Kauman Tourism Village	0.20	4	0.80
2.	Government support for the development of Kauman Tourism Village	0.18	3	0.54
3.	The development of digital technology as a medium for promoting the tourism village	0.15	3	0.45
4.	Economic activities of the community surrounding the tourism area	0.12	3	0.36
	TOTAL	0.65		2.15
THREAT				
1.	Area congestion that affects the quality of tourism village services	0.15	2	0.30
2.	Dependence of tourism activities on specific religious events	0.12	2	0.24
3.	Spatial planning pressure and environmental access constraints within the tourism area	0.08	2	0.16
	TOTAL	0.35		0.70
	TOTAL EFAS (O+T)	1.00		2.85

Source: Primary Data processed (2026)

Table 2 shows the weighting of EFAS factors was determined based on the level of influence of each factor on the development and sustainability of Kauman Tourism Village through interviews, observations, and stakeholder confirmation. Religious tourism visits received the highest weight (0.20) because they represent the main opportunity for tourism village development, followed by government support (0.18), digital technology utilization (0.15), and community economic activities (0.12). In the threat aspect, area congestion received the highest weight (0.15) because it directly affects visitor comfort and service quality, followed by dependence on religious events (0.12) and spatial planning and environmental access constraints (0.08). The weighting sequence reflects the priority level of each factor, with a total weight of 1.00 in accordance with Rangkuti's (2018) SWOT weighting procedure.

The determination of weights and ratings in the IFAS and EFAS matrices follows the SWOT analysis method outlined by Freddy Rangkuti (2018). Weights are assigned based on each strategic factor's level of influence on the management of Kauman Tourism Village, while ratings are adjusted to reflect the actual conditions identified through interviews, field observations, and documentation. To strengthen the objectivity of the analysis, the assessment also considers confirmation results from research informants, including the managers of Menara Kudus Foundation, local tourism awareness groups (*Pokedarnvis*), the village government, and tourists. Therefore, the IFAS and EFAS scores obtained are based not only on the researcher's interpretation but also on empirical conditions in tourism destination management in the field

b. IE Matrix Analysis in Determining the Grand Strategy of Kauman Tourism Village

The determination of the management strategy for Kauman Tourism Village is carried out through an Internal–External (IE) Matrix analysis as part of a SWOT analysis to identify the tourism destination's strategic position. The IE Matrix integrates the evaluation of internal and external factors to determine the direction of management strategies based on the destination's actual conditions. In the context of community-based tourism, this analysis also serves as a basis for assessing institutional capacity, stakeholder collaboration, and the destination's ability to

respond to environmental dynamics sustainably. Mapping is done by placing the IFAS score on the horizontal axis and the EFAS score on the vertical axis (Rangkuti, 2018).

Based on the analysis results, the IFAS score of 2.81 and the EFAS score of 2.85 place Kauman Tourism Village in Quadrant V of the IE Matrix. This position indicates that the destination management is in a relatively stable condition with still considerable development opportunities, so the internal strengths and external opportunities it possesses can support sustainable tourism destination development, as shown in Table 3:

Table 3. IE Matrix of Kauman Tourism Village

SCORE EFAS	High (3,0-4,0)	I Growth & Build	II Growth & Build	III Growth
	Medium (2,0-2,99)	IV Hold & Maintain	V Hold & Maintain (2,81 ; 2,85)	VI Harvest or Build
	Low (1,0-1,99)	VII Harvest	VIII Harvest or Divest	IX Divest
		Weak (1,0-1,99)	Moderate (2,0-2,99)	Strong (3,0-4,0)
		SCORE IFAS		

Source: Primary Data processed (2026)

The IE (Internal–External) Matrix was used to determine Kauman Tourism Village's strategic position based on its IFAS and EFAS scores. The matrix consists of nine quadrants representing different strategic conditions: growth and build, hold and maintain, and harvest or divest (Rangkuti, 2018). The horizontal axis represents the IFAS score, while the vertical axis represents the EFAS score. The strategic position was determined by plotting the total IFAS and EFAS scores into the IE Matrix.

Based on the IFAS score of 2.94 and the EFAS score of 2.85, Kauman Tourism Village is positioned in Quadrant V of the IE Matrix. The IFAS score reflects the internal condition of the tourism village, while the EFAS score represents external opportunities and threats affecting tourism village development.

The position of Kauman Tourism Village in Quadrant V indicates a hold-and-maintain condition, with relatively stable internal strengths and external opportunities. The destination already has institutional support, community participation, and potential for religious tourism, but still faces limitations in human resource capacity, operational coordination, and the carrying capacity of the tourism area. Therefore, management strategies should focus on improving internal quality through digital promotion, enhanced tourism services, tourism innovation, and stakeholder collaboration to support sustainable religious tourism development in the Menara Kudus area.

c. SWOT matrix Analysis of the Management of Kauman Tourism Village

SWOT Matrix Analysis is used to formulate management strategies for Kauman Tourism Village to support the development of the Menara Kudus tourist destination by integrating previously identified internal and external factors. This approach helps identify the interconnections among strengths, weaknesses, opportunities, and threats, enabling destination management strategies to be aligned more adaptively and sustainably (Nugroho et al., 2024). In community-based tourism village management, SWOT analysis also helps assess institutional capacity, community participation, and stakeholders' roles in supporting the sustainability of the tourist destination.

The application of SWOT analysis in managing tourist villages is considered capable of producing strategies that align with the destination's internal conditions and external dynamics. In line with Indra et al. (2025), the development of tourist villages requires institutional synergy,

community involvement, and strengthening of tourism management capacity. Therefore, the management strategy of Kauman Tourist Village is formulated through a combination of Strengths, Weaknesses, Opportunities, and Threats factors as presented in Table 4 below:

Table 4. SWOT Matrix of Kauman Tourism Village

SWOT MATRIX OF KAUMAN TOURISM VILLAGE			
IFAS		S	W
		1. A religious tourism activity management system involving the foundation, village government, and management administrators 2. Community and youth involvement in the operational implementation of tourism activities 3. Utilization of digital media for the promotion and documentation of tourism activities 4. Availability of managed area facilities to support tourist visits	1. Limited human resources among managers during the implementation of large-scale events 2. Operational coordination among management units has not yet been fully optimal 3. Limited service capacity of the area during periods of increased visitor numbers
EFAS			
O		SO Strategy	WO Strategy
1. The high number of religious tourism visits that creates opportunities for the development of Kauman Tourism Village 2. Government support for the development of Kauman Tourism Village 3. The development of digital technology as a medium for promoting the tourism village 4. Economic activities of the community surrounding the tourism area		1. Optimizing the collaborative management system among the foundation, the village government, and management administrators to support the increase in religious tourism visits and the development of the tourism village 2. Enhancing the involvement of the community and youth in developing local economic activities surrounding the tourism area 3. Utilizing digital media as a promotional tool for the tourism village in accordance with the development of digital technology 2. Developing and optimizing the use of area facilities to support the increase in religious tourism visits	1. Utilizing government support for the development of Kauman Tourism Village to improve the capacity of tourism management human resources 2. Optimizing the advancement of digital technology to enhance operational coordination among management units 3. Developing the tourism area service system by leveraging opportunities arising from the increase in religious tourism visits
T		ST Strategy	WT Strategy
1. Area congestion that affects the quality of tourism village services 2. The dependence of tourism activities on specific religious events 3. Spatial planning pressure and environmental access constraints within the tourism area		1. Optimizing the management system of religious tourism activities to anticipate area congestion that may affect the quality of tourism village services 2. Enhancing the role of the community and youth in maintaining order within the tourism area during periods of increased visitor numbers 3. Utilizing digital media to manage tourist visit information in order to reduce pressure on spatial planning	a. Improving operational coordination among management units to minimize the impact of congestion in the tourism area 2. Strengthening the capacity of management human resources to reduce the dependence of tourism activities on specific religious events 3. Developing the service system of the tourism area to anticipate spatial planning pressures and environmental access

The results of the SWOT Matrix analysis indicate that the strategic direction for managing Kauman Tourism Village focuses on leveraging internal strengths to maximize external opportunities to support sustainable religious tourism development. The SO strategy becomes the main priority by strengthening institutional synergy, increasing community involvement, and optimizing digital media to promote the destination. These findings suggest that the effectiveness of destination management is determined not only by the tourism potential of the destination but also by institutional capacity and community participation in supporting the sustainable development of the tourism village (Sari, 2024).

Meanwhile, the WO strategy is aimed at strengthening internal capacity through external support, particularly to improve the quality of human resources and destination management systems. The ST strategy emphasizes leveraging institutional strengths and community participation to maintain the quality of tourism services amid increasing area density, while the WT strategy focuses on risk mitigation through visitor capacity control and strengthening operational coordination among managers.

Overall, the results of the strategy formulation indicate that the management of Kauman Tourism Village should focus on strengthening institutional governance, improving the quality of tourism services, and implementing sustainable destination management to enhance competitiveness and optimally support the development of Menara Kudus tourism.

d. Formulation of the Grand Strategy for the Management of Kauman Tourism Village

Formulating the main strategy is the final stage of strategic analysis to determine the management direction of Kauman Tourism Village as a supporting destination for Menara Kudus religious tourism. This strategy is developed by integrating internal and external factors analyzed using IFAS and EFAS, mapping them in the IE Matrix, and formulating them through SWOT analysis, resulting in a strategy grounded in empirical conditions while considering institutional capacity, community participation, and tourism dynamics. The IE Matrix results indicate that Kauman Tourism Village is in Quadrant V (growth and stability), reflecting relatively adequate internal strengths and external opportunities, thus management is directed toward strengthening governance and gradual development. However, the main challenge is not only optimizing tourism potential but also building institutional capacity to manage the increase in religious tourism activities sustainably. These findings align with Indra et al. (2025) who emphasize the importance of institutional capacity and stakeholder synergy, and are reinforced by Rokhadi et al. (2025), who demonstrate the role of community involvement in promoting local economic sustainability through the development of MSMEs around the destination.

Based on the results of the SWOT strategy integration, the major management strategy of Kauman Tourism Village is to strengthen institutional governance, optimize community participation, improve the quality of tourism services, and continuously develop digital promotion to support the competitiveness of the Menara Kudus tourist destination. Therefore, this grand strategy is formulated through the following strategic directions:

a. Strengthening institutional systems and coordination in tourism management

Strengthening institutions is an important strategy in building an integrated and adaptive destination management system. Synergy between *Pokdarwis*, village governments, managers of religious tourist areas, and local business actors is needed to improve coordination effectiveness and reduce overlapping roles in tourism management. Wardani et al. (2023) explain that

collaborative governance can support the sustainability of community-based tourist destinations. These findings indicate that the success of Kauman Tourism Village management is greatly influenced by the quality of coordination among stakeholders in supporting the sustainable development of religious tourism.

b. Enhancing human resource capacity and the quality of tourism services

Enhancing human resource capacity aims to strengthen competencies in religious tourism services, the ability to interpret local history and culture, and the professionalism of destination managers. This strategy is important because tourism activities in the Menara Kudus area are not only oriented towards recreation, but also provide tourists with spiritual and educational experiences. [Pitaloka et al. \(2024\)](#) argue that service quality grounded in local cultural values influences tourist satisfaction and experience. Therefore, improving managers' capacity is a strategic factor in strengthening service quality and the competitiveness of tourist destinations.

c. Optimization of Digital-Based Promotion and Publication.

The use of digital technology has become an adaptive strategy for responding to changes in tourist behavior, which increasingly rely on access to online information. Digital media not only serves as a means of promotion but also as a medium for destination communication and sustainable tourism branding. The management of Kauman Tourism Village has used digital platforms such as TikTok and YouTube to promote the destination through promotional content and live-streamed religious tourism activities. [Raya et al. \(2025\)](#) state that digital transformation can expand market reach and enhance the competitiveness of tourist destinations, while [\(Nugroho et al. \(2024\)](#) emphasize the importance of digitalization in strengthening community-based tourism branding. In addition to supporting promotion, digital technology can also be used through e-ticketing systems or simple digital visit data collection to monitor tourist numbers in real time, especially during periods of high-intensity religious visits. Such systems can help managers control area congestion, regulate visitor flow, and improve the effectiveness of tourism services in a more sustainable manner.

d. Sustainable-Based Tourism Area Management

Tourism area management focuses on controlling visitor capacity, managing tourism infrastructure, and protecting the quality of the local residential environment. This strategy is important because the high intensity of religious tourism visits has the potential to create pressure on the environment and the social space of the surrounding community. [Novitasari, A. & Astuti \(2022\)](#) explain that the development of religious tourism can influence the characteristics of residential areas, thus requiring sustainability-oriented management. Therefore, sustainability-based management is necessary to maintain a balance between tourism development, community comfort, and the quality of the destination's environment.

Conceptually, this research strengthens previous studies that emphasize the importance of religious identity and local cultural values in tourism development in the Menara Kudus area [\(Munzaroah et al., 2023\)](#). However, this study contributes by positioning the tourist village within a more systematic strategic management framework to support the sustainability of religious tourism destinations. The findings indicate that the management strategy for tourist villages should emphasize collaborative governance and strengthen managers' adaptive capacity to address the dynamics of tourist visits. Thus, the SWOT approach not only serves as an analytical tool but also as a basis for formulating more competitive and sustainable destination management policies.

Conclusion

This study shows that Kauman Tourism Village's strategic management position in supporting religious tourism at Menara Kudus is in Quadrant V (hold and maintain), indicating that destination sustainability is influenced not only by internal and external factors but also by institutional adaptive capacity in managing fluctuating visitor pressure. Within the Community-Based Tourism (CBT) framework, these findings emphasize the importance of integrating community participation with adaptive collaborative governance and destination management systems that monitor visitation dynamics. Theoretically, this study strengthens CBT by integrating IFAS–EFAS analysis as an operational tool for explaining destination sustainability. Practically, the findings highlight the need to strengthen institutional capacity, improve human resource capabilities, and digitalize visitor management through e-ticketing or real-time digital registration systems. This study is limited by its macro-strategic approach and the absence of quantitative measurements of tourist behavior and destination carrying capacity. Therefore, future research is recommended to develop more precise and applicable strategic models based on tourist preferences, multi-criteria decision-making, or carrying capacity analysis.

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