

# Strategic Management to Increase Visitors of Mount Kayoe Putih, Kupang Village, Mojokerto District

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## ABSTRACT

This study aimed to describe and analyze the strategic management to increase tourist visits to Bukit Kayoe Putih in Desa Kupang, Kabupaten Mojokerto. Using a SWOT analysis approach, this research highlighted the potential and challenges faced by this tourist attraction. The study employed a descriptive qualitative method with data collection techniques including interviews, observations, and documentation. The analysis results indicated that Bukit Kayoe Putih was well-suited to employ aggressive strategies and SO strategies to enhance tourist visits. The recommended strategies included the development of tourist attractions, conservation of eucalyptus trees, involvement of the local community in tourism development, and increased socialization with the local community. Additionally, infrastructure improvements, enhancement of tourist facilities, and better service quality were also the focus of tourism development strategies at Bukit Kayoe Putih. It was hoped that the findings of this study would contribute positively to increasing tourist visits and improving the local community's economy in the region.

## ABSTRAK

Penelitian ini bertujuan untuk menjabarkan dan menganalisis manajemen strategi dalam meningkatkan kunjungan wisata Bukit Kayoe Putih di Desa Kupang, Kabupaten Mojokerto. Menggunakan pendekatan analisis SWOT, penelitian ini menyoroti potensi dan tantangan objek wisata tersebut. Penelitian ini bersifat kualitatif deskriptif dengan teknik pengumpulan data melalui wawancara, observasi, dan dokumentasi. Hasil analisis menunjukkan bahwa Bukit Kayoe Putih cocok menggunakan strategi agresif dan strategi SO untuk meningkatkan kunjungan wisatawan. Strategi yang direkomendasikan meliputi pengembangan objek wisata, pelestarian pepohonan kayu putih, melibatkan masyarakat dalam pengembangan wisata, serta meningkatkan sosialisasi kepada masyarakat lokal. Selain itu, perbaikan infrastruktur, peningkatan kualitas wahana wisata, dan peningkatan pelayanan juga menjadi fokus strategi pengembangan pariwisata di Bukit Kayoe Putih. Diharapkan hasil penelitian ini dapat memberikan kontribusi positif dalam meningkatkan kunjungan wisatawan dan perekonomian masyarakat setempat di daerah tersebut.



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## INTRODUCTION

UU No. 10 tahun 2009 on Tourism explains that all activities related to tourism are multidimensional and multidisciplinary, emerging as a means to preserve nature and facilitate interactions between tourists and local communities. This law ensures the integration between sectors, tourists, local governments, and entrepreneurs as stakeholders. Additionally, tourist attractions include tourist areas, recreational sites, prehistoric heritage, and cultural arts (Octaviani, 2023). Tourism involves visits by both local and international tourists, along with its various components. It plays a significant role in job creation, appreciation of art, traditions, and national culture. Tourism also promotes products and services, such as the wealth and uniqueness of underwater natural resources, and serves as an effective tool for the preservation of natural environments and traditional cultural arts (Darmayanti & Oka, 2020). According to Murphy, tourism encompasses all elements that come together as one, consisting of tourists,

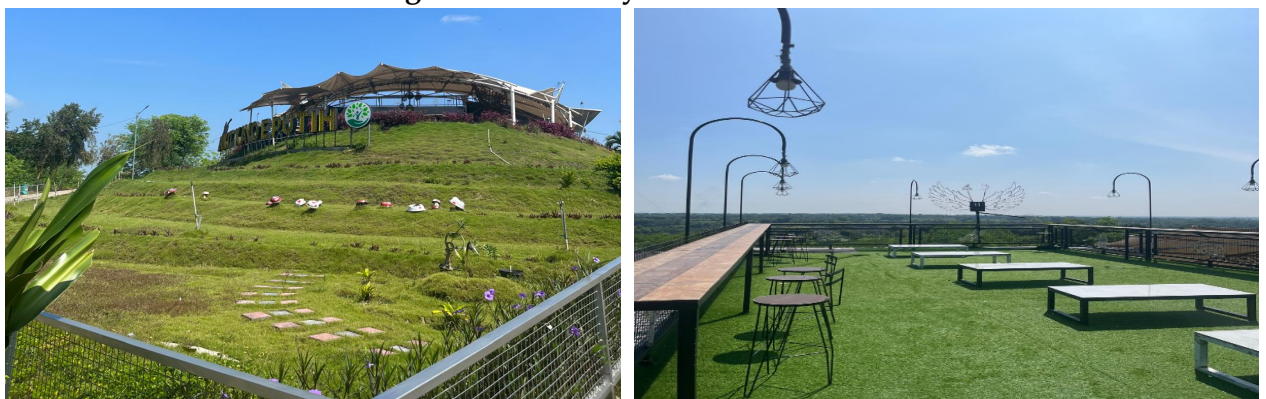
regions, tourist destinations, travel, the industry, and more (Pitana & Diarta, 2009). According to Chafid Fandeli, tourism is an industry that generates significant foreign exchange for the country. Consequently, the government strives to enhance this sector by implementing policy measures in tourism development (Widyastuty, 2016). Tourism offers scenic natural landscapes, complemented by comprehensive infrastructure and facilities, as well as numerous photo spots available within the tourist environment (Swesti et al., 2020).

The successful implementation of tourism is inseparable from good management. Management is a process that includes actions such as planning, organizing, directing, and controlling, all carried out to determine and achieve established goals through the utilization of human resources and other resources (Djabbari et al., 2021). East Java is a province located in the eastern part of Java Island. East Java comprises 29 regencies and 9 cities, one of which is Mojokerto Regency. Mojokerto Regency covers an area of 984.64 km<sup>2</sup> and is renowned for its abundant natural tourism potential, attracting both domestic and international tourists to enjoy its attractions. Mojokerto Regency is not only famous for its natural tourism potential but also for its cultural tourism, prehistoric relics, temples, and museums. If properly managed and developed, these attractions could become appealing destinations for both domestic and international tourists (Hariyoko et al., 2022).

Bukit Kayoe Putih Tourism in Mojokerto collaborates with several parties, including CV Mitra Wisata Abadi, Perhutani Mojokerto, and LMDH Kupang. This collaboration is outlined in the Minister of Forestry Regulation Number P.50/Menhut-II/2006, which contains provisions on business cooperation activities within forest areas managed by Perum Perhutani. (Yahya et al., 2023). The regulation binds parties to continuously improve the Bukit Kayoe Putih tourism area. Mojokerto Regency consists of 16 villages, one of which, Desa Kupang, has significant tourism potential. Bukit Kayoe Putih, located in Jetis District, Mojokerto Regency, spans an area of 2.5 hectares and has a population of approximately 4,950 residents. Most of Desa Kupang's inhabitants work as farmers, with nearly 40% of the area used for eucalyptus cultivation. The lush greenery, surrounding hills, and pristine rural atmosphere enhance the appeal of this tourist destination.

Bukit Kayoe Putih offers various attractions, including a swimming pool, café, and numerous photo spots, making it an ideal recreational site for families. Tourists can also enjoy local cuisine prepared by the residents, who are empowered to earn additional income from the tourism activities. The involvement of the local community is a crucial factor in the successful development, growth, and management of tourism in the area (Prasetyo & Syafrini, 2023).

**Figure 1. Bukit Kayoe Putih Tourism**



*Source: Author's Documentation from a Visit to Bukit Kayoe Putih Tourism*

Bukit Kayoe Putih Tourism in Mojokerto charges an entrance fee of Rp 5,000 for children and Rp 10,000 for adults. On holidays, the ticket price is Rp 10,000 for children and Rp 15,000 for adults. The tourist attraction is open from Monday to Sunday, from 09:00 to 20:00. Bukit Kayoe Putih was officially opened on October 21, 2021. It is managed by the Director of CV Mitra Wisata Abadi, the Mojokerto Forestry Office, and LMDH (Lembaga Masyarakat Desa Hutan) Kupang. Bukit Kayoe Putih is a new tourist destination located in Desa Kupang, Mojokerto Regency, with a total area of 7 hectares, though not all of it is currently used for tourism purposes.

**Table 1 Visitor Data for Bukit Kayoe Putih Tourism**

| Year | Number of Visitors |
|------|--------------------|
| 2022 | 124.726            |
| 2023 | 119.443            |

Source: Dinas Perhutani Mojokerto

From Table 1 above, it is evident that Bukit Kayoe Putih Tourism experienced a decline in visitors in 2023. Bukit Kayoe Putih has significant potential to attract both domestic and international tourists in Desa Kupang, Mojokerto Regency. However, the tourist attraction is currently deemed inadequate in terms of facilities and infrastructure. It is hoped that the tourism managers and their team will implement effective strategic management to increase the number of visitors to this tourist site.

The decline in visitors is also attributed to the fact that the residents of Mojokerto Regency are not yet familiar with this tourist attraction due to a lack of information. Additionally, the location is relatively far from residential areas, which reduces enthusiasm among locals and tourists for visiting Bukit Kayoe Putih. Despite its natural beauty and considerable potential for development, this tourist site faces several challenges, including limited human resources for management, inadequate facilities and infrastructure, insufficient promotion, and minimal economic development for the local community. Consequently, many people are not interested in visiting Bukit Kayoe Putih in Desa Kupang, Mojokerto. Given these issues, the author is interested in researching the strategic management needed to increase tourist visits to Bukit Kayoe Putih in Desa Kupang, Mojokerto Regency.

## RESEARCH METHODS

In this study, the researcher employed a descriptive qualitative approach as the primary method to describe and analyze the strategic management for increasing tourist visits to Bukit Kayoe Putih in Desa Kupang, Mojokerto Regency. The research was conducted at Bukit Kayoe Putih, located in Desa Kupang, Jetis District, Mojokerto Regency. The study focused on analyzing strategies to enhance tourist visits to Bukit Kayoe Putih using a SWOT analysis approach. Data collection techniques included interviews, observations, and documentation (Sugiyono, 2013). To gain in-depth information about the internal and external environmental conditions of Bukit Kayoe Putih tourism, the researcher conducted interviews with key informants, including agroforestry and ecotourism experts from Perum Perhutani KPH Mojokerto, the Director of Bukit Kayoe Putih Tourism, LMDH Kupang, employees of Bukit Kayoe Putih, and visitors to the site. The data collected through observations, interviews, and documentation were validated

using data triangulation techniques. The researcher employed data analysis techniques based on the perspectives of Miles & Huberman (Sahir, 2022).

## RESULTS AND DISCUSSION

### *Result*

#### *Strategic Management in Increasing Tourist Visits to Bukit Kayoe Putih in Desa Kupang, Mojokerto Regency*

Bukit Kayoe Putih Tourism was a new tourist attraction located in Desa Kupang, Mojokerto Regency (Yahya et al., 2023). The management of Bukit Kayoe Putih Tourism urgently required strategic management to increase tourist visits. The implementation of strategic management within the organization, particularly at Bukit Kayoe Putih Tourism, was expected to facilitate the achievement of desired goals and help increase daily tourist visits. This would also make Bukit Kayoe Putih better known to the wider public as a tourist destination with significant potential. The site not only offered a cool atmosphere but also featured impressive attractions. Therefore, the application of strategic management was expected to ensure that Bukit Kayoe Putih remained competitive with other tourist spots in Mojokerto and continued to thrive as a tourist destination in the northern part of the Kali Brantas River.

The trend of tourist visits to Bukit Kayoe Putih had been unstable, with fluctuations in the number of visitors each month. In 2022, the number of visitors reached 124,726, but this figure decreased to 119,443 in 2023, representing a 4.46% decline. This reduction in tourist visits significantly impacted the targeted goals and the economic levels of Desa Kupang residents who operated stalls and shops at the tourist site. An in-depth study of strategic management was necessary to improve the trend of tourist visits. The relevant strategic management tool to analyze the conditions of Bukit Kayoe Putih Tourism was the SWOT analysis, which assessed the internal and external factors influencing the development of the site. The SWOT analysis aimed to identify the Strengths, Weaknesses, Opportunities, and Threats, thereby determining the appropriate strategies to increase tourist visits to Bukit Kayoe Putih in Desa Kupang, Mojokerto Regency. (Nggini, 2019). These factors constituted the environmental aspects originating from the internal and external environments of the Bukit Kayoe Putih Tourism organization. These aspects were elaborated based on research conducted by the researcher within the Bukit Kayoe Putih Tourism environment.

### *Strengths*

Strengths are aspects derived from the internal environment of the organization that are subject to analysis or research. These strengths highlight the advantages possessed by Bukit Kayoe Putih Tourism. The presence of these strengths and advantages makes the researcher keen to analyze the internal environment of Bukit Kayoe Putih Tourism.

Based on interviews conducted by the researcher in the field with several informants, data were collected that identified the strengths and advantages of Bukit Kayoe Putih. The strengths of Bukit Kayoe Putih include its strategic location along the main road, which attracts tourists. Additionally, the spacious parking area for cars ensures that visitors do not face difficulties when parking at the site.

Bukit Kayoe Putih also boasts beautiful scenery, with expanses of eucalyptus trees and other plants surrounding the area. The cool morning atmosphere enhances the visitor experience, allowing tourists to enjoy the natural beauty of the site. Furthermore, a café situated at a higher elevation adds to the comfort of the visit, offering affordable food and beverages.



The site also features several trendy attractions such as Summer Hill, Rainbow Slide, swimming pools for adults and children, and a pick-your-own area. These strengths and advantages serve as significant attractions that encourage tourists to visit Bukit Kayoe Putih.

#### *Weaknesses*

Weaknesses are aspects within the SWOT analysis (Ribamar, 2022) and originate from the internal environment of the organization, in this case, Bukit Kayoe Putih Tourism. The presence of these weaknesses prompted the researcher to analyze the internal environment of Bukit Kayoe Putih Tourism. This study was conducted through interviews with the Director of Bukit Kayoe Putih Tourism, the Forestry Office of Mojokerto Regency, LMDH (Lembaga Masyarakat Desa Hutan) representatives in Kupang, staff of Bukit Kayoe Putih Tourism, and tourists. Based on the information provided by the informants, the researcher concluded that Bukit Kayoe Putih Tourism has weaknesses in terms of human resources. This weakness is due to the management of Bukit Kayoe Putih not yet finding the right person to handle administration and tourism development. As a result, the management is considered less optimal, leading to the absence of a clear vision and mission, as well as a defined organizational structure.

Additionally, it is hoped that training in tourism can be provided to the Kupang community so that the residents, especially the youth, can understand tourism development and how to enhance it. Given that many local residents have completed secondary education, such training would be beneficial. Moreover, the facilities and infrastructure at the tourist site still require continuous improvement and development to attract tourists and encourage repeat visits. There is also a need for reforestation efforts in the tourist area to make Bukit Kayoe Putih more lush and provide a more comfortable atmosphere for visitors. The scarcity of shaded areas, such as gazebos and seating, further highlights the need for improvement in visitor amenities.

#### *Opportunity*

Opportunities arise from the external environment of Bukit Kayoe Putih Tourism. These opportunities can provide significant advantages to a tourist attraction. The presence of such opportunities motivated the researcher to conduct an analysis to identify the opportunities in the external environment of Bukit Kayoe Putih Tourism in Desa Kupang, Mojokerto Regency.

This study was conducted through interviews with the Director of Bukit Kayoe Putih Tourism, the Forestry Office of Mojokerto Regency, and representatives from LMDH (Lembaga Masyarakat Desa Hutan) in Kupang. The research aimed to gather information about the opportunities available to Bukit Kayoe Putih Tourism.

From the information provided by the informants, the opportunities for Bukit Kayoe Putih include strong support from government entities, which can help the tourism site to develop further and expand its appeal. Additionally, Bukit Kayoe Putih is the only tourist destination in the northern area of the Brantas River that collaborates with the Forestry Office of Mojokerto, ensuring good attention and support from this agency.

Bukit Kayoe Putih also stands out because it offers a more comprehensive range of attractions compared to other tourist sites in the Kupang area. It is one of the few tourist destinations featuring a swimming pool with beautiful scenery and trendy attractions. Moreover, Bukit Kayoe Putih has received an award from the LS Bhakti Mandiri Wisata Indonesia for its cleanliness, health standards, and environmental conservation, further enhancing its reputation and appeal.

**Figure 2. Bukit Kayoe Putih tourist award**



Source: Dinas Perhutani Mojokerto

The awards received by Bukit Kayoe Putih Tourism present a great opportunity to enhance and attract more tourists to visit Bukit Kayoe Putih.

#### *Threat*

Threats are risks that originate from the external environment of Bukit Kayoe Putih Tourism. These threats are critical factors that the organization must be aware of to anticipate and mitigate potential negative impacts. (Viviana & Victor, 2022). In this case, the researcher conducted an external environmental analysis of Bukit Kayoe Putih Tourism. This study was carried out through interviews with the Director of Bukit Kayoe Putih Tourism, the Forestry Office of Mojokerto Regency, and representatives from LMDH (Lembaga Masyarakat Desa Hutan) in Kupang. The research aimed to gather information about the threats facing Bukit Kayoe Putih Tourism.

The information obtained by the researcher regarding the threats to Bukit Kayoe Putih Tourism indicated that the management needs to develop strategies to address these challenges. One significant threat is the location of Bukit Kayoe Putih in the Kupang forest area of Mojokerto. The access route to this tourist area is filled with large trees and winding roads, similar to mountain regions. This requires the management to find ways to attract visitors despite the remote forest location and challenging access. Additionally, there is increasing competition from new and rapidly developing tourist attractions in Mojokerto Regency. Bukit Kayoe Putih must adapt and enhance its offerings to remain competitive. Government policies also present a threat, as they are subject to change annually. These changes necessitate continuous support and guidance from government authorities to ensure that the goals and aspirations for Bukit Kayoe Putih Tourism can be achieved.

Understanding these threats, the management of Bukit Kayoe Putih Tourism must develop effective strategies to attract visitors, maintain competitiveness, and secure ongoing support from government entities. (SBM, 2020). Furthermore, increasing the interest of the local residents of Desa Kupang to contribute and work in the tourism area is essential. It is important to foster their interest by highlighting that working in the tourism sector can be enjoyable and rewarding.

Based on the internal and external environmental analysis of Bukit Kayoe Putih Tourism, the researcher developed IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrices. The purpose of these matrices is to identify the internal and external factors influencing the management of Bukit Kayoe Putih. This stage is focused on generating alternative strategies by combining internal and external factors.

**Table 2: Internal Factor Analysis Summary (IFAS) Matrix**

| No                      | Internal Company Factors   | Weight      | Rating | Score       |
|-------------------------|--|-------------|--------|-------------|
| <b>Strengths</b>        |  |             |        |             |
| 1                       | Bukit Kayoe Putih has a beautiful view at a high altitude, resulting in a cool atmosphere                                  | 0,12        | 4      | 0,48        |
| 2                       | Bukit Kayoe Putih offers a variety of attractions: rainbow slide, summer hill, swimming pool, picking area, and café       | 0,09        | 4      | 0,36        |
| 3                       | Bukit Kayoe Putih is the only tourist site north of the Brantas River that collaborates with the Mojokerto Forestry Office | 0,09        | 5      | 0,45        |
| 4                       | The location is strategic, easily accessible, and convenient   | 0,09        | 4      | 0,36        |
| 5                       | Affordable food prices in the tourist area   | 0,09        | 4      | 0,36        |
| <b>Total Strengths</b>  |  | <b>0,48</b> |        | <b>2,01</b> |
| No                      | Weaknesses   | Weight      | Rating | Score       |
| 1                       | Bukit Kayoe Putih has terraced land, so attraction construction must consider the correct placement to prevent landslides  | 0,09        | 3      | 0,27        |
| 2                       | Lack of greenery in the Bukit Kayoe Putih tourist area   | 0,09        | 2      | 0,18        |
| 3                       | Incomplete facilities and infrastructure at Bukit Kayoe Putih  | 0,06        | 2      | 0,12        |
| 4                       | Insufficient human resources, necessitating improvement  | 0,08        | 2      | 0,16        |
| 5                       | Need for increased sales of local specialty foods and souvenirs for tourists   | 0,08        | 3      | 0,24        |
| 6                       | Lack of shelters such as gazebos and seating areas   | 0,06        | 3      | 0,18        |
| 7                       | Lack of signage at the entrance gate indicating the tourist site   | 0,06        | 2      | 0,12        |
| <b>Total Weaknesses</b> |  | <b>0,52</b> |        | <b>1,27</b> |
| <b>Overall Total</b>    |  | <b>1</b>    |        | <b>3,28</b> |

**Tabel 3 Matriks Eksternal Factor Analysis Summary (EFAS)**

| No                         | External Company Factors   | Weight      | Rating | Score        |
|----------------------------|--|-------------|--------|--------------|
| <b>Opportunities</b>       |  |             |        |              |
| 1                          | Strong support and positive response from the local community  | 0,16        | 3,8    | 0,608        |
| 2                          | Bukit Kayoe Putih is used as an educational site for school children on the process of making eucalyptus oil | 0,15        | 3,6    | 0,54         |
| 3                          | Support from government entities involved  | 0,14        | 3,5    | 0,49         |
| 4                          | Bukit Kayoe Putih received an award from Bhakti Mandiri Wisata Indonesia for its tourism efforts             | 0,18        | 4      | 0,72         |
| <b>Total Opportunities</b> |  | <b>0,76</b> |        | <b>2,748</b> |
| No                         | Threats  | Weight      | Rating | Score        |
| 1                          | Bukit Kayoe Putih is located quite far from residential areas  | 0,07        | 1,8    | 0,126        |
| 2                          | Emergence of many new tourist attractions in Mojokerto Regenc  | 0,09        | 2      | 0,18         |
| 3                          | Changes in government tourism policies requiring socialization or assistance during transitions              | 0,08        | 1,5    | 0,12         |
| 4                          | Need for socialization to encourage young people to work in the tourism area                                 |             |        |              |
| <b>Total Threats</b>       |  | <b>0,24</b> |        | <b>0,426</b> |
| <b>Overall Total</b>       |  | <b>1</b>    |        | <b>3,174</b> |

*Source: Analysis of Bukit Kayoe Putih Tourism Data by the Researcher*

The weights and ratings assessment has been conducted by the researcher in Tables 2 and 3, which represent the internal and external factors of Bukit Kayoe Putih Tourism. The next step is to formulate appropriate alternative strategies using the SWOT matrix. The researcher presents the data in the SWOT matrix to provide strategic recommendations for increasing tourist visits to Bukit Kayoe Putih Tourism.

From the IFAS and EFAS matrices, the following conclusions can be drawn:

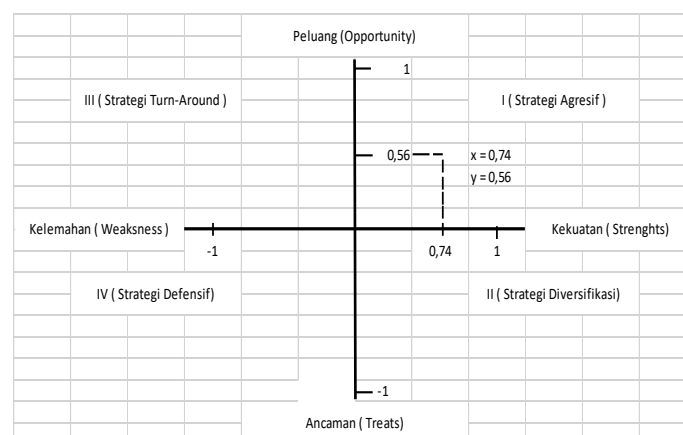
- a) Total Strengths Score: 2.01
- b) Total Weaknesses Score: 1.27
- c) Total Opportunities Score: 2.12
- d) Total Threats Score: 1.56

Based on the above data, the coordinate points for internal and external factor analysis can be determined as follows:

- a) Internal Analysis Coordinate (X Point)  
(Total Strengths Score - Total Weaknesses Score)  
 $= 2.01 - 1.27$   
 $= 0.74$
- b) External Analysis Coordinate (Y Point)  
(Total Opportunities Score - Total Threats Score)  
 $= 2.12 - 1.56$   
 $= 0.56$

From the above calculations, the coordinate point is located at (0.74:0.56). The determination of this quadrant point has been done by calculating the weights to obtain indicators for internal factor analysis (IFAS) and external factor analysis (EFAS) (Irhandayaningsih, 2019). This coordinate determination is used to identify the strategic position of an organization, which can be seen from quadrants I, II, III, and IV. Once the coordinate position is known, the researcher can identify whether the organization falls into an aggressive, diversification, turn-around, or defensive strategy (Hidayatullah, 2022). Based on the explanations, the strategic position of Bukit Kayoe Putih Tourism in Desa Kupang, Mojokerto Regency, can be identified as follows:

**Figure 3 SWOT Analysis Diagram**



*Source: Analysis of Bukit Kayoe Putih Tourism Data by the Researcher*



Based on the data above, it can be determined that Bukit Kayoe Putih Tourism is positioned in Quadrant I, which indicates an aggressive strategy position (positive-positive). This aggressive strategy position suggests that there are appropriate strategic recommendations for Bukit Kayoe Putih Tourism. An aggressive strategy can be used by Bukit Kayoe Putih Tourism to achieve growth and development in the tourist area. After calculating and determining the SWOT quadrant position, the next step is to formulate strategies in the form of determining the quadrant position in the SWOT analysis diagram.

**Table 4 SWOT Matrix**

|   |   |   |
|---|---|---|
| <div> <div>Internal Factors</div> <div>Eksternal Factors</div> </div> | <b>Strengths (S)</b> <ol style="list-style-type: none"> <li>1. Bukit Kayoe Putih has a beautiful view at a high altitude, creating a cool atmosphere.</li> <li>2. The site offers a variety of attractions including a rainbow slide, summer hill, swimming pool, picking area, and café.</li> <li>3. It is the only tourist destination north of the Brantas River that collaborates with the Mojokerto Forestry Office.</li> <li>4. The location is strategic and easily accessible.</li> <li>5. Affordable food prices in the tourist area.</li> </ol> | <b>Weakness (W)</b> <ol style="list-style-type: none"> <li>1. The terraced land structure requires careful placement of attractions to prevent landslides.</li> <li>2. Lack of greenery in the tourist area.</li> <li>3. Incomplete facilities and infrastructure.</li> <li>4. Insufficient human resources, necessitating improvement.</li> <li>5. Need to increase sales of local specialty foods and souvenirs for tourists.</li> <li>6. Lack of shelters such as gazebos and seating areas.</li> <li>7. Absence of signage at the entrance gate indicating the tourist site.</li> </ol> |
|   | <b>Opportunity (O)</b> <ol style="list-style-type: none"> <li>1. Strong support and positive response from the local community.</li> <li>2. Used as an educational site for school children to learn about making eucalyptus oil.</li> <li>3. Support from government entities involved.</li> <li>4. Received an award from Bhakti Mandiri Wisata Indonesia for its tourism efforts.</li> </ol>   | <b>Strategi (SO)</b> <ol style="list-style-type: none"> <li>1. Utilize community support to maximize opportunities by developing attractions and preserving eucalyptus trees as educational materials for visiting school children.</li> <li>2. Maintain affordable food prices to ensure accessibility for the local community.</li> <li>3. Continuously seek and implement ideas and suggestions from stakeholders and the community to advance the tourism site and gain further recognition from tourism authorities.</li> </ol>  |
|   |   | <b>Strategi WO</b> <ol style="list-style-type: none"> <li>1. Leverage community and government support to enhance human resources by raising awareness about the importance of tourism, encouraging locals to work in the sector, and opening businesses in the area selling souvenirs and local delicacies.</li> <li>2. Increase greenery by planting eucalyptus trees throughout the site, providing a unique feature and educational material for school children and visitors.</li> <li>3. Ensure quality by offering eucalyptus oil products from local distillation as a</li> </ol>   |

|   |   |   | new initiative to boost tourism at Bukit Kayoe Putih. |
|---|---|---|---|
| <b>Threats (Ancaman)</b>  | <b>Strategi (ST)</b>  | <b>Strategi (WT)</b>  |   |
| 1. Located quite far from residential areas.  | 1. Preserve the scenic beauty of Bukit Kayoe Putih to make it more attractive and comfortable, encouraging tourists to visit despite the remote location. | 1. Continuously improve facilities and infrastructure, enhance greenery, and increase shaded areas to ensure visitor comfort. |   |
| 2. Increasing number of new tourist attractions in Mojokerto Regency.                               | 2. Offer unique attractions such as the summer hill, the only one in Mojokerto Regency, and swimming pools, which serve as major draws.                   | 2. Open job opportunities for the local community and beyond to meet the human resource needs of the tourism site.            |   |
| 3. Changes in government tourism policies requiring socialization or assistance during transitions. | 3. Engage local youth to support and foster entrepreneurship by setting up stalls in the tourist area.  | 3. Regularly update offerings, including launching new products like eucalyptus oil, to keep the site appealing.              |   |
| 4. Need for socialization to encourage young people to work in the tourism sector.                  |   |   |   |

*Source: Analysis of Bukit Kayoe Putih Tourism Data by the Researcher*

The position occupied by Bukit Kayoe Putih Tourism is in Quadrant 1, indicating a strong and promising position. This favorable position suggests that the tourism site can experience continuous growth and development. Enhancements in attractions, scenery, and facilities, as well as improved promotions through various media and word-of-mouth from visitors, will make Bukit Kayoe Putih increasingly well-known, boosting tourist visits.

Bukit Kayoe Putih's strength lies in its unique characteristic of being situated in a forest area surrounded by various trees, particularly eucalyptus trees. This strong position will lead to continuous updates and new features, setting Bukit Kayoe Putih apart from other tourist destinations. The strong appeal includes better and more beautiful scenery, unique souvenirs such as eucalyptus oil products from distillation education, and a higher potential to attract more tourists.

Given this strong position, Bukit Kayoe Putih is recommended to use an aggressive strategy, specifically the S-O (Strengths-Opportunities) strategy, in its tourism operations. Based on the researcher's calculations, this aggressive strategy results from combining the site's strengths and opportunities. With this strategy, it is hoped that Bukit Kayoe Putih will see an increase in daily tourist visits and achieve the desired targets. Aggressive Strategy Recommendations to Increase Tourist Visits to Bukit Kayoe Putih:

1) Maximize Opportunities by Developing Attractions and Preserving Eucalyptus Trees for Educational Purposes:

Bukit Kayoe Putih is one of the most prominent tourist attractions in Desa Kupang, Mojokerto Regency. It stands out for its comprehensive and modern amenities compared to other tourist spots in the area. The continuous development of its attractions is expected to offer more options to visitors, thereby increasing tourist numbers. Additionally, Bukit Kayoe Putih can leverage opportunities by preserving and planting eucalyptus trees within the tourist area. These trees not only enhance the scenic beauty of the hilly region but also serve as an educational resource for visitors. Educating tourists about eucalyptus trees and their distillation process can provide a unique learning experience and attract more visitors.

2) Maintain Affordable Food Prices:

Keeping food prices affordable is a key strategy for Bukit Kayoe Putih, ensuring that it remains accessible to the local community. Maintaining high-quality food at reasonable prices is crucial, especially considering that many tourist spots tend to overprice their offerings. By consistently offering affordable and quality food, Bukit Kayoe Putih can keep visitors satisfied. Additionally, introducing local specialty foods and various souvenirs can attract tourists and support the local economy by providing business opportunities for residents who set up stalls in the area. This strategy aims to boost and improve the local economy.

3) Utilize Ideas and Suggestions from Stakeholders and the Community:

The Bukit Kayoe Putih tourism attraction is managed by various parties, including CV Mitra Wisata Abadi, the Mojokerto Forest Service, and the Kupang Village Community Institution. Despite being managed by multiple stakeholders, the owner and director of Bukit Kayoe Putih tourism have full control over its operations. Bukit Kayoe Putih constantly strives to improve and update the attraction, aiming to make it renowned for its well-maintained facilities, beautiful scenery, and unique features. By incorporating ideas and suggestions from involved parties and the community, Bukit Kayoe Putih can continue to progress and gain more recognition from tourism authorities. This collaborative approach ensures that the attraction remains dynamic and continuously meets the needs and expectations of visitors.

The director of the Bukit Kayoe Putih tourism is always open to suggestions and input from relevant parties who have a better understanding of the structure and conditions in the Kupang area. With the valuable feedback from various stakeholders and the strong support from the local community, the attraction has received recognition from the government. This is an accomplishment that must be pursued and continuously developed, so that the Bukit Kayoe Putih tourism can further solidify its presence in the tourism industry, thanks to the valuable contributions from multiple stakeholder.

## CONCLUSION

The study on tourism visits to Bukit Kayoe Putih in Kupang Village utilized a SWOT analysis. The SWOT analysis was used to determine the appropriate and suitable strategy to continuously increase the number of visitors to the Bukit Kayoe Putih tourism site. Based on the analysis of the research results, it was concluded that the Bukit Kayoe Putih tourism site is highly suitable for using an aggressive strategy to increase tourist visits. The strategies obtained can be recommended to the management of the Bukit Kayoe Putih tourism site to further improve the development and implement several aspects of the aggressive strategy. Additionally, based on the internal and external environmental conditions, this tourism site is suitable for using the SO strategy. The SO strategy was derived from the analysis of internal and external factors. The recommended strategy that the researchers can provide is to maximize the available opportunities, such as developing the tourism object and preserving the white kayu trees as educational materials, maintaining affordable food prices for the surrounding community, and continuously striving to utilize ideas, suggestions from relevant parties, and input from the community to support the progress of the tourism site, thereby increasing the appreciation from the tourism government and the economic status of the surrounding community.

Based on the research conclusions and analysis, the researchers have provided several recommendations for the Bukit Kayoe Putih tourist attraction. These include the need to add more recreational facilities within the area, implement more greenery and provide additional shaded areas and seating to enhance visitor comfort. The attraction should also emphasize the implementation of the recommended strategies across all staff to increase visitor numbers. Furthermore, the researchers suggest recruiting certified experts, such as those with K3 certifications, to operate high-altitude attractions as a diversification of the available offerings. Promoting community participation, both as employees and as vendors selling souvenirs, is also recommended to foster local involvement and increase the availability of memorabilia for visitors. Additionally, the researchers advise improving the main entrance by adding signage to make the site more visually appealing and inviting to the general public. Lastly, the development of a clear vision and mission for the Bukit Kayoe Putih attraction is recommended to provide guidance and alignment for the staff in working towards the desired objectives.

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