



Strategies for Tourism Product Diversification to Enhance Competitiveness and Quality in Meat Tourism Village

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ABSTRACT

Meat Tourism Village, located on the shores of Lake Toba in Toba Regency, North Sumatra, is celebrated for its breathtaking natural beauty and rich Batak cultural heritage. Situated in Tampahan District, the village offers panoramic views of Lake Toba's clear waters and surrounding mountains, making it an ideal destination for nature-based tourism. Visitors can immerse themselves in Batak Toba traditions through arts like tortor dance and gondang music or explore the crafting of ulos, a traditional woven textile. Homestays managed by locals enhance the cultural experience, offering unique insights into village life. Agriculture, the backbone of Meat's economy, produces vegetables, fruits, and coffee, with potential for agritourism by combining farming with tourism activities. Attractions such as trekking, cycling, and lakeside relaxation cater to those seeking tranquility. Recent infrastructure development focuses on sustainable tourism, ensuring cultural preservation and environmental conservation while improving community welfare. This research explores strategies for tourism product diversification to boost competitiveness and sustainability. Using field observations, interviews, and literature reviews, findings reveal Meat's strengths in cultural and natural assets but identify challenges like limited infrastructure and unstructured tourism management. Recommendations include product innovation, digital marketing, and sustainable practices to elevate Meat as a leading eco-friendly destination around Lake Toba.

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INTRODUCTION

The tendency to feel bored with modern types of tourism, coupled with the desire to reconnect with rural life and engage in social interactions and cultural activities, has driven the growth of tourism in rural areas, presented in the form of tourism villages (Rinuastuti et al., 2022). Meat Tourism Village, with the captivating natural beauty of Lake Toba and the rich Batak Toba culture, offers a unique opportunity to accommodate this trend. By harnessing the potential of the local natural and cultural resources, Desa Wisata Meat can provide a calming and immersive travel experience, allowing visitors to directly engage with rural life as well as the

social and cultural activities of the local community. This not only meets tourists' demand for more authentic experiences but also provides a significant boost to the growth of tourism in the area.

Meat Tourism Village is located on the shores of Lake Toba in North Sumatra, Indonesia. Known for its stunning natural beauty and rich Batak culture, Meat offers an ideal destination for tourists seeking authentic nature experiences. Surrounded by clear waters and mountains, the village is steeped in Batak traditions, including traditional dances like tortor and music like gondang. Visitors can experience local life by staying in homestays run by residents. Agriculture is a key sector, with fertile land producing vegetables, fruits, and coffee, some of which are sold in nearby markets. Meat also offers agro-tourism opportunities. Outdoor activities such as trekking, cycling, and relaxing by Lake Toba further enhance the experience. Recently, the village has been developing its infrastructure to attract more tourists while preserving its culture and environment. With its unique charm, Desa Wisata Meat is becoming a top destination around Lake Toba.

According to Assauri (2018), product diversification is carried out by a business by developing new products within its operations, while still maintaining the existing products. Although the business introduces various new products, the previously existing products are still retained (Azolla et al., 2024). Research on tourism product diversification strategies to enhance competitiveness and tourism quality in Desa Wisata Meat is crucial, as the village boasts exceptional natural and cultural potential that can be leveraged to attract more tourists. With the majestic Lake Toba as its backdrop and the rich Batak Toba cultural heritage, Desa Meat has numerous advantages that have yet to be fully exploited. Diversifying tourism products will help the village not only rely on a single type of attraction but also introduce a variety of engaging experiences for different segments of tourists, ranging from nature tourism to cultural and agrotourism.

Tourism product diversification aims to address tourist boredom with existing offerings. By introducing various innovative and potential tourism products, it is expected to attract the interest of both first-time visitors and repeat visitors. Additionally, tourism product diversification is also a strategy for environmental management, as the variety of tourism products is expected to reduce the environmental impact of excessive development (Sukmaratri & Damayanti, 2016). Additionally, tourism product diversification is crucial for enhancing the competitiveness of Desa Wisata Meat amidst the competition with other tourist villages around Lake Toba. Many villages in this area offer similar natural beauty and cultural experiences, so a village that can offer something unique and diverse will be better positioned to attract and retain tourists. This research will identify new opportunities in tourism product development that can provide a competitive edge for Desa Meat, allowing it to compete with other destinations and increase tourist visits.

Finally, improving tourism quality through tourism product diversification also directly impacts the well-being of the local community. With more tourism options available, local income can increase through new economic opportunities, such as homestays, tour guides, and the sale of local products. This research will help formulate strategies that involve the local community in tourism management and development, ensuring that the benefits of tourism are felt by the entire community and that the development is carried out sustainably, preserving the local environment and culture.

The approach to tourism product diversification proposed and systematized by Benur and Bramwell (2015) is highly relevant for situations where mass tourism is concentrated around a

single main attraction. While tourists may be drawn to the same primary attraction, their motivations for secondary activities can vary widely. Therefore, diversification should be viewed as "integrative," not merely parallel, after identifying the main market segments and reasons for visitation. Potential secondary products must be connected to the primary attraction. To develop this process, strategic options should consider the region's features, demand characteristics, and the interactive processes between the two. This co-creative process is expected to strengthen relationships with other tourism products and services, enhance destination appeal, improve local experience satisfaction, have a positive impact on regional sustainable development, and reduce pressure and overcrowding effects (Romão et al., 2023). Diversification as a fundamental strategy for tourism development is a good idea for several reasons. First, it reduces dependency: the more varied the products offered by tourism providers, the less they rely on specific target groups and markets. This is especially true for tourism businesses with secondary ventures outside the tourism sector. Second, diversification encourages innovation: when applied consistently, it fosters engagement with the latest trends and developments, leading to the creation of new and innovative products. Third, diversification balances tourist flow: by geographically and seasonally spreading products, it helps balance visitor numbers and reduces pressure on the region as a residence for local populations. Finally, diversification increases capacity utilization: visitor distribution across the year, facilitated by new products, boosts operational revenue and supports year-round employment.

Sustainable tourism, as defined by the United Nations World Tourism Organization (UNWTO), involves a holistic approach to tourism development that considers the economic, social, and environmental impacts both now and in the future. Its main goal is to balance the interests of tourists, the tourism industry, the environment, and local communities. The principles of sustainable tourism encompass several key aspects. First, it involves optimizing the benefits derived from natural resources while maintaining essential ecological processes and protecting nature and biodiversity. Second, sustainable tourism seeks to respect the social and cultural authenticity of local communities by preserving their cultural heritage and traditional values, contributing to intercultural understanding, and promoting tolerance. Lastly, the concept emphasizes the importance of ensuring long-term economic sustainability for businesses in the tourism sector. This includes providing fair socio-economic benefits to all stakeholders, such as job opportunities, sustainable income, social services for local communities, and poverty reduction initiatives. By adopting these principles, sustainable tourism aims to create a harmonious balance between economic development, social well-being, and environmental preservation (Sitorus et al., 2024). The Global Sustainable Tourism Council (GSTC) Criteria were developed to provide a common understanding of sustainable tourism. These criteria, informally known as "GSTC-D," are regarded as the minimum standards that every tourism destination should strive to meet. GSTC-D consists of four main themes: sustainable management, socio-economic impacts, cultural impacts, and environmental impacts. These criteria are applicable across all tourism sectors. GSTC-D has been developed and revised in accordance with the Code of Good Practice from the ISEAL Alliance, an organization known for providing guidance on international norms for developing sustainability standards across various sectors. The most recent revision of GSTC-D was conducted in 2019, based on two rounds of consultations (GSTC, 2019).

The concept of competitiveness in tourism involves not only economic aspects but also social and cultural elements. The competitiveness of the tourism sector, including the

industries within it, plays a crucial role in driving the economic development of a country. Tourism destinations are developed at the industry level, which includes managing various aspects both domestically and internationally. According to Hughes (1993), competitiveness is related to efficiency and market share through international trade. In the context of tourism, competitiveness is designed to enhance national income in the long term through multiplier effects (Sesa et al., 2023).

The Competitiveness Monitor analysis was first introduced by the World Travel and Tourism Council (WTTC) in 2001. The Competitiveness Monitor includes eight indicators: Human Tourism Indicator (HTI), Environment Indicator (EI), Technology Advancement Indicator (TAI), Openness Indicator (OI), Price Competitiveness Indicator (PCI), Infrastructure Development Indicator (IDI), Social Development Indicator (SDI), and Human Resources Indicator (HRI) (Nabilah et al., 2024).

Competitiveness is one of the indicators used to assess a country's success and achievement in boosting income and economic growth. In the context of tourism, competitiveness refers to the ability of the tourism sector to attract visitors, both domestic and international, to a specific tourist destination. To enhance competitiveness, it is important to utilize existing resources and improve management capabilities. Thus, improving competitiveness will make a tourist destination more appealing, which in turn can increase the number of tourist visits (Damanik & Purba, 2020).

This research introduces a novel approach by integrating tourism product diversification with sustainable tourism principles to enhance the competitiveness and quality of tourism in Desa Wisata Meat. The study focuses on leveraging the natural beauty and cultural assets of the region, including Lake Toba and Batak Toba traditions, to develop innovative tourism products that have yet to be fully explored. This research offers valuable insights into how diversification can attract new visitors, retain repeat tourists, and contribute to the improvement of the local community's welfare while ensuring environmental sustainability.

The primary problem addressed by this study is the underutilization of the natural and cultural potentials of Desa Wisata Meat. Despite its significant attractions, such as Lake Toba and the Batak Toba traditions, the village currently relies on a limited range of tourism products. This dependence on a narrow offering reduces the ability to attract new tourists and retain existing ones. Diversifying tourism products is essential to address visitor fatigue with the current offerings and introduce fresh, innovative experiences that appeal to a wider range of tourists, both new and returning.

In addition to attracting more visitors, tourism product diversification is critical for managing the environmental impacts of tourism. By offering a range of products, the pressure on local infrastructure and ecosystems can be alleviated. This research emphasizes the importance of diversifying tourism offerings as a strategy to ensure environmental sustainability. With increasing competition from other tourism villages around Lake Toba, diversification will provide Desa Wisata Meat with a unique competitive advantage, offering distinctive experiences that can attract a larger number of tourists.

The research also focuses on improving the quality of tourism, which directly influences the well-being of the local community. By introducing more diverse tourism options, new economic opportunities will arise, including homestays, tour guides, and the sale of local products. These developments will contribute to increasing local income and ensuring that the

benefits of tourism are distributed across the entire community. The study aims to develop strategies that involve the local population in tourism management and development, ensuring the long-term sustainability and preservation of both the local culture and environment.

The research objectives are to identify potential tourism products that can be developed in Desa Wisata Meat, analyze how these products can improve the village's competitiveness, and assess the application of sustainable tourism principles. The findings will provide a framework for enhancing tourism quality and promoting practices that preserve the environment and local culture, offering a sustainable path for tourism development in Desa Wisata Meat.

METHODS

The qualitative research method with a descriptive approach is used in this study. The reason for using qualitative research is that it addresses complex issues or phenomena, in line with the complexity of the object being studied. This qualitative research will require data sources, with the researcher acting as a key informant who will gather field data (Irene & Sitorus, n.d.).

The data collection techniques used in this study include direct observation, in-depth interviews, literature review, and documentation. The informants in this study are the tourism village managers and the local community. The technique for selecting key informants is based on choosing individuals who have expertise in the research topic. The data analysis technique used in this study is descriptive analysis, which describes actual events based on the facts and data found at the research location. The author also uses the categorization data analysis technique, which involves organizing categories from a set of data findings based on specific criteria, such as ideas, institutions, or opinions. The processing and analysis of qualitative descriptive data will produce analysis in the form of sentences, images, and behaviors of the subjects, without using numerical or nominal data. The data analysis method in this study will involve a data triangulation process (Juliana et al., 2021).

The key informants in this study are the village head, the tourist awareness group (Pokdarwis), the local community, and the researcher. The village head plays a vital role in providing insights into the governance, development, and management of the tourism village. The tourist awareness group, consisting of local individuals engaged in promoting and managing tourism activities, offers valuable perspectives on community-based tourism efforts and local engagement. The local community, as the direct participants in the tourism activities, provides essential information on the socio-cultural and economic impacts of tourism in the village. Lastly, the researcher, through active involvement and data collection, acts as a key informant by synthesizing the findings and ensuring the accuracy and reliability of the research. These key informants contribute crucial data and diverse perspectives necessary for understanding the dynamics and challenges of tourism development in the village.

RESULTS AND DISCUSSION

1. Identification of Tourism Products in Meat Village

SWOT analysis is a strategic tool used to evaluate Strengths, Weaknesses, Opportunities, and Threats in a particular context, such as the development of Meat Tourism Village. Below is the analysis of SWOT factors for Meat Village:

A. Strengths (Internal Factors):

- Cultural Heritage: The presence of traditional Batak houses (Rumah Adat Ragi Hotang) and ulos weaving traditions offers authentic cultural experiences.
- Natural Beauty: Stunning views of Lake Toba and natural attractions like Simanjuntak Beach.
- Support Systems: Social innovation programs by PT INALUM enhance infrastructure and human resources.
- Community Involvement: The active role of the Tourism Awareness Group (Pokdarwis) ensures effective management.

B. Weaknesses (Internal Factors):

- Limited Communication Infrastructure: Inadequate telecommunication networks.
- Unstructured Tourism Packages: Lacks well-developed itineraries for tourists.
- Accessibility Issues: Narrow, winding roads and no public transport.
- Lack of Entrance Fee System: Missed opportunity for generating development funds.

C. Opportunities (External Factors):

- Ecological and Cultural Tourism Trends: Opportunities to offer immersive experiences like ulos weaving and agricultural tourism.
- Government Support: Funding, training, and promotion initiatives to boost tourism.
- Growing Interest in Rural Tourism: Rising demand for unique, sustainable travel experiences.
- Capacity Building: Opportunities to improve service quality through community training.

D. Threats (External Factors):

- Environmental Risks: Landslides along steep roads, especially in the rainy season.
- Community Awareness Issues: Limited understanding of sustainable tourism practices.
- Climate Change Impacts: Potential disruption to natural attractions.
- Wildlife Intrusion: Free-ranging livestock causing inconvenience to tourists.
- Inadequate Water Filtration Systems: Challenges in meeting daily needs and maintaining visitor satisfaction.

SWOT Findings: A total score of **4.60** indicates strong potential to leverage opportunities and address threats despite existing weaknesses.

Strategic Focus:

- SO Strategies: Maximize natural and cultural assets to attract visitors.
- WO Strategies: Improve infrastructure and service quality through external support.
- ST/WT Strategies: Mitigate environmental risks and strengthen community awareness of sustainable tourism.

This analysis provides a clear roadmap for developing Meat Tourism Village into a leading destination for eco-cultural tourism while addressing key risks and challenges.

2. Strategies for Enhancing Competitiveness

- Market Potential (B1)

Meat Village has significant market potential for culture- and nature-based products, such as ulos and sarong crafts, as well as ecotourism offerings. The natural beauty of Lake Toba and Simanjuntak Beach can attract both local and international tourists, creating opportunities for water-based activities such as kayaking and the development of new attractions like waterfall tourism. Additionally, the fertile lands and vast rice fields present opportunities for agro-tourism.

- Product Innovation (B2)

Desa Meat can develop innovative products that blend local traditions with modern technology. For instance, textile products could feature contemporary designs, or tourism packages could offer unique experiences like ulos weaving workshops and ecotourism activities. Annual innovations by weavers, aimed at enhancing the uniqueness of their ulos, are already part of the village's tradition. Plans to introduce tourism packages are underway but still in the development phase.

- Product Competitiveness (B3)

Desa Meat's products have high competitiveness due to their unique characteristics and quality. Traditional ulos and sarong crafts hold substantial cultural value, while the village's natural beauty provides exclusive tourism experiences. However, the lack of competitive presence around Lake Toba indicates the need to diversify beyond the primary focus on weaving, which has long been a traditional occupation.

- Local Resources (B4)

Desa Meat is rich in natural resources, including raw materials for crafts and fertile agricultural land. Support from private companies and government programs aids in managing and developing these resources. Most of the local population works as farmers and weavers, underscoring the potential for resource-based economic growth.

- Product Sustainability (B5)

Products from Desa Meat exhibit high sustainability potential due to their reliance on local raw materials and eco-friendly practices in craft production and tourism management. Educating and training the local population ensures the preservation of economic and social sustainability. However, the innovation in packaging for ulos products remains underdeveloped, as most weavers are only paid for the weaving process without involvement in value-added activities.

Table 1. Diversification Assessment by Village Leader - Weighting Indicators

Indicator	Weight
Market Potential (B1)	0.25
Product Innovation (B2)	0.20
Product Competitiveness (B3)	0.15
Local Resources (B4)	0.20
Product Sustainability (B5)	0.20
Total	1.00

Table 2. Survey Scores

Indicator	Score
Market Potential (S11)	4
Product Innovation (S12)	2
Product Competitiveness (S13)	1
Local Resources (S14)	4
Product Sustainability (S15)	3

Diversification Score (SD)

$$SD = (0.25 \times 4) + (0.20 \times 2) + (0.15 \times 1) + (0.20 \times 4) + (0.20 \times 3)$$

$$SD = 1.00 + 0.40 + 0.15 + 0.80 + 0.60 = 2.95$$

Competitiveness Analysis

The diversification score of **2.95** (out of a maximum of 5) reflects considerable potential, alongside areas requiring improvement:

- Market Potential (Score 4): The high score highlights strong demand for existing products, supporting aggressive marketing and promotional strategies.
- Product Innovation (Score 2): The low score suggests that product development and innovation need enhancement to sustain interest.
- Product Competitiveness (Score 1): This weak area requires a focus on value-added features and competitive pricing strategies.
- Local Resources (Score 4): High resource availability can support unique product creation and strengthen local identity.
- Product Sustainability (Score 3): Opportunities exist to integrate more sustainable practices, improving product appeal to environmentally conscious consumers.

Product Development Strategies

1. Enhancing Product Innovation

- Research and Development: Invest in understanding tourism trends and creating novel local products such as handicrafts, specialty foods, or unique visitor experiences.
 - Collaborations: Partner with designers to produce market-appealing items that maintain local cultural integrity.
2. Strengthening Competitiveness
- Competitor Analysis: Study competitors to identify unique selling points and opportunities for differentiation, whether through quality, pricing, or unique experiences.
 - Capacity Building: Conduct training programs on marketing, product management, and customer service for local entrepreneurs.
3. Improving Marketing Efforts
- Digital Promotion: Leverage social media and online platforms to showcase local products and highlight their uniqueness.
 - Event Participation: Showcase products in exhibitions and festivals to reach broader audiences.
4. Focusing on Sustainability
- Sustainable Practices: Employ environmentally friendly production methods and materials.
 - Consumer Education: Promote the benefits of sustainable products to build awareness and loyalty among eco-conscious buyers.
5. Utilizing Local Resources
- Community Partnerships: Engage local communities in product creation to ensure authenticity and strengthen their economic participation.
 - Collaborative Product Development: Involve locals in crafting and culinary activities, fostering shared ownership of tourism ventures.

Table 3. Product Diversification Results by Pokdarwis

Indicator	Weight
Market Potential (B1)	0.25
Product Innovation (B2)	0.20
Product Competitiveness (B3)	0.20
Local Resources (B4)	0.20
Product Sustainability (B5)	0.15

Survey Results:

- Market Potential (SI1): 4
- Product Innovation (SI2): 1
- Product Competitiveness (SI3): 2
- Local Resources (SI4): 4
- Product Sustainability (SI5): 2

Diversification Score (SD) Calculation:

$$SD = (0.25 \times 4) + (0.20 \times 1) + (0.20 \times 2) + (0.20 \times 4) + (0.15 \times 2)$$

$$SD = 1.00 + 0.20 + 0.40 + 0.80 + 0.30 = 2.70$$

Product Competitiveness Analysis

From the diversification score of 2.70, we can analyze each indicator:

- Market Potential (Score 4): A high market potential indicates a large opportunity for products and services in the village, creating a chance to attract more tourists and customers.
- Product Innovation (Score 1): The lowest score in this area suggests minimal product innovation, which is a weakness that needs to be addressed to keep the products relevant and appealing.
- Product Competitiveness (Score 2): This score shows that the competitiveness of the products is still below expectations. While some products may be appealing, overall, there is a need to enhance competitiveness against competing products.
- Local Resources (Score 4): The high score indicates a strong potential to leverage local resources, which can be used to create unique and attractive products.
- Product Sustainability (Score 2): A relatively low score for sustainability suggests that this aspect may not yet be a key focus. Strengthening sustainability practices is crucial to enhance the product image and appeal.

Product Development Strategy

Based on the analysis, the following strategies can be applied:

a. Improving Product Innovation

- Innovation Team: Form a team consisting of local community members, business owners, and experts to generate new ideas for product development.
- Market Research: Conduct research to understand the needs and preferences of tourists, as well as to explore products that are popular in other destinations.

b. Enhancing Competitiveness

- Benchmarking: Conduct comparisons with other successful tourism villages to identify strategies that can be applied in Desa Wisata Meat.
- Quality Improvement: Focus on improving the quality of products and services offered to be more competitive in the market.

c. Utilizing Local Resources

- Local-Based Product Development: Create new products using local resources, such as traditional foods, handicrafts, or agricultural products.
- Promoting Local Identity: Strengthen marketing efforts by emphasizing the uniqueness and authenticity of locally-based products.

d. Enhancing Sustainability

- Eco-Friendly Practices: Integrate eco-friendly production methods, such as using organic materials and reducing waste.
- Community Education: Provide training to the local community on the importance of sustainability and how to implement it in their businesses.

e. Effective Marketing and Promotion

- Digital Marketing: Optimize the use of social media and websites to improve product visibility and promote the village's offerings to a wider audience.
- Events and Festivals: Organize local events or festivals that showcase the village's products to attract tourists.

Table 4. Product Diversification Results by the Researcher

Indicator	Weight
Market Potential (B1)	0.25
Product Innovation (B2)	0.20
Product Competitiveness (B3)	0.20
Local Resources (B4)	0.20
Product Sustainability (B5)	0.15
Total	1.00

The survey results provide the following scores:

- Product Innovation (SI2): 1
- Product Competitiveness (SI3): 2
- Local Resources (SI4): 4
- Product Sustainability (SI5): 2

The Diversification Score (SD) is calculated as follows: $SD = (0.25 \times 4) + (0.20 \times 1) + (0.20 \times 2) + (0.20 \times 4) + (0.15 \times 2)$

$$SD = 1.00 + 0.20 + 0.40 + 0.80 + 0.30$$

$$SD = \mathbf{2.70}$$

Product Competitiveness Analysis

Based on the Diversification Score (SD) of 2.70, we can analyze each indicator:

- Market Potential (Score 4): High market potential indicates a significant opportunity for village products and services. This creates a chance to attract more tourists and customers.
- Product Innovation (Score 1): The lowest score for this indicator suggests minimal product innovation. This is a weak point that needs to be addressed to ensure the product remains relevant and appealing to consumers.
- Product Competitiveness (Score 2): This score indicates that the competitiveness of products in the village is below expectations. While there are some potentially attractive products, there is a need to improve the competitiveness compared to competing products.
- Local Resources (Score 4): This high score suggests the village has good potential to leverage local resources. This can be used to create unique and attractive products.
- Product Sustainability (Score 2): A relatively low score in sustainability indicates that this aspect may not yet be a primary focus. Strengthening this aspect is important to improve the image and appeal of the products.

Product Development Strategy

Based on the analysis above, here are the product development strategies that can be applied:

Strategies for Tourism Product Diversification to Enhance Competitiveness and Quality in Meat Tourism ... -

a. Enhancing Product Innovation

- Innovation Team Creation: Form a team consisting of local community members, entrepreneurs, and experts to generate new ideas for product development.
- Market Research: Conduct research to understand tourists’ needs and preferences, as well as explore products that are popular in other destinations.

b. Increasing Competitiveness

- Benchmarking: Conduct a comparative study with other successful tourist villages to identify strategies that can be implemented in Desa Wisata Meat.
- Improving Quality: Improve the quality of products and services offered to compete better in the market.

c. Leveraging Local Resources

- Development of Local-Based Products: Create new products utilizing local resources, such as traditional foods, handicrafts, or agricultural products.
- Promoting Local Identity: Strengthen marketing by emphasizing the uniqueness and authenticity of local-based products.

d. Improving Sustainability

- Eco-friendly Practices: Integrate eco-friendly practices into the production process, such as using organic materials and reducing waste.
- Community Education: Provide training to the community on the importance of sustainability and how to implement it in their businesses.

e. Effective Marketing and Promotion

- Digital Marketing: Optimize the use of social media and websites to increase visibility and promote products to a broader audience.
- Events and Festivals: Organize local events or festivals highlighting village products to attract tourists.

Table 5. The Overall Product Diversification Assessment Results

Indicator	Weight	Score from Village Head	Score from Pokdarwis	Average Score
Market Potential (B1)	0.25	4	4	4.00
Product Innovation (B2)	0.20	2	2	2.00
Product Competitiveness (B3)	0.15	1	4	2.50
Local Resources (B4)	0.20	4	5	4.50
Product Sustainability (B5)	0.20	3	1	2.00
Total Diversification Score (SD)	-	2.95	3.15	3.05

Analysis Results Description:

- Market Potential (Score: 4): Both the Village Head and Pokdarwis agree that Desa Meat has high market potential for cultural and ecotourism products, indicating strong demand.

- Product Innovation (Score: 2): The low score from both parties indicates a lack of innovation in the products, highlighting the need for development to attract more tourists.
- Product Competitiveness (Score: 2.50): There is a difference in perception; the Village Head gave the lowest score, while Pokdarwis was more optimistic. This suggests the need for deeper analysis on how products can compete with others.
- Local Resources (Score: 4.50): Both parties view local resources as a key strength, showing great potential in utilizing them for product development.
- Product Sustainability (Score: 2.00): The low score indicates a need to focus more on sustainability, as the product may not be viable long-term without proper management.

Conclusion on Competitiveness Analysis and Development Strategy:

- Meat Village shows significant potential for developing cultural and nature-based products, such as handicrafts and agrotourism. However, challenges in product innovation and competitiveness need to be addressed through the following strategies:
- Enhancing Product Innovation: Conduct research and development, and collaborate with designers to create more attractive and unique products.
- Strengthening Competitiveness: Analyze competing products and provide training for the local community to improve product quality and service.
- Boosting Marketing: Utilize digital media and participate in exhibitions to increase the visibility of village products.
- Focusing on Sustainability: Integrate environmentally friendly practices in production and marketing, and educate consumers about sustainability.
- Maximizing Local Resources: Tap into local resources to create products that reflect local culture and build partnerships with local communities.
- By implementing these strategies, Desa Wisata Meat can enhance its competitiveness, attract more tourists, and strengthen its local identity in the tourism context.

3. Implementation of Sustainable Tourism Principles in Meat Village

- a. Sustainable Tourism Destination Management: Based on field data, several aspects of sustainable tourism management need improvement and development. Although some elements like the master plan and management organization are in place, challenges remain. For instance, there is no Regional Tourism Master Plan (RIPPARDA), and concrete action plans have not been formulated. Weak political commitment and a lack of evidence in the implementation of various plans show that current management is insufficient. Additionally, there is no monitoring system in place, and Standard Operating Procedures (SOPs) for mitigating tourism impacts are still under development. Climate change adaptation and inadequate planning regulations are significant issues. The lack of policies for accessibility for people with disabilities also highlights challenges in inclusivity. Furthermore, there is no system to collect visitor satisfaction data or manage safety and security at the destination.

- Action Plan:
 - 1) Develop RIPPARDA and action plans that involve community participation.
 - 2) Strengthen political commitment by engaging with stakeholders.
 - 3) Implement a monitoring system and effective tourism impact mitigation SOPs.
 - 4) Create policies and educational programs on climate change mitigation.
 - 5) Inventory and document tourism assets and cultural sites.

- 6) Develop land use regulations and communicate them to the community.
 - 7) Enhance accessibility for people with disabilities.
 - 8) Create a system to collect visitor satisfaction data.
 - 9) Initiate sustainable tourism certification programs.
 - 10) Develop crisis and security management plans.
- b. Economic Monitoring for Local Communities: The analysis of the local economic monitoring system reveals several issues, such as the absence of tracking systems for visitor spending and entrance fees. Although there are reports of tourism contributions, their implementation is irregular. The lack of data on workforce demographics, especially by gender, indicates insufficient attention to sector-specific analysis. Regarding employment opportunities, though some training programs are available, no regulations support equal employment opportunities. Socialization and implementation of fair wages are not widespread. Furthermore, local community involvement is insufficient, with limited documentation of meetings and feedback. Support for local entrepreneurs is also lacking, as there are few programs encouraging the purchase of local products.
- Action Plan:
 - 1) Develop a system to monitor visitor spending and ticket sales.
 - 2) Implement regular reports on tourism contributions involving all stakeholders.
 - 3) Collect workforce demographic data for more accurate analysis.
 - 4) Advocate for regulations supporting equal employment opportunities.
 - 5) Improve documentation of community meetings and feedback.
 - 6) Develop tourism awareness and cultural preservation education programs.
 - 7) Implement laws to prevent exploitation in tourism.
 - 8) Expand direct support programs for local communities.
 - 9) Encourage local businesses and promote the purchase of local products.
 - 10) Strengthen marketing campaigns to promote sustainable local products.
- c. Cultural Preservation for Locals and Visitors: The analysis of cultural preservation at the destination indicates several gaps in protecting and promoting local culture. Although there is a management system with written documents, it is not accredited, and there are no systems to monitor, measure, or mitigate risks related to tourist attractions. The visitor management system is also informal, with no written documentation for sanitation fee collection. Visitor behavior is an issue, as guidelines are only available in Indonesian, and there are no available tour guides for foreign visitors. Additionally, the lack of enforcement of laws to protect historical artifacts is concerning, despite some running art programs like "Memories of Toba." The implementation of these programs needs to be strengthened for greater community involvement. There is also a lack of cultural interpretation and information in multiple languages, with no collaboration with the local community.
- Action Plan:
 - 1) Propose accreditation for the tourism attraction management system.
 - 2) Develop a system to monitor and mitigate risks to tourist attractions.
 - 3) Create and communicate written documentation on administrative procedures.
 - 4) Provide multilingual guides for better accessibility for foreign visitors.
 - 5) Develop and implement a tour guide training program.
 - 6) Establish laws to protect historical artifacts.
 - 7) Expand cultural programs involving the local community.
 - 8) Collaborate with locals to develop cultural interpretation materials.

- 9) Complete the development of a Tourism Information Center (TIC) with cultural materials.
 - 10) Propose intellectual property laws to protect local cultural rights.
- d. Environmental Conservation: The analysis of environmental conservation at this destination reveals several weaknesses that may threaten the sustainability of tourism and the local ecosystem. There is no sustainability assessment or risk management system, showing a lack of awareness of the environmental impact of tourism. Protection of sensitive environments is hindered by the absence of habitat inventories and ineffective systems to prevent the introduction of invasive species, such as the case of buffalo entering beach areas. Furthermore, there is no system to protect flora and fauna, and there are no regulations to control hunting or wildlife capture. There is also no program to reduce greenhouse gas emissions, energy conservation, or manage water quality effectively. Solid waste management is insufficient, and there are no guidelines for minimizing light and noise pollution or promoting eco-friendly transportation.
- Action Plan:
 - 1) Conduct a comprehensive sustainability assessment to identify and mitigate environmental risks.
 - 2) Develop a risk management system to monitor and address environmental threats.
 - 3) Conduct habitat inventories and create systems to protect ecosystems from invasive species.
 - 4) Implement effective systems to protect flora and fauna from hunting and capture.
 - 5) Create programs to reduce greenhouse gas emissions and monitor their impact.
 - 6) Promote energy conservation programs and establish incentives for sustainable energy practices.
 - 7) Develop water management programs to ensure water quality and availability.
 - 8) Implement regular water quality monitoring and reporting systems.
 - 9) Establish clear regulations for waste management and wastewater treatment.

CONCLUSION

The development of Meat Village as a tourism destination has significant potential, driven by its unique cultural and natural assets, such as traditional Batak houses, ulos weaving, and the stunning views of Lake Toba. The SWOT analysis revealed key strengths, such as community involvement and natural beauty, but also highlighted critical weaknesses, including limited infrastructure and a lack of organized tourism packages. The village is well-positioned to tap into the growing trends of ecological and cultural tourism, with support from government and private initiatives. However, there are challenges in terms of product innovation, market competitiveness, and sustainability practices.

The SWOT and diversification score analysis, with a score of 2.7, indicates that while Meat Village has strong local resources and market potential, it faces challenges in product innovation and competitiveness. To address these issues, a strategic approach focusing on innovation, quality improvement, and sustainability is essential.

Recommendations

- 1) Enhance Product Innovation:

- Establish a team for product innovation, including local artisans, entrepreneurs, and tourism experts, to explore new tourism packages and local products that can appeal to both domestic and international tourists.
 - Focus on diversifying offerings such as cultural workshops (e.g., ulos weaving), eco-tourism activities, and unique experiences like agricultural or culinary tourism.
- 2) Improve Product Competitiveness:
- Benchmark successful tourism villages to identify best practices in product development, pricing, and marketing.
 - Focus on improving the quality and appeal of traditional products (e.g., ulos and sarongs) by introducing value-added features and ensuring they meet modern consumer preferences.
- 3) Leverage Local Resources:
- Promote locally sourced products, such as handicrafts, traditional foods, and agricultural goods, to strengthen Meat Village's identity and market appeal.
 - Develop partnerships with local farmers and artisans to create unique, authentic products that emphasize the cultural heritage of the village.
- 4) Focus on Sustainability:
- Introduce eco-friendly practices in both tourism and production, such as using organic materials, reducing waste, and promoting sustainable agriculture.
 - Educate the local community on sustainable tourism practices to ensure long-term preservation of the village's cultural and natural resources.
- 5) Strengthen Marketing and Promotion:
- Increase digital marketing efforts through social media, websites, and online travel platforms to reach a broader audience.
 - Organize local events and festivals to showcase Meat Village's cultural and natural assets, helping to attract more tourists and create repeat visitation.
- 6) Improve Infrastructure and Accessibility:
- Work with local authorities and private partners to improve telecommunication and road infrastructure, ensuring better connectivity and accessibility for tourists.
 - Consider introducing a simple entrance fee system to fund infrastructure improvements and tourism development projects.

By implementing these strategies, Meat Village can enhance its competitiveness, attract more tourists, and develop a sustainable tourism model that benefits both the local community and the environment.

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