

## **EXECUTIVE SUMMARY**

*The Indonesia tourism industry has been one of the hardest hit industries due to the COVID-19 pandemic. The government is trying to revive the tourism industry by intensifying tourism villages as an alternative to tourism. Various programs and encouragement provided by the government such as the establishment of a digital tourism village community, namely Jadesta. Based on Jadesta, there are only 11 out of 3,540 tourist villages that have a "mandiri" category. One of the requirements to become a tourist village with "mandiri" category based on the development of the number of visitors each month, where tourist visits are strongly influenced by promotional and marketing activities (Raharjana & Putra, 2020). Meanwhile, Kemenparekraf (2020) stated that "currently the packaging of tourism village promotions in a digital frame is not yet creative and innovative". So the presence of Cerita Desa is to embrace tourist villages in producing creative and innovative digital content and distributing it laterally to streaming service providers.*

*Since the company cannot take direct profit from the tourist village, the company can take advantage from advertisement revenue and sell sponsorship packages to businesses who have a good commitment to the triple bottom line. With a specific strategic target range and the company has more strategic advantages compared to competitors (Cerita Desa offers sponsoring companies to contribute to the development of Indonesian tourism through participation in sponsoring content), so the company's generic competitive strategy choice is Focus Differentiation.*

*Cerita Desa targets to produce 1,165 documentary film content within 5 years, which will be uploaded 3 to 5 every week on over-the-top streaming services based on advertising-based video on demand platforms. The Indonesian tourist villages that will be covered are prioritized in 5 super priority areas such as Borobudur, Mandalika, Lake Toba, Labuan Bajo, and Likupang. From these contents, Cerita Desa targets to have a total audience of 4 million on Youtube in year 1 and each year it increases by 20 - 35%. With content regularly uploaded and an established audiences base, the company will further sell 2 types of sponsorship packages to 91 companies starting in the first three quarters of the year. Then increase the company's target to 182 companies in year 2 and increase by 6 - 20% every year. To achieve these targets, companies need to design various functional strategies from marketing, operations, human resources, and finance.*

*From the functional strategies that have been designed, it is projected that this business can generate a positive NPV of Rp3,599,021,889 with an IRR of 34.71%. The payback period for Story Desa is projected in the 10th year with a profitability index value of 15.71.*

