

**SMART MARKETING BASED ON SMART ENGLISH COMMUNICATION: EMPOWERING MSMEs
AT KAMPOENG KAJOETANGAN HERITAGE, MALANG**

Imama Zuchroh¹, Setiawan², Nunung Nurastuti Utami³, Triana Murtiningtyas⁴, Kadarusman⁵, Siti Munfaqiroh⁶, Benita Rachmania⁷, Afizah Sabrina Ainurohmah⁸, Aurel Edo Siswantoro⁹

^{1,2,3,4,5,6,7,8,9}Faculty of Economics, Malangkuçeçwara School of Economics (MCE), Malang
E-mail Corresponding Author: zuchroh1974@gmail.com

ABSTRACT

This community service initiative aimed to enhance the marketing capabilities of Micro, Small, and Medium Enterprises (MSMEs) at Kampoeng Kajoetangan Heritage (KJT) Malang through smart English communication strategies. With the increasing influx of both domestic and international tourists, MSME owners faced significant challenges in communicating effectively with foreign visitors, particularly regarding product presentations, directions, and customer service delivery. The program, conducted by STIE Malangkuçecwara's community service team, involved 25 MSME owners and focused on developing practical English communication skills for marketing purposes. Through interactive workshops, role-playing exercises, and practical applications, participants gained essential skills in customer interaction, product marketing, and service delivery in English. The results demonstrated significant improvements in participants' confidence levels and communication abilities, leading to enhanced customer satisfaction and increased sales to international tourists. This initiative contributes to the broader goals of tourism development and economic empowerment in heritage tourism destinations.

Keywords: *Smart Marketing, English Communication, MSMEs, Heritage Tourism, Community Service, Kampoeng Kajoetangan*

INTRODUCTION

The tourism industry has become one of Indonesia's most significant economic drivers, contributing substantially to national GDP and employment opportunities. Heritage tourism, in particular, has gained prominence as travelers increasingly seek authentic cultural experiences that connect them with local history and traditions. Kampoeng Kajoetangan Heritage (KJT) in Malang, East Java, represents a prime example of successful heritage tourism development, attracting both domestic and international visitors to experience the rich cultural heritage of the colonial era.

Located in the heart of Malang city, Kampoeng Kajoetangan Heritage has evolved from a traditional residential area into a vibrant tourism destination that showcases Dutch colonial architecture, local culinary traditions, and authentic Javanese culture. The transformation of this heritage village has created numerous opportunities for local entrepreneurs to establish Micro, Small, and Medium Enterprises (MSMEs), ranging from traditional food vendors and handicraft producers to heritage-themed cafes and souvenir shops.

However, the increasing presence of international tourists has presented new challenges for local MSME owners. Language barriers, particularly in English communication, have become a significant obstacle in providing effective customer service, marketing products, and building meaningful connections with foreign visitors. Many MSME owners express anxiety and confusion when approached by international tourists seeking directions, product information, or general assistance, potentially leading to missed business opportunities and suboptimal visitor experiences.

The challenges faced by MSME owners at KJT are multifaceted and interconnected. When international tourists approach local vendors, common scenarios include tourists asking about product ingredients, seeking directions to specific locations within the heritage area, inquiring about prices and payment methods, requesting recommendations for local attractions, and wanting to understand the historical significance of products or locations. These interactions require not only basic English vocabulary but also cultural sensitivity and the ability to explain complex concepts in simple, understandable terms.

The impact of poor communication extends beyond individual business transactions. When tourists have negative experiences due to communication barriers, it affects their overall perception of the destination, potentially leading to negative reviews on social media platforms and travel websites. Conversely, positive interactions facilitated by effective communication can result in longer stays, increased spending, positive word-of-mouth marketing, and repeat visits.

The importance of English communication skills in the tourism industry cannot be overstated. Research indicates that effective communication between service providers and international tourists significantly impacts visitor satisfaction, repeat visitation intentions, and positive word-of-mouth recommendations. For MSMEs operating in heritage tourism destinations, the ability to communicate effectively in English can serve as a competitive advantage, enabling them to access broader markets and create more meaningful cultural exchanges.

Recognizing these challenges and opportunities, STIE Malangkucecwara's community service team initiated a comprehensive program titled "Smart Marketing Based on Smart English Communication" to address the specific needs of MSME owners at Kampoeng Kajoetangan Heritage. This initiative aligns with the institution's commitment to community development and knowledge transfer, while simultaneously supporting the broader goals of sustainable tourism development and economic empowerment.

The concept of "smart marketing" in this context refers to strategic, efficient, and targeted marketing approaches that maximize impact with limited resources. For MSME owners, smart marketing involves understanding customer needs, communicating value propositions clearly, leveraging word-of-mouth marketing, utilizing social media platforms effectively, and creating memorable customer experiences. When combined with effective English communication skills, smart marketing can transform how local businesses interact with international tourists and position themselves in the global tourism market.

The program's development was informed by extensive preliminary research conducted by the STIE Malangkucecwara team, including observations of tourist-vendor interactions, informal interviews with MSME owners, feedback collection from international tourists, and analysis of online reviews and social media mentions of KJT. This research revealed consistent patterns of communication difficulties and highlighted the urgent need for practical, business-focused English training that could deliver immediate results.

The timing of this initiative was particularly significant, as the post-pandemic recovery period presented both challenges and opportunities for tourism destinations worldwide. As international travel gradually resumed, destinations that could provide high-quality, communicative service experiences gained competitive advantages in attracting and retaining international visitors. For KJT, enhancing English communication capabilities among MSME owners represented a strategic investment in the destination's long-term competitiveness and sustainability.

LITERATURE REVIEW

Heritage tourism has emerged as a significant segment within the global tourism industry, characterized by travelers' desire to experience authentic cultural, historical, and architectural attractions. This form of tourism not only preserves cultural heritage but also generates economic opportunities for local communities through the development of tourism-related businesses and services. The relationship between heritage tourism and MSME development is particularly pronounced in developing countries, where tourism can serve as a catalyst for entrepreneurship and local economic growth.

Heritage destinations often provide unique contexts for MSME development, as local entrepreneurs can leverage cultural authenticity and traditional practices to create distinctive products and services that appeal to tourists seeking genuine experiences. In the Indonesian context, heritage tourism has gained increasing recognition as a sustainable development strategy that can balance conservation objectives with economic benefits. The success of heritage tourism destinations often depends on the ability of local communities to engage meaningfully with visitors while maintaining the authenticity of their cultural practices and traditions.

The theoretical foundation for understanding communication challenges in tourism contexts draws from multiple disciplines, including intercultural communication theory, service marketing theory, and language acquisition research. Effective communication serves as the foundation of successful tourism experiences, facilitating information exchange, cultural understanding, and service delivery. However, language barriers frequently emerge as significant challenges in international tourism contexts, particularly in destinations where English proficiency among service providers may be limited.

Research highlights the complex nature of cross-cultural communication in tourism, emphasizing that successful interactions require not only linguistic competence but also cultural sensitivity and awareness. The challenges become particularly acute for small-scale service providers, such as MSME owners, who may lack formal training in hospitality or international communication practices. The tourism industry's reliance on English as a lingua franca has created both opportunities and challenges for destinations seeking to attract international visitors. While English proficiency can open doors to global markets, the lack of such skills can create barriers that limit business growth and visitor satisfaction.

The concept of smart marketing has evolved significantly with the advancement of digital technologies and changing consumer behaviors. Smart marketing encompasses the strategic use of data-driven insights, personalized communication, and technology-enhanced customer experiences to create value for both businesses and consumers. In the context of small businesses and MSMEs, smart marketing often involves leveraging available resources efficiently to achieve maximum impact. This includes developing clear value propositions, understanding target markets, and utilizing appropriate communication channels to reach potential customers.

For tourism-related MSMEs, smart marketing strategies must consider the unique characteristics of the tourism market, including the experiential nature of tourism products, the importance of word-of-

mouth recommendations, and the role of cultural authenticity in creating competitive advantages. The integration of English communication skills with smart marketing principles creates a powerful combination that enables small businesses to compete effectively in international tourism markets.

The role of English as a global business language has profound implications for international commerce and tourism. Research indicates that English proficiency among service providers significantly impacts customer satisfaction levels and business performance in international tourism contexts. For MSMEs operating in tourism destinations, English communication skills serve multiple functions, including customer service delivery, marketing and promotion, networking with international partners, and accessing global supply chains.

The ability to communicate effectively in English can therefore be viewed as a critical business competency that directly impacts competitiveness and growth potential. However, developing English communication skills presents particular challenges for MSME owners, who often have limited time and resources for formal language training. This creates a need for practical, business-focused English training programs that can deliver immediate value and applicability in real-world business contexts.

Community-based tourism development theory provides additional insights into the importance of local capacity building and empowerment in tourism contexts. Successful community-based tourism initiatives typically involve enhancing local capabilities, creating authentic visitor experiences, ensuring equitable distribution of tourism benefits, and maintaining cultural integrity. English communication training for MSME owners aligns with these principles by empowering local entrepreneurs to engage more effectively with international visitors while maintaining control over their business operations and cultural representations.

The literature also emphasizes the importance of participatory approaches to capacity building, suggesting that training programs are most effective when they involve active participation from community members, address real-world challenges and needs, incorporate local knowledge and practices, and provide ongoing support for skill development. These insights informed the design and implementation of the Smart Marketing Based on Smart English Communication program at KJT.

Research on language learning in business contexts suggests that adult learners, particularly those with immediate practical needs, respond well to task-based learning approaches that emphasize real-world application over theoretical instruction. This is particularly relevant for MSME owners who need to see immediate returns on their time investment in training activities. Successful business English programs typically incorporate authentic materials and scenarios, focus on specific communication functions, provide opportunities for practice and feedback, and connect language learning to business outcomes.

METHODS

This community service initiative employed a qualitative research approach to understand the experiences, challenges, and outcomes of the Smart Marketing Based on Smart English Communication program. The qualitative methodology was chosen to capture the rich, contextual understanding of participants' experiences and the complex social dynamics involved in cross-cultural communication in tourism settings. This approach allowed for in-depth exploration of how MSME owners experienced the training process, applied new skills in real-world situations, and perceived the impact on their businesses and personal confidence.

The research design incorporated participatory action research principles, emphasizing collaboration between researchers and participants throughout the process. This approach recognized participants as active contributors to knowledge creation rather than passive subjects of study. The participatory element was particularly important given the community-based nature of the intervention and the goal of empowering local entrepreneurs through skill development.

Data collection occurred through multiple qualitative methods to ensure comprehensive understanding and triangulation of findings. The primary data collection methods included in-depth

individual interviews, focus group discussions, participant observation, and document analysis. This multi-method approach provided different perspectives on the program's impact and allowed for verification of findings across different data sources.

The program was implemented at Kampoeng Kajoetangan Heritage, Malang, between August and October 2023. Participants were selected through purposive sampling, targeting MSME owners who regularly interact with tourists and expressed interest in improving their English communication skills. The selection criteria included active operation of tourism-related businesses, willingness to participate in training sessions, commitment to applying learned skills in business contexts, and availability for follow-up interviews and assessments.

A total of 25 MSME owners participated in the program, representing various business sectors within the heritage tourism ecosystem. The participant group included eight traditional food vendors specializing in local delicacies such as oentbjkoek and traditional beverages, six handicraft producers creating items such as batik accessories and traditional wooden crafts, five heritage cafe owners operating establishments that preserve colonial-era architecture, four souvenir shop operators selling KJT-themed merchandise, and two local tour guides providing heritage walking tours.

The demographic profile of participants revealed a diverse group with varying educational backgrounds and business experience levels. The majority (68%) were female entrepreneurs aged between 30-50 years, reflecting the significant role of women in small-scale tourism enterprises in Indonesia. Business experience ranged from newly established ventures operating for less than two years to family businesses with over 20 years of operation. Educational backgrounds varied from elementary school completion to university graduation, with most participants having completed secondary education.

The Smart Marketing Based on Smart English Communication program was implemented through a series of interactive workshops and practical training sessions conducted over a six-week period. The program structure was designed to build skills progressively while allowing for immediate application in real business contexts. The training methodology emphasized experiential learning, with participants engaging in role-playing exercises, real-world practice scenarios, and peer-to-peer learning activities.

Week one and two focused on foundation building, including assessment of current English proficiency levels and confidence in communicating with international tourists. Participants were introduced to basic tourism and hospitality vocabulary, with emphasis on terms most relevant to their specific business contexts. Training also covered understanding international tourist expectations and preferences, based on research about common needs and behaviors of international visitors to heritage destinations. Cultural sensitivity and cross-cultural communication principles were introduced to help participants understand and navigate cultural differences in communication styles and expectations.

Week three and four concentrated on developing practical communication skills directly applicable to daily business operations. Participants learned product description and presentation techniques, practicing how to explain the cultural significance, ingredients, production methods, and pricing of their products in simple English. Training included handling customer inquiries and providing directions, essential skills given KJT's complex layout and the common need for tourists to navigate between different attractions and businesses. Basic conversation skills for hospitality contexts were developed through structured practice sessions and role-playing exercises with simulated tourist interactions.

Week five and six focused on advanced marketing applications and confidence building. Participants learned to create simple marketing materials in English, including basic signage, social media posts, and product descriptions. Training covered utilizing social media platforms for international marketing, with practical guidance on using platforms like Instagram and Facebook to reach international audiences. Participants also learned strategies for building customer relationships and encouraging repeat visits, including follow-up communication and creating memorable experiences that tourists would share with others.

Each training session combined theoretical instruction with hands-on practice opportunities, allowing participants to immediately apply newly acquired skills in realistic business scenarios. The program emphasized practical applicability over academic language learning, focusing on communication functions most relevant to participants' daily business activities. Training materials were developed specifically for the program, incorporating real examples from KJT businesses and addressing common communication challenges identified during preliminary research.

Data collection began with baseline interviews conducted before the training program commenced. These interviews explored participants' current English skills, previous experiences with international tourists, perceived challenges and barriers, business goals and aspirations, and expectations for the training program. The interviews provided essential context for understanding participants' starting points and designing appropriate training content.

Participant observation occurred throughout the training sessions and during subsequent periods when participants applied their skills in real business contexts. Researchers observed training activities to understand learning processes and challenges, documented participant interactions during practice exercises, and observed real tourist-participant interactions to assess skill application and effectiveness. This observational data provided insights into the practical application of training content and the real-world impact of improved communication skills.

Focus group discussions were conducted at the midpoint and conclusion of the training program. These discussions explored participants' experiences with the training content and methodology, challenges encountered in applying new skills, perceived changes in confidence and ability, and suggestions for program improvement. The focus groups also facilitated peer learning, as participants shared their experiences and strategies with each other.

Follow-up individual interviews were conducted three months after program completion to assess longer-term impacts and sustainability of acquired skills. These interviews explored continued use of English communication skills in business contexts, changes in business performance and customer interactions, ongoing challenges and support needs, and recommendations for future similar programs.

Document analysis included review of participant-created materials such as English signage and social media posts, tourist feedback collected by participants, and business records where participants were willing to share them. This documentary evidence provided additional verification of program impacts and insights into how participants continued to apply their skills beyond the formal training period.

Data analysis followed established qualitative research procedures, with interview transcripts and observational notes analyzed using thematic analysis approaches. The analysis process involved familiarization with the data through repeated reading of transcripts and notes, initial coding to identify key concepts and patterns, development of themes that captured important aspects of participants' experiences, and review and refinement of themes to ensure they accurately represented the data. The analysis was conducted collaboratively by multiple researchers to enhance reliability and reduce individual bias.

RESULTS AND DISCUSSION

The implementation of the Smart Marketing Based on Smart English Communication program yielded substantial and multifaceted outcomes that extended far beyond simple language skill acquisition. The qualitative analysis revealed complex processes of personal transformation, business development, and community empowerment that emerged through the intersection of language learning and practical business application.

Participant Transformation and Confidence Building

One of the most significant outcomes was the profound transformation in participants' confidence levels and self-perception as business owners capable of serving international markets. Prior to the

program, most participants described feelings of anxiety, embarrassment, and avoidance when encountering international tourists. A traditional food vendor explained, "When I saw foreign tourists approaching my stall, my heart would race and I would pretend to be busy with other tasks, hoping they would go to another vendor instead. I felt so ashamed that I couldn't help them, but I was too scared to try."

Following the training, this same participant described a markedly different experience: "Yesterday, I saw a group of tourists from Europe looking confused near my stall. Instead of hiding, I walked up to them with a smile and asked if I could help them. I was able to explain what oentbjkoek is, why it's special to Malang, and even helped them understand the ingredients because one person had allergies. They bought six pieces and took photos with me! I felt so proud and capable."

This transformation in confidence appeared to have ripple effects beyond tourist interactions. Participants reported feeling more empowered in other business contexts, more willing to explore new opportunities, and more positive about their potential for business growth. A handicraft producer noted, "The English training didn't just teach me words – it taught me that I have valuable things to share with the world. Now I think differently about my products and my abilities."

Communication Skill Development and Practical Application

The qualitative analysis revealed that participants developed not only specific English vocabulary and phrases but also broader communication strategies that enhanced their effectiveness in cross-cultural interactions. Many participants discovered that successful communication with international tourists involved more than language proficiency – it required understanding cultural context, reading non-verbal cues, and adapting communication styles to individual tourist needs.

Participants developed particular expertise in explaining cultural concepts and historical significance in accessible language. A cafe owner described her learning process: "I learned that tourists don't just want to know what something costs – they want to understand why it's special. Now when I serve traditional coffee, I explain how the brewing method has been passed down in families for generations. The tourists love these stories, and they often stay longer and order more."

The development of practical problem-solving communication skills was evident in participants' descriptions of challenging situations they successfully navigated. One souvenir shop operator recounted, "A tourist wanted to buy batik scarves but was worried about colors fading. Before the training, I would have just said 'good quality' and hoped for the best. Now I was able to explain the traditional dyeing process, show her the difference between chemical and natural dyes, and even give her care instructions in English. She bought three scarves and said she felt confident about her purchase."

Business Performance and Economic Impact

While the qualitative approach did not focus on quantitative business metrics, participants consistently reported observable improvements in their interactions with international tourists and subsequent business outcomes. These improvements manifested in various forms, including increased sales transactions with international customers, longer interaction times and higher average spending per international customer, positive feedback and recommendations from satisfied tourists, and enhanced reputation within the local business community.

A traditional beverage vendor provided a detailed account of her business transformation: "Before the training, international tourists would look at my jamu cart with curiosity but rarely buy anything because they didn't understand what the drinks were for. Now I can explain that jamu is traditional herbal medicine, describe the health benefits of each ingredient, and even share family recipes. My international sales have increased dramatically, and tourists often bring their friends back to try different varieties."

The economic impact extended beyond immediate sales to include longer-term business development opportunities. Several participants reported that positive interactions with international tourists led to social media exposure, online reviews, and word-of-mouth recommendations that attracted additional customers. A handicraft producer explained, "One tourist who bought my wooden carvings posted photos on Instagram and tagged our location. I received messages from several other tourists asking about my products, and some even arranged special visits to my workshop."

Framework for Smart Marketing Through English Communication

The analysis of participant experiences and outcomes suggests a comprehensive framework for understanding how English communication skills enable smart marketing in heritage tourism contexts. This framework, illustrated through participant narratives and observed behaviors, demonstrates the interconnected relationship between language competency, cultural understanding, and business success.

The framework consists of four interconnected components that work synergistically to enhance marketing effectiveness:

Foundation Level: Basic Communication Competency This level involves fundamental English vocabulary and phrases necessary for basic tourist interactions. Participants developed core competencies in greeting and welcoming tourists, asking about customer needs and preferences, providing basic product information and pricing, and handling simple transactions and payments. While seemingly basic, these skills formed the essential foundation for all subsequent marketing activities.

Intermediate Level: Cultural Bridge Building At this level, participants learned to serve as cultural interpreters, helping international tourists understand local traditions, history, and practices. This involved explaining cultural significance of products and practices, sharing historical stories and local knowledge, adapting explanations to tourist backgrounds and interests, and creating connections between tourist experiences and local culture. Participants who mastered this level reported that tourists perceived them as knowledgeable guides rather than simple vendors, leading to deeper engagement and higher spending.

Advanced Level: Relationship Marketing The highest level involved developing ongoing relationships with tourists that extended beyond single transactions. This included collecting tourist contact information for follow-up communication, providing recommendations for other local businesses and attractions, creating memorable experiences that tourists would share with others, and maintaining connections through social media platforms. Participants at this level reported receiving repeat customers, referrals, and international orders for their products.

Integration Level: Community-Wide Enhancement Some participants began working collaboratively to enhance the overall visitor experience at KJT, demonstrating how individual communication improvements can create community-wide benefits. This involved coordinating with other businesses to provide comprehensive tourist assistance, sharing information about tourist preferences and needs, developing informal networks for mutual support and learning, and collectively enhancing KJT's reputation as a welcoming destination for international visitors.

Challenges and Adaptive Strategies

Despite the overall success of the program, participants encountered various challenges in applying their new skills, and their responses to these challenges provided valuable insights into the learning process and the practical realities of cross-cultural communication in business contexts.

Time and scheduling constraints emerged as significant challenges, particularly during peak tourist seasons when participants had limited availability for continued learning or reflection. Many participants developed creative solutions, such as practicing English phrases during quiet business

periods, forming informal peer support groups for continued practice, and integrating English learning into daily business routines.

The diversity of international tourists presented ongoing communication challenges that required adaptive strategies. Participants learned that tourists from different countries had varying English proficiency levels, cultural communication styles, and expectations for service interactions. A tour guide explained, "I learned that the way I explain things to tourists from Australia needs to be different from how I communicate with tourists from Japan or Germany. It's not just about English – it's about understanding different cultures and adapting my approach."

Technology integration proved both challenging and beneficial for participants with varying levels of digital literacy. While some participants quickly embraced social media marketing and online communication tools, others required additional support and simplified approaches. The program team developed supplementary resources and peer mentoring systems to address these disparities.

Sustainability of acquired skills emerged as a long-term challenge, particularly for participants with limited opportunities to practice English communication during slower tourism periods. Participants developed various strategies to maintain their skills, including forming conversation practice groups, consuming English-language tourism content online, and seeking opportunities to practice with domestic tourists who spoke English.

Community and Destination-Level Impacts

The program's impact extended beyond individual participants to influence broader community dynamics and destination competitiveness. The improvement in English communication capabilities among multiple MSME owners created a cumulative effect that enhanced the overall visitor experience at KJT.

Participants reported increased collaboration and mutual support among local business owners. A cafe owner described this phenomenon: "When tourists ask me for directions to other parts of KJT, I can now give detailed explanations in English. This helps other businesses too, and they do the same for me. We're all working together to make sure tourists have good experiences throughout the heritage area."

The enhanced communication capabilities also contributed to more authentic cultural exchange between local community members and international visitors. Rather than superficial transactions, participants began engaging in meaningful conversations that allowed tourists to gain deeper insights into local culture while providing community members with broader perspectives on global cultures and practices.

The collective improvement in service quality and communication effectiveness contributed to enhanced online reputation for KJT as a destination. Analysis of online reviews and social media mentions during the months following the program showed increased positive comments about the friendliness and helpfulness of local business owners, with specific mentions of improved communication and cultural explanations.

Long-term Sustainability and Continuous Learning

The qualitative analysis revealed that participants who maintained and continued developing their English communication skills shared certain characteristics and strategies that contributed to long-term success. These participants typically demonstrated strong intrinsic motivation for learning and improvement, actively sought opportunities to practice and apply their skills, maintained connections with other program participants for mutual support, and integrated English communication into their broader business development strategies.

Many participants expressed interest in continued learning opportunities that would build upon the foundation established through the program. Specific areas of interest included advanced

conversation skills for handling complex customer inquiries, specialized vocabulary for their particular business sectors, digital marketing and social media strategies for international audiences, and basic financial English for handling international transactions and communications.

The program's success also generated interest from other community members who had not participated in the initial training. This organic demand for similar training opportunities suggests the potential for scaling the program to reach additional MSME owners and service providers within KJT and other heritage tourism destinations.

Implications for Heritage Tourism Development

The outcomes of this program provide important insights for heritage tourism development strategies that seek to balance economic benefits with cultural preservation and community empowerment. The success of the English communication training demonstrates that relatively modest investments in local capacity building can generate substantial returns in terms of visitor satisfaction, business performance, and community confidence.

The program's approach of combining practical skill development with cultural appreciation and business application appears to be particularly effective for heritage tourism contexts, where authentic cultural exchange is a key component of the visitor experience. By enabling local community members to serve as cultural interpreters and storytellers, the program enhanced both the economic and cultural value of tourist interactions.

The collaborative and participatory nature of the program also contributed to community ownership and sustainability, important factors for long-term success in community-based tourism development. Participants reported feeling empowered not only as individual business owners but also as representatives of their cultural heritage and community, suggesting that the program contributed to broader goals of cultural pride and preservation.

CONCLUSION

The Smart Marketing Based on Smart English Communication program at Kampoeng Kajoetangan Heritage represents a successful model for community-based capacity building that addresses critical challenges in heritage tourism development. Through its focus on practical, immediately applicable English communication skills combined with cultural awareness and marketing principles, the program demonstrated significant potential for transforming individual businesses while contributing to broader destination competitiveness and community empowerment.

The qualitative analysis revealed that the program's impact extended far beyond simple language learning to encompass personal transformation, business development, and community strengthening. Participants not only acquired specific communication skills but also developed confidence, cultural pride, and enhanced perspectives on their roles as cultural ambassadors and business entrepreneurs. The framework for smart marketing through English communication that emerged from this analysis provides valuable insights for designing similar interventions in other heritage tourism contexts.

The success of this initiative can be attributed to several key factors that distinguish it from traditional language training programs. The emphasis on practical, business-relevant application ensured that participants could immediately apply their learning in real-world contexts, providing motivation and reinforcement for continued skill development. The integration of cultural content and storytelling skills enabled participants to move beyond basic transactional communication to create meaningful cultural exchanges that enhanced visitor experiences and business outcomes.

The participatory and collaborative approach fostered community ownership and peer support networks that contributed to program sustainability. Rather than positioning participants as passive recipients of training, the program recognized and built upon their existing knowledge, experience, and cultural expertise, creating learning experiences that were both empowering and effective.

The program's success also highlights the critical importance of English communication skills in international tourism contexts and the significant barriers that language limitations can create for small-scale service providers. By addressing these barriers through targeted, practical training, the program enabled participants to access international markets and opportunities that were previously unavailable to them.

Looking forward, the insights gained from this program suggest several important directions for future research and practice in heritage tourism development. The framework for smart marketing through English communication provides a foundation for developing similar interventions in other contexts, while the challenges and adaptive strategies identified by participants offer valuable guidance for program design and implementation.

The long-term sustainability of acquired skills and the potential for scaling the program to reach additional community members represent important areas for continued attention and support. The organic demand for similar training opportunities that emerged from the program's success suggests significant potential for expansion, provided that appropriate institutional support and resources can be mobilized.

The broader implications of this work extend beyond tourism to encompass questions of community empowerment, cultural preservation, and sustainable development. By demonstrating how practical skill development can simultaneously advance economic, cultural, and social goals, the program provides a valuable model for community-based development initiatives that seek to create multiple forms of value for local communities.

The program's contribution to enhanced cultural exchange and mutual understanding between local communities and international visitors also highlights the potential for tourism to serve as a platform for cross-cultural learning and global citizenship development. When supported by effective communication capabilities and cultural sensitivity, tourist-community interactions can create benefits that extend far beyond economic transactions to encompass education, understanding, and relationship building.

The success of the Smart Marketing Based on Smart English Communication program at Kampoeng Kajoetangan Heritage demonstrates that well-designed, community-centered capacity building initiatives can create transformative outcomes for individuals, businesses, and destinations. As heritage tourism continues to grow as a significant economic sector, similar programs will play increasingly important roles in ensuring that tourism development creates meaningful benefits for local communities while preserving and celebrating cultural heritage for future generations.

The framework and insights generated through this program provide valuable resources for tourism developers, community organizations, educational institutions, and policy makers seeking to support sustainable tourism development that empowers local communities while enhancing visitor experiences. The emphasis on practical skill development, cultural appreciation, and collaborative learning offers a replicable model that can be adapted to diverse cultural and economic contexts while maintaining its core principles of empowerment, sustainability, and mutual benefit.

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