

Tourism village development strategy: A case study in Kaba-kaba village, Tabanan-Bali

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Abstract - The objectives of this study are to determine the perception and participation of the community towards the development of Kaba-kaba tourism villages, to find out the internal and external conditions of Kaba-kaba Village, and to formulate a strategy for the development of Kaba-kaba tourism villages. The research method was carried out by collecting data on interviews, observations, documentation, and Focus Group Discussion. Data in analysis with descriptive qualitative and SWOT analysis. The results of the research are the public's perception of the development of the Kaba-kaba tourist village is generally good, but they do not understand well because socialization has never been carried out and the community will support its development. Direct community participation is only a small part, especially those who are willing to guide tourism and the provision of food and drink, indirect participation of the community in working together in cleaning the village environment. Tourism village development strategy can be divided into several aspects, including conservation and revitalization, development of tourist products, improvement of facilities and infrastructure, improvement of human resources, management of tourism village, marketing system, increase of community participation, and improvement of other facilities.

Keywords: development strategy, tourism village management, tourism development, village empowerment, community-based tourism

1. Introduction

The tourism sector is a driver of the community's economy, which is expected to run sustainably through the development of people's tourism. To realize sustainable tourism development based on people, efforts are needed to diversify tourist attractions oriented towards improving community welfare, preserving cultural arts, and developing environmentally friendly tourism. Tourism development like this is now also known as 'pro-people tourism' (Putra & Pitana, 2010).

Community-based tourism development is increasingly considered a sustainable tourism alternative, as it emphasizes the active involvement of local communities and their control over tourism development. Community-based tourism (CBT) is increasingly considered as more sustainable, as it emphasizes the active involvement of the local community and their control of tourism development (Sutiarto & Susanto, 2018; Kairi et al, 2023; Sibarani & Christin, 2023; Sitepu et al, 2023; Hattori et al, 2023; Wajdi et al, 2023). Another opinion states that community-based

tourism is tourism that takes into account aspects of environmental, social and cultural sustainability. CBT is a tool for community development and environmental conservation or in other words, CBT is a tool for sustainable tourism development (Suansri, 2003; Angela et al, 2022). One of the representations of community-based tourism development is the development of tourism villages. A tourist village is a form of integration between attractions, accommodation and supporting facilities presented in the structure of community life that blends with applicable procedures and traditions (Nuryanti, 1993; Suarthana et al, 2015; Indarti & Munir, 2016). Tourism villages are also a form of ecotourism (eco-tourism). Ecotourism is a form of responsible tourist travel to natural areas carried out with the aim of environmental conservation and preserving the life and welfare of the local population. Ecotourism is an environmentally friendly activity and is able to support biodiversity conservation (Li, 2006 in Baksh, et al, 2012).

Tabanan Regency has developed tourist villages, one of which is Kaba-kaba tourist village. Kaba-kaba Village became a tourist village based on the Decree of the Regent of Tabanan Number 180/329/03/HK & HAM/2016. The designation of Kaba-kaba Village as a Tourism Village is based on the potential tourist attraction it has, as well as a tourism awareness group has been formed, but the development of the trip to date has not gone as expected. Even some of the people encountered did not know about their village being developed into a tourist village. From the results of the interview with the tourism awareness group (*Pokdarwis*), it is stated that some foreign tourists who visit the Kaba-kaba tourism village in collaboration with tour companies that provide cycling services, where the role of the tourism awareness group has not been organized is only handled by the chairman of *Pokdarwis* who happens to have a personal relationship with the company that provides cycling packages. So the tourism awareness group can be said to have not been able to play a maximum role, limited knowledge and experience of *Pokdarwis* administrators and there are problems in the internal *Pokdarwis* so that the tourism village is managed by one person only, so that the management of the Kaba-kaba tourist village does not operate as expected. Therefore, researchers are interested in studying the development strategy of Kaba-kaba tourism village.

The formulation of the research problem is 1) What is the perception and participation of the community towards the development of the Kaba-kaba tourism village?, 2) What are the internal and external conditions of the Kaba-kaba tourism village?, 3) What is the development strategy of the Kaba-kaba Tourism Village?

The objectives of this study are 1) to determine the perception and participation of the community towards the development of Kaba-kaba tourism village, 2) to find out the internal and external conditions of Kaba-kaba tourism village, and 3) to formulate a strategy for the development of Kaba-kaba tourism village.

This research is expected to reveal internal and external factors that can support and hinder the development of Kaba-kaba tourism village, thus this research is important for tourism awareness groups in the development of better tourism villages.

2. Method

This research took place in Kaba-kaba village. This village is one of the villages designated as a tourist village located in Tabanan Regency. Geographically, this village is included in the Kediri District, Tabanan Regency, Bali Province.

The type of data collected in this study is qualitative data in the form of information or information related to the research topic obtained from competent informants. The data of this study consists of: 1) Primary data, which is data obtained directly from the first source, namely through stakeholders in the development of Kaba-kaba tourism villages and the results of direct observations about the management of Kaba-kaba tourism villages, and 2) Secondary data, is data obtained from various other sources that can be accounted for and trusted, for example from the Central Statistics Agency, the local tourism office, internet websites, papers or research that have been made before.

The data collection techniques used in this study are 1) Interviews, namely by conducting questions and answers with the head of Kaba-kaba village, tourism awareness group management, tourist attraction managers, and community leaders, 2) Observation, namely

making direct observations of tourist attractions and the condition of Kaba-kaba tourist villages, 3) Documentation, namely conducting documentation studies from Kaba-kaba tourism village management documents, and 4) Focus Group Discussion, which is to hold a meeting with all stakeholders to discuss the development of the Kaba-kaba tourist village.

The data analysis technique used is descriptive qualitative based on the qualitative data analysis concept guide from Miles and Huberman (1992). Data analysis is carried out by: 1) Data reduction, namely selection of all data obtained both related to the conditions of tourism village management, including adding field data or looking for new data if deemed insufficient, 2) Presenting selected data which is carried out descriptively and narratively, and 3) Inference from all data presentations and previous analysis. Also carried out a SWOT analysis (Strength, Weakness, Opportunity, Threats) (Rangkuti, 2015; Wijaya, 2020; Ramadhani, 2021).

3. Results and Discussion

3.1 Community Perception and Participation in the Development of Kaba-kaba Tourism Village

This research explains the findings in the field related to the perception and participation of the community in Kaba-kaba village about the development of tourism in its area.

The public's perception of the development of Kaba-kaba tourism village is as follows: 1) Community leaders already know that Kaba-kaba village is being developed into a tourist village but most community members do not know about it because there is no socialization. 2) Some members of the community do not understand about the tourist village they know that tourists come to Kaba-kaba village come brought by travel agents. 3) Most community leaders have not been involved in the management of tourist villages because they do not understand what they should do. 4) Community members will be ready to support the tourist village by being willing to maintain the cleanliness of the environment by not littering, maintaining the security and order of the village, behaving politely and friendly to visiting tourists, willing to engage in tourism village activities if necessary, for example teaching guests to grow crops. 5) The hope of the community is that the development of the Kaba-kaba tourist village can benefit the community, especially economically it can improve the community's economy, open up job opportunities.

Community participation in the development of Kaba-kaba tourist village is as follows: 1) Planning phase. Since the tourism village was formed and managed by *Pokdarwis*, there has never been a management plan, after it was confirmed that this was due to the fact that *Pokdarwis* members often did not have time due to busyness with their respective tasks. 2) Development implementation stage. Since the beginning of the development of tourism villages until now there has been no construction of facilities and infrastructure, facilities and infrastructure for tourist villages such as roads in *Sawah* built by *Subak*. 3) Human resource development activities. Human resource development activities carried out such as bimtek health protocols during the Covid-19 pandemic were attended by appointed community members. 4) Tourism village management. Since the issuance of the Decree from the Tabanan Regency Government regarding the determination of Kaba-kaba village into a tourist village, the management of tourism villages has begun to be carried out even though it is not running optimally. The forms of participation include: residents participating as food and beverage providers; For the community, especially those that are used as tourist attractions such as craftsmen, they better organize their business environment so that it looks cleaner, attractive and comfortable for visitors; Residents of the community carry out *Sapta Pesona* (seven charms) such as maintaining the cleanliness of the house and the environment, maintaining the beauty of the environment, not throwing garbage in unison, being friendly to guests, maintaining the safety of the environment; Residents of the community also promote about the tourist village of Kaba-kaba from the mouth of the mouth and through social media. 5) Monitoring and evaluation. The role of the community in monitoring and evaluating the management of tourism villages is very necessary so that the management of tourism villages can run as expected. The form is in the form of participating in carrying out supervision, especially on the behaviour of visitors, especially in consecrated places, and participating in making corrections to if deviations are found in management.

3.2 Internal and External Conditions of Kaba-kaba Tourism Village

Internal factors (strengths and weaknesses) and external factors (opportunities and threats) identified in Kaba-kaba tourism village are as follows.

Strengths

- The existence of natural tourist attractions in the form of large rice fields with *subak* roads for cycling and hiking attractions.
- The existence of rare and unique cultural arts such as languishing *nanggluk* ceremonies and other ceremonies.
- The existence of a royal site, namely *Puri Kaba-kaba*, a relic of the Majapahit Era (Arya Belog) which is still preserved and lives the same today.
- The existence of *Keris* craftsmen and traditional gamelan.
- Road access to Kaba-kaba village is good and close to Tanah Lot destination which is already very famous in the world.
- There is already a partnership with a travel agent that invites tourists to Kaba-kaba village.
- Already have cycling tourism products.
- The community will support tourism village activities.
- The existence of villas that have developed in the village environment.
- The provision of food and beverages can be prepared by the group of mothers



Figure 1 Puri Kaba-kaba and Ancient Sculptures

Weaknesses

- The ability of human resources in management/operational management is still lacking in terms of educational background and experience.
- The management of *Pokdarwis* is still unclear because most of its members are inactive.
- The operational management of the tourist village is still not doing well as a personal effort because only the chairman of the *Pokdarwis* is active.
- Lack of socialization of the existence of tourist villages to the community.
- Accountability and transparency of tourism village management has not been good.
- There is no clear agreement between *Pokdarwis* and the *Puri* party as the main attraction provider on the entrance fee to *Puri Kaba-kaba*.
- Do not have a tour package other than cycling.
- Do not yet have an IT and social media-based marketing system.
- Tourism villages are not widely known by tourists both domestic and foreign.
- Do not have sufficient operational funds only relying on fees from travel agents who invite tourists.

Opportunities

- The existence of Government regulations that provide convenience in the development of tourist villages.

- The interest of cycling tourists to visit tourist villages, is increasing both foreign, domestic and local tourists.
- There is a public interest in doing pre-wedding with a background of historical and unique relics.
- The existence of the Kemenparekraf (tourism authority) and higher education program, to assist tourism villages.
- Advances in communication technology make it easier to carry out promotions and marketing.

Threats

- The outbreak of the Covid-19 Pandemic which has caused restrictions on the travel of people from regions to other regions and or from other countries to other countries.
- Tourists who do not know the norms that apply in *Puri* or places that are sanctified by the community.
- Demands for tourist satisfaction are increasing.
- Nyambu village neighboring Kaba-kaba village has also developed itself into a tourist village.
- The presence of illegal tourists (without notice and not contributing) to enter the tourism village.

3.3 Development Strategy

Development strategy of Kaba-kaba tourism village are in the following Matrix/SWOT Table.

Table 1 SWOT Matrix

INTERNAL FACTOR	Table 1 SWOT Matrix	
	Strengths (S)	Weaknesses (W)
	1) The existence of natural tourist attractions in the form of vast rice fields with subak roads for cycling and hiking attractions.	1) The ability of human resources in management is still lacking in terms of educational background and experience.
	2) The existence of rare and unique cultural arts such as the nanggluk languishing ceremony and other ceremonies.	2) The management of Pokdarwis is still unclear because most of its members are inactive.
	3) The existence of a royal site, namely Puri Kaba-kaba, a relic of the bitter Majapahit Era (Arya Belog) which is still preserved and lives the same today.	3) The operational management of the tourist village is still not doing well as a personal effort.
	4) The existence of traditional Keris and gamelan craftsmen.	4) Lack of socialization of the existence of tourist villages to the community.
	5) Road access to Kaba-kaba village is good and close to Tanah Lot which is already very famous in the world.	5) Accountability and transparency of tourism village management has not been good.
	6) There is already a partnership with a travel agent that invites tourists to Kaba-kaba Village.	6) There is no clear agreement between pokdarwis and the puri as the main attraction provider on the entrance fee of the castle.
	7) Already have cycling tourism products.	7) Don't have a tour package other than cycling.
	8) The community will support tourism village activities.	8) Don't have an IT and social media-based marketing system yet.

	9) The existence of villas that have developed in the village environment. 10) Provision of food and drinks can be prepared by the group of Mothers	9) Tourism villages are not widely known by tourists both domestic and foreign. 10) Do not have sufficient operational funds only rely on fees from travel agents who invite tourists.
Opportunities (O)	SO STRATEGY	WO STRATEGY
a) The existence of Government regulations that provide convenience in the development of tourist villages.	➤ Create nature-based tourism village products.	➤ Perfecting (Reorganization) POKDARWIS by choosing community members who are willing and committed.
b) The interest of cycling tourists to visit tourist villages, is increasing both foreign, domestic and local tourists.	➤ Create culturally based tourist village products.	➤ Accountable administrative preparation.
c) There is a public interest in doing pre-wedding with a background of historical heritage and a unique.	➤ Make tourism village products based on market trends, namely pre-wedding photos.	➤ Make an agreement with the Puri party as an attraction about its rights and obligations.
d) The existence of the Kemenparekraf and Higher Education program, to assist tourism villages.	➤ Improving cycling package products through cooperation with travel agents and cycling groups.	➤ Create an on line (IT) based targeting system.
e) Opening opportunities for cooperation with cycling groups and travel agents.	➤ Cooperate with nearby villas to invite guests to enjoy tourist village products.	➤ Involving the community in promoting tourism villages through social media.
f) Advances in communication technology make it easier to do promotions and marketing	➤ Activating village PKK mothers for the provision of food and drink.	➤ As an alternative to initial funding for tourism villages, they can make loans to LPD or can be sheltered under BUMDES.
	➤ Invite community members to carry out environmental cleaning activities.	➤ Apply to the Tourism College to carry out Community Service in the form of training and assistance.
	➤ Create an online Marketing System and promotion through social media.	
Threats (T)	ST STRATEGY	WT STRATEGY
a) The outbreak of the Covid-19 Pandemic which has caused restrictions on the travel of people from regions to other regions and or from other countries to countries.	➤ Preparing pre-facilities for health protocols.	➤ Be consistent in the implementation of Health protocols.
b) Tourists who do not know the norms prevailing in Puri or places that are sanctified by the community.	➤ Providing Technical Guidance on Health Protocols to all tourism village managers.	➤ Putting up signs or signage.
c) Demands for tourist satisfaction are increasing.	➤ Providing socialization to the community about health protocols.	➤ Handling wisatawan that comes illegal.
d) Nyambu village neighboring Kaba-kaba village has also developed itself into a tourist village.	➤ Cooperating with Nyambu village in selling tourist products and complementing each other.	➤ Make written rules, announcements, or things that are prohibited in places sanctified by society such as temples, beji
e) The presence of illegal tourists (without notice and do not want to contribute to the tourist village) who enter the tourist village.	➤ Conducting product and service evaluations by opening a guest comment form both manually and online (google form).	

The role of political will in efforts to develop tourism in Tabanan Regency is very important because it is the government authority of Tabanan Regency and related agencies. Of course, this must be supported by the participation of the community in opening businesses related to tourism. The district government has authority in terms of the legal basis and tourism policy and on the other hand, community support is a very large capital and foothold for the Kaba-kaba village institution to develop tourism villages, based on important aspects of tourism villages.

Important stages that need to be carried out: conducting an analysis of internal and external factors as outlined above, such as the potential of tourism villages/ecotourism, tourism village management organizations, marketing systems, community participation, stakeholders involvement, supporting facilities and infrastructure, and other factors.

The direction for the development of Kaba-kaba tourism village is as follows: First, to conserve and revitalize the art of peat dance and others, cultures such as languishing nanggluk processions and other religious ceremonies. Nature conservation is carried out to the maximum extent as to maintain the cleanliness of the river around Kaba-kaba village, rice field irrigation canals, installation of announcements that should not be made in consecrated places. Second, the development of tourism village products gradually and sustainably by launching tour packages that have been arranged, providing a forum for tourists to submit complaints and suggestions for advice, providing signs for the safety of tourists, providing insurance guarantees to tourists. Third, the improvement of facilities and infrastructure, especially toilets prepared by guests, places to prepare food and drinks. Fourth, improving the quality of human resources: Conducting training on tour guides, conducting study appeals to developed tourist villages. This can ask the College for help to do community service. Fifth, institutional strengthening of tourist villages: *Pokdarwis* was reorganized. The selection of people who will be administrators must have time and commitment. Sixth, creating information technology-based applications in marketing tourism villages, utilizing social media in promoting, collaborating more with travel agents, collaborating with tourism stake holders such as ASITA, HPI (Indonesian Tourism Association). Seventh, increasing community participation provides socialization to the community about the development of tourism villages, environmental sustainability, cleanliness, environmental pollution, making rules/prohibitions on waste disposal in the tourist attraction environment maximizing the role of the community in implementing *sapta pesona*, especially those related to tourism. Cooperation on the scheme will be an impetus for the acceleration of tourism village development. Cooperation can be carried out with various parties, both government and private.

Another important aspect that cannot be separated is the support power of the availability of facilities and infrastructure, and tourism supporting facilities and other supporting factors. Facilities and infrastructure must be made improvements that are tourist friendly, as well as tourism support facilities that are specific, unique and in accordance with the model / theme of the tourism village developed.

4. Conclusions and Recommendation

Based on the description of the discussion, it can be concluded that the perception of the people of Kaba-kaba Village in general supports the development of tourism villages, although they do not understand well the development of tourist villages. Community participation in the development of tourism villages directly includes the provision of food, guiding tourism, and indirect participation such as cleaning the village environment in cooperation.

The Kaba-kaba tourism village development strategy in terms of reference is as follows: 1) conservation and revitalization of cultural arts such as religious ceremonial processions, nature preservation; 2) the gradual and continuous development of tourism village products provides a forum for tourists to submit complaints and suggestions for advice, provides signs for the safety of tourists, provides insurance guarantees to tourists; 3) improvement of facilities and infrastructure, especially toilets prepared by guests, places to prepare food and drinks; 4) improving the quality of human resources: conducting training on tour guides, conducting study appeals to developed tourist villages. This can ask the College for help to do community service; 5) strengthening tourism village institutions, and reorganizing the *Pokdarwis* organization; 6)

making information technology-based applications in tourism village marketing, the use of social media in promoting; 7) increased community participation in providing socialization to the community; 8) another important aspect that cannot be separated is the support power of; availability of facilities and infrastructure, tourism support facilities and other supporting factors. Facilities and infrastructure must be made improvements that are tourist friendly, as well as tourism support facilities that are specific, unique and in accordance with the model/theme of the tourism village developed.

This study provides the following recommendations: 1) Reorganization of the tourism awareness group (*Pokdarwis*) as the manager and operational driver of the tourism village so that it can be carried out as soon as possible. 2) Preparation of work plans, including IT-based marketing planning, and promotion through social media. 3) Approaching the *puri* party and making the *Puri Kaba-kaba* agreement as the main attraction. 4) Approaching the *Subak* group for the use of *subak* roads as part of tourist products. 5) Periodically hold meetings to evaluate the operational activities carried out.

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