

## Samar Village Tourism Destinations and Management: Sustainable Village Tourism Management Strategy

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### Abstract

The phenomenon of tourist villages is becoming increasingly popular among urban residents. The central and regional governments are implementing programs to support tourist villages with the objective of fostering community empowerment and promoting high levels of prosperity through tourism-related activities. However, following the onset of the Covid-19 pandemic, tourism in Samar Village experienced a decline. A notable decline has been observed in the number of tourists visiting the village, as well as in the level of community participation in tourism management. Therefore, it is evident that Samar Village requires improvement and restoration of its tourism activities. Samar Village boasts a plethora of tourist attractions, including orange agrotourism, river tubing, rafting, and dairying. The objective of this article is to examine the potential for developing an orange-picking agrotourism management program. This is due to the fact that the facilities available at the agrotourism site are the most adequate in comparison to the other attractions, which are still in the planning stages. Consequently, researchers seek to identify strategies for the sustainable development of agrotourism in Samar Village. The objective is to have a positive impact on all members of the village community. This research employs qualitative methods with data collection in the form of interviews. Data analysis was conducted in two ways, namely descriptive analysis and SWOT analysis. The research results indicate that Samar Village lacks a robust tourism management structure and system. Therefore, the initial step in tourism development is to establish the requisite stakeholders in the management and institutional subsystems to ensure the development program runs smoothly.

**Keywords:** Agrotourism, Tourism Village, SWOT.

### INTRODUCTION

The process of empowering a region encompasses more than the mere development of physical facilities construction. The empowerment can also be realized through developing and empowering villages. Village development represents an alternative for central and regional governments seeking to mobilize the community's economy. As such, developed villages will advance their regions in both independence and welfare [23]. Accordingly, the Indonesian government, through the Ministry of Tourism and Creative Economy, encourages the development of empowered communities through the establishment of tourism villages. One form of recognition for tourism village development is the Indonesia Tourism Village Award (ADWI). The ADWI event is designed to motivate communities to develop tourism villages through various categories, including 10 priority tourism destinations, 5 super priority tourism destinations, and so on [13]. This is consistent with the Regulation of the Minister of Tourism of the Republic of Indonesia Number 29 of 2015, which encourages tourism activities in rural areas by developing village-based tourism [9]. As of 2021, the number of tourist villages recorded in the ADWI event was 1,831. This figure does not preclude the possibility of further growth, given the existence of considerable untapped potential in numerous other villages across Indonesia.

The prevalence of village developments indicates that alternative village tourism is a highly sought-after and rapidly growing trend among city tourists. The conventional tourism can be overwhelming for tourists due to the saturation of night tours, noise, and congestion. This has led many to seek alternative forms of tourism, including village tourism [22]. Therefore, it is crucial for villages with the potential to become tourist destinations to capitalize on this trend as it empowers the villages and also contributes to the prosperity of their communities. One of the villages in East Java, Indonesia, that has the potential to be developed into a tourism village is Samar Village. The environmental conditions and community activities of Samar Village can be used as potential tourist attractions in the context of tourism village development. Based on initial observations and interviews with the village, several potential areas for development have been identified, as summarized in Table 1.

Table 1. Tourism Potential in the Samar Village Area (Source: Results of Initial Observation and Data Collection)

Agrotourism	River Tourism	Edutourism
<ul style="list-style-type: none"> <li>Utilization of orange groves</li> <li>Utilization of farming products such as rice and corn planting</li> </ul>	<ul style="list-style-type: none"> <li>Utilization for river tubing</li> <li>Utilization for rafting</li> </ul>	<ul style="list-style-type: none"> <li>Utilization of the large number of cattle farmers in Samar Village for milking tourism</li> <li>Utilization of houses and activities of residents for tourism activities "one day living as a farmer"</li> </ul>

Initial observations indicated that Samar Village has several potentialities that could be developed into tourism alternatives. Some of these potentialities, such as citrus tourism, have already commenced operations, but face obstacles in their development. While other potentialities are currently being developed. However, this study focuses on identifying strategies for the development of agrotourism that have experienced stagnant development and even a tendency to retreat. Therefore, the objective of this study is to facilitate the further development of citrus agro-tourism, with the aim of enhancing the economic development of the surrounding community.

## METHOD

The research adopted qualitative methods. The data were collected through interviews and a literature review. Interviews were conducted with the village head, village secretary, members of village-owned enterprises, Forest Village Community Organization members, and members of the local community. The results of the data obtained were processed using two analyses. The first analysis was descriptive qualitative to identify the characteristics of Samar Village. The second analysis is a SWOT analysis to create a sustainable community-based tourism development strategy by utilizing the village's strengths, weaknesses, opportunities, and threats. This approach enabled the development of an efficient and applicable strategy for sustainable development [10].

## RESULTS

Village tourism represents an alternative form of community-based and sustainable local economic development [5]. The development of tourism villages is based on the construction or management of tourist attractions believed to have a positive impact on the local community. These attractions can take the form of the natural environment, social, cultural, and economic activities that attract tourists.

As stated by Dewanti and Soeprapto (2019), tourist villages may also feature educational or cultural courses, as well as festivals and events. MacDonald and Jolliffe refer to tourist villages as "rural tourism," which encompasses villages that possess their own unique traditions, artistic heritage, lifestyles, locations, and values, which have been passed down from generation to generation. Consequently, when tourists visit, they will receive information pertaining to the culture and experiences of the local community [14]. In their 1997 study, Sharpley and Sharpley (1997) categorize rural tourism into five distinct types, including agritourism, farm tourism, wilderness and forest tourism, green tourism, and ecotourism. These categories are further elaborated upon by Roberts and Hall (2001) in their analysis of rural tourism. Agritourism is defined as a form of recreational activity that takes place in rural areas and is oriented towards accommodation and recreational facilities related to agriculture or types of businesses related to the natural environment, production, or services [18]. Farm tourism, on the other hand, is a specific type of agritourism that focuses on agricultural resources, farmers' competence in agriculture, and the lifestyle of a farmer [24]. Wilderness and forest tourism is the concept of traveling in wilderness areas, where tourists are presented with the opportunity to find experiences in the wilderness. Meanwhile, green tourism is a tourism concept that focuses on insight and concern for the environment with the intention of minimizing the negative aspects of conventional tourism. Green tourism integrates energy efficiency promotion activities and nature conservation to improve the community's economy [1]. Ecotourism is a form of tourism development that prioritizes conservation and advancement in social and environmental aspects [21]. Samar Village is currently developing a tourism village, with the objective of creating attractions such as citrus agro-tourism and river tubing. Currently, agritourism is the only attraction that has been operationalized, while river tubing is still in the initial planning stage. The following section will present an analysis of the current state and characteristics of tourism in Samar Village.

Samar Village encompasses an area of 754 hectares and is bordered by Trenggalek Regency to the west, Penjor Village to the east, Mulosari Village to the south, and Pagerwojo Village to the north. The village's topography is characterized by a hilly landscape, which provides an ideal environment for the cultivation of a diverse range of agricultural products. This prompted PT Panda to lease 2 hectares of land to be used as an orange orchard until the end of 2019. After the land lease by PT Panda ended, the village, at the suggestion of the village head, modified the plantation into agritourism. The provision of agro-tourism is also intended to support the Tulungagung Regency government's policy that requires one village to have at least one tourist attraction. The land leased by PT Panda is bengkok land, which is land cultivated by the village head who served during the period. However, in order to maintain the thousand citrus trees in the plantation, the village had to reimburse PT Panda a certain amount of money.

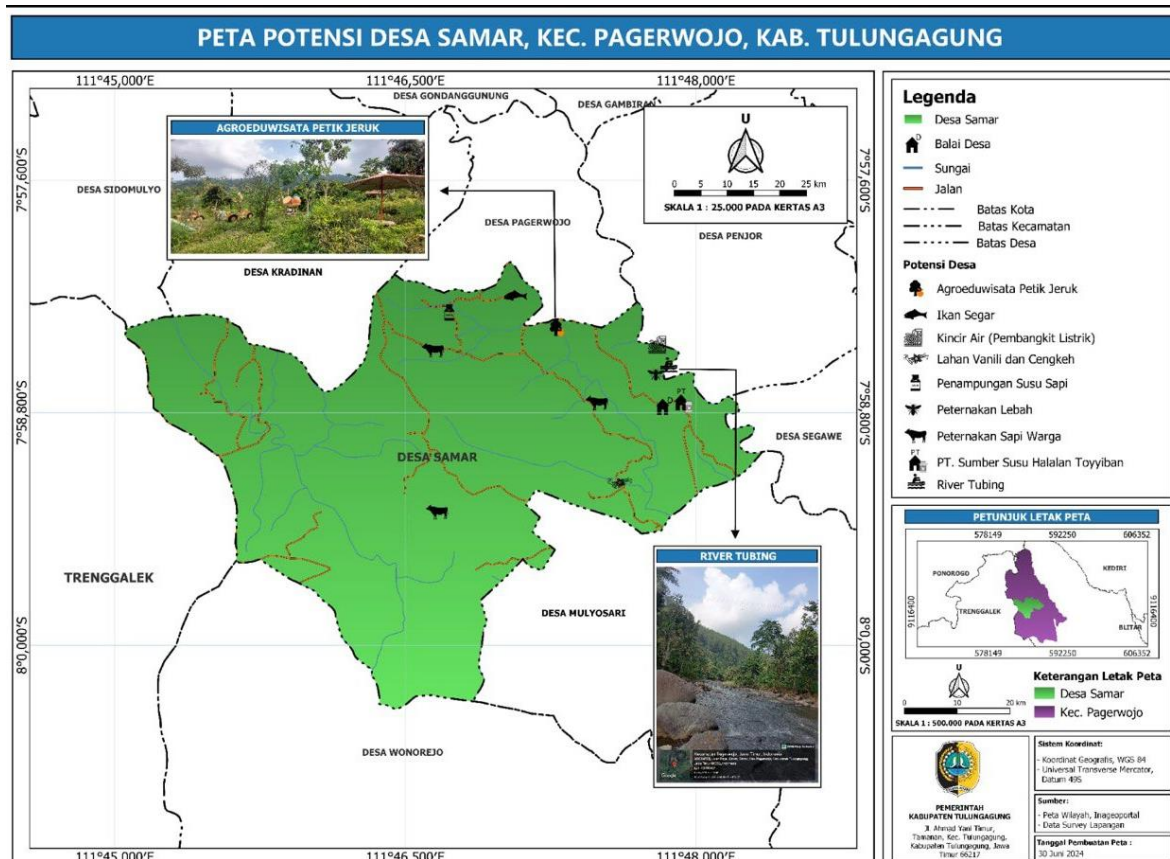


Figure 1. Map of Samar Village (Source: Samar Village Government Documents, 2023)

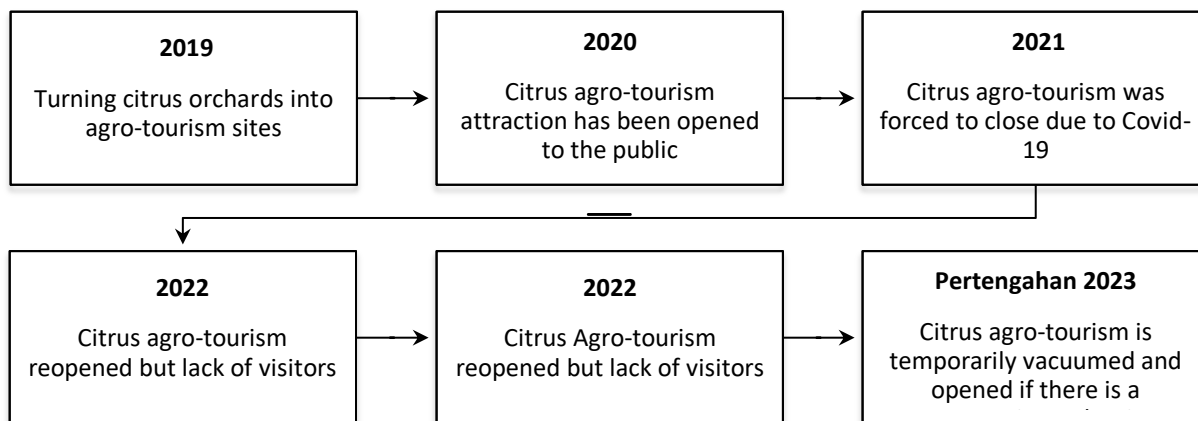


Figure 2. Timeline of the development of Citrus Agrotourism as a Samar Village Pioneer Attraction. (Source: Reserachers, 2023)

Since 2020, the Samar Village has permitted the public to engage in citrus agro-tourism. The initiative to develop agro-tourism was spearheaded by the village government, which appointed the village-owned enterprises as the primary manager. The village-owned enterprise members oversee the management of the agro-tourism, while the participating communities are selected by the village.

During the first and second years of the agro-tourism's operation, the enthusiasm for visits by tourists was considerable. Consequently, the village requested assistance from the local community to ensure effective management. The entrance fee for agro-tourism is IDR 3,000 per person, while parking costs IDR 2,000 per motorcycle. Visitors are permitted to collect and consume oranges in the agro-tourism area at no cost. However, if they wish to take them home, they must be weighed and pay a fee of approximately IDR 10,000 per kilogram. The revenue generated from agritourism is incorporated into the village's original income. As described in its vision and mission, agritourism development is intended to empower the community and improve the village's economic level, as well as support and market superior products owned by the village. However, in practice, the involvement of the community in the implementation of agro-tourism management in Samar Village is less visible than expected. In the implementation of agro-tourism management on a daily basis, community involvement is only voluntary, where volunteers are not paid as employees but only given a salary in exchange for cigarettes and transportation. Additionally, only one trader, the village-owned enterprises, engages in the sale of agritourism products. The absence of stakeholders has resulted in challenges in the management and development of agritourism. Further, village-owned enterprise members who are engaged in agritourism management do not necessarily participate in agritourism activities on a daily basis due to their involvement in other sectors, which impedes the maintenance and implementation of agritourism development strategies. The advent of the global pandemic caused by the SARS-CoV-2 virus in 2020 and 2021 also had an adverse impact on the sustainability of Samar Village's orange agro-tourism. While similar occurrences did not exclusively occur in Samar Village, they were also observed throughout Indonesia.

In addition, there has been a reduction in the number of citrus trees cultivated for agritourism purposes. At the outset of the agritourism initiative, there were approximately 1,000 citrus trees in the region. However, the current number of trees is estimated to be approximately 800. The village government has taken steps to preserve agritourism, including collaboration with forest village community organizations and forest farmer groups. These groups are responsible for maintaining the orange trees in order to ensure continued fruit production. However, in early 2023, the orange trees ceased to bear fruit. This led to the erroneous assumption by many individuals, including tourists, that agritourism had ceased operations. In fact, however, agro-tourism is still operational.

Despite the village's efforts to maintain the sustainability of agro-tourism, these initiatives have not yielded the desired results. Consequently, agritourism is only open if there are visitors who have made reservations. In the hope of avoiding significant losses due to a lack of visitors, the village government and forest farmer groups have implemented a strategy of planting a variety of vegetables between the orange trees. This initiative has been embraced by 22 farmer group members, who have established a profit-sharing cooperation system, with 70% of the profits going to the farmer group and 30% to the village-owned enterprises. The collaboration with forest village community organizations and forest farmer groups also serves as an attempt to address the issue of workers in agro-tourism lacking the requisite knowledge and skills to care for citrus crops. When viewed in the context of existing agritourism facilities, it is of a satisfactory standard. These facilities include halls, gazebos, bathrooms, and places of worship. Furthermore, the village government also engages with the State University of Malang and Brawijaya University through student activities in the form of a students community



engagement program. One of the tangible outcomes of the students' involvement is the construction of an orange statue.

The impediments to the advancement of agritourism extend beyond mere operational management. The primary infrastructure, namely the access road, which serves as the conduit for tourist traffic, is also inadequate and in a state of disrepair. The village government finds itself in a quandary, confronted with the prospect of undertaking repairs to the damaged road, which is a road owned by the Tulungagung Regency Government. Once the village assumes the responsibility of repair, it will be given the obligation for further maintenance responsibilities.

### **1. Management of Agrotourism Development Planning**

The development of tourism in Samar Village represents a local-level planning initiative. This planning is concerned with the advancement of the village's potential, the empowerment of the community, and the management of ecotourism by stakeholders. The intended potential may manifest in various forms, including socio-cultural life, the natural environment, community activities, or other attributes that may appeal to tourists. The implementation of tourism development can be adapted to the specific conditions of the village [16]. According to data from Nugroho (2018), the primary objective of local-level tourism planning is to benefit local areas and communities. There are several crucial considerations that must be addressed in local-level planning, as discussed in the following.

#### **Local community identification and participation**

Identification is a crucial initial step, as it pertains to delineating the boundaries of stakeholders. By limiting the number of stakeholders, it becomes easier to determine the participation of the population and the implications of their involvement in achieving community welfare. The selected stakeholders will influence the local values that will be applied in the planning and implementation of ecotourism. Therefore, the determination of stakeholders is the primary factor in determining the success or failure of ecotourism planning [19].

#### **Encouraging the economy of local communities to create a multiplier effect**

The participation of stakeholders is not the sole determining factor in the success of an ecotourism initiative; the involvement of local communities is also essential. By engaging these communities, the economic impact of the initiative can be felt by a wider range of individuals and communities. This, in turn, can lead to an increase in village income and consumption, as well as a positive effect on other aspects of society [3], such as the social and cultural fields.

#### **Developing ecotourism destination spaces and areas**

The imposition of restrictions on the types of tourism developed, locations, and tourist routes constitutes an essential element of ecotourism planning for a village. These restrictions serve to determine the efficiency and effectiveness of planned development. The specification of the location and type of tourism developed enables planners to highlight the village's unique attributes, thereby encouraging tourists to visit. In particular, tourist route facilities that are easily accessible will be a significant factor in attracting tourists.

### Developing products and services that support the sustainability of ecotourism

Local communities must be enabled to engage in entrepreneurial, creative, and innovative activities. By empowering local communities, they can develop new processing techniques for natural resources, thereby creating high-added value. This, in turn, empowers the community and generates new jobs, which also encourages the success of ecotourism planning.

In accordance with the Regional Regulation of East Java Province Number 4 of 2022 concerning the Empowerment of Tourism Villages, article 10, Samar Village is included in the pilot village category. This aligns with the criteria set forth in Article 11, which include: 1) planned tourism is still in the form of potential that can be developed into tourist destinations; 2) the development of infrastructure facilities is still limited; 3) tourists are still few and the village is dominated by the surrounding community; (4) low awareness of the tourism potential among this community; (5) assistance from related parties is required; (6) the utilization and management of tourism villages remains local in nature. Consequently, a strategy is required to facilitate the development of Samar Village tourism and ensure a significant positive impact on the surrounding community. To this end, this study combines SWOT analysis and elements of proprietary management [12] to serve as guidelines for analyzing a problem

Table 3. Results of SWOT Analysis (Source: Data processing from researchers)

	S Strength	W Weakness	O Opportunity	T Threat
Man	Community members have cow's milk farming skills	<ul style="list-style-type: none"> <li>Community does not have knowledge related to village tourism</li> <li>The community does not have the awareness to take part in tourism development activities</li> <li>Community does not have a tourism awareness community</li> <li>Community does not have knowledge and certificate of competence related to citrus farming</li> </ul>	<ul style="list-style-type: none"> <li>Community cooperation and participation can be improved through empowerment</li> <li>Community knowledge related to milking and milk processing can be utilized for edutourism</li> </ul>	There is potential for incompatibilities between communities regarding the implementation of village tourism.
Money		Development and management only come from village funds	<ul style="list-style-type: none"> <li>Submitting proposals with related agencies, other institutions, or in collaboration with non-governmental</li> </ul>	<ul style="list-style-type: none"> <li>Pandemic causes reduced supply</li> <li>No specific budget for tourism development by</li> </ul>

			<ul style="list-style-type: none"> <li>organizations and private companies</li> <li>▪ Income from tourist arrivals</li> </ul>	Samar Village in 2023
Mother Nature	<ul style="list-style-type: none"> <li>▪ Hilly typology supports agritourism</li> <li>▪ Large and cool area</li> </ul>	<ul style="list-style-type: none"> <li>▪ Citrus plants in agritourism reduced from 1000 to 800 trees</li> </ul>	<ul style="list-style-type: none"> <li>▪ Collaborate with Forest Village Community Organization and Forest Farmer Group</li> </ul>	
Method	<ul style="list-style-type: none"> <li>▪ Empowerment from NGOs</li> <li>▪ Collaboration with agencies allows for solutions related to tourism development strategies</li> </ul>	<p>There is no structure or stakeholder that specifically handles Samar Village tourism</p>	<ul style="list-style-type: none"> <li>▪ Agro-tourism area can still be planted with oranges (regeneration of orange trees)</li> <li>▪ Agritourism land can be planted with other plants</li> </ul>	<p>Competition with other adequate village tours</p> <p>Citrus</p>
Material	<ul style="list-style-type: none"> <li>▪ Citrus</li> <li>▪ Orange statue</li> <li>▪ Dairy milk</li> </ul>	<ul style="list-style-type: none"> <li>▪ Citrus production is reduced (many trees have no fruit)</li> <li>▪ Supporting facilities such as roads are still a lot damaged</li> <li>▪ There are no road signs in the tourist area</li> </ul>	<ul style="list-style-type: none"> <li>▪ Regeneration of citrus trees</li> </ul>	<ul style="list-style-type: none"> <li>▪ Citrus tree regeneration requires a long-term</li> </ul>
Marketing	<ul style="list-style-type: none"> <li>▪ Promotional videos have been made in collaboration with educational institutions through the students' community engagement activities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Does not yet have a special social media for each tourist attraction</li> </ul>	<ul style="list-style-type: none"> <li>▪ Tourist village trends that can be utilized so that many tourists visit</li> <li>▪ Collaboration with KKN students allows collaboration on promotional strategies</li> </ul>	

## 2. Citrus Agrotourism Development Strategy

Based on the SWOT results, the suggestion for tourism development is presented in Figure 3.



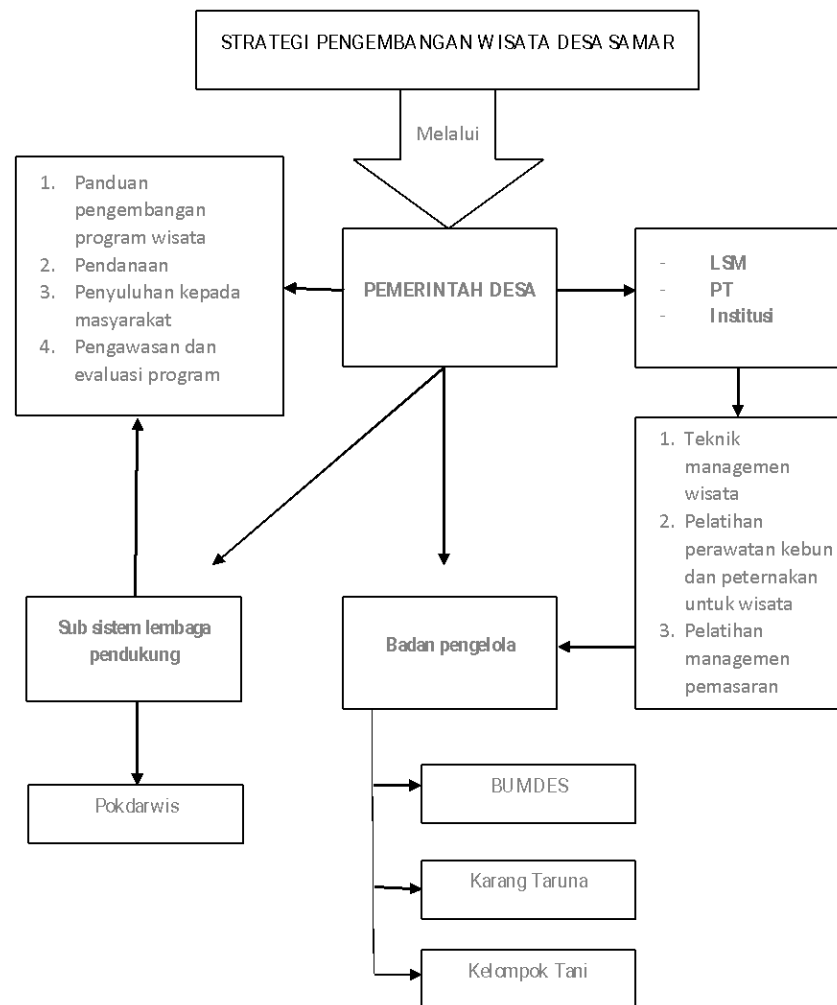


Figure 2. Development Stages of Samar Village

The initial stage that must be undertaken is the formation of a village tourism management body and the associated sub-systems. The tourism management body can initially be constituted from the village-owned enterprises, which have been the tourism manager since the outset, with the village subsequently involving youth organizations and farmer groups. As youth organizations comprising young people, they will be more active in taking the initiative and demonstrating creativity in the execution of management functions. In particular, the involvement of village youth, who are currently unemployed, is a strategy to address this issue. The involvement of youth in the tourism program also serves as an effort to overcome unemployment. Meanwhile, farmer groups are involved to ensure that citrus gardens in agro-tourism can flourish. Despite the perception that community involvement is lacking, this can be the first step in the development of a tourist village at the pioneering level. This is because some people may not yet have the awareness to voluntarily help develop village tourism. Consequently, the government must establish a network of stakeholders who can spearhead the advancement of village tourism. Once tourism has commenced to flourish and generate profits, the

government can commence involving the local community by offering them the prospect of income as a tour manager.

In addition, the Samar village government must also revitalize the institutional subsystem in the form of a tourism awareness group. The tourism awareness group serves as a regulatory body, ensuring that the tourism management body fulfills its obligations. Furthermore, Pokdarwis is obliged to seek information that supports tourism development by cooperating with inter-village Pokdarwis, especially with villages whose tourism has developed well. Moreover, Pokdarwis serves to introduce and utilize the tourism potential of the village to the community, as well as formulate policies pertaining to the advancement of village tourism assets [20]. Once the management body and institutional subsystem have been established, the Samar Village government can engage in collaborative efforts with NGOs, private companies (PT), and academic institutions, such as universities, to develop the human resources of the village tourism management body. If these three steps are successfully executed, Samar Village can then proceed with further initiatives related to marketing and enhancing tourism facilities.

The subsequent phase of the process may be initiated with an emphasis on tourism marketing. The Ministry of Tourism and Creative Economy of the Republic of Indonesia has identified four key elements in the marketing of village tourism, which they refer to as the 4Ps, comprising place, product, price, and promotion. These four elements must be considered in a balanced manner to ensure the success of any marketing strategy.

### **Short term strategy**

The typology of citrus agro-tourism is hilly, with an area of approximately 2 hectares. The area is suitable for a variety of uses, including plantation areas for orange-picking tours, as well as events that can attract visitors. The normalization of post-pandemic activities has led to a resurgence of community engagement in social activities, which has in turn generated a multiplier effect across various fields, particularly the economy [7]. Social activities can be accommodated through events such as concerts or festivals. The provision of concerts or festivals will have a socio-economic impact on Samar Village tourism, although this impact will be confined to the period of the concert or festival itself. Consequently, concerts and festivals may serve as a preliminary step towards the introduction of tourism in Samar Village. The Samar Village Government may propose collaboration with companies through Corporate Social Responsibility (CSR) initiatives or other avenues. One of the trending festivals is the run festival. The village's hilly topography could be utilized as a run festival route.

### **Long term strategy**

Liao and Dai (2020) demonstrate in their research that one of the factors influencing tourism is the presence of values and cultural collective memory. Cultural collective memory is not solely related to tradition or history; rather, tourists can play an active role in the construction of collective memory. Therefore, the development of Samar Village tourism can be initiated by establishing values that facilitate the formation of cultural collective memory. Samar Village must possess a value that enables the public to associate it with the village upon hearing that value. One such value could be the agro-tourism initiative, which could be modified to include a culinary market accompanied by a cooking learning tour. This modification will ensure that the village's agro-tourism initiative remains relevant

and attractive to tourists. In addition, to introduce the new value of agritourism, managers can utilize social media for branding purposes. However, it is essential to note that social media branding must be adjusted to the specific algorithm of the social media platform. For instance, with TikTok, the content must be uploaded as often as possible, given the rapid pace of change in trends on this platform. Conversely, when using Instagram, it is crucial to prioritize followers, as Instagram aims to present the most relevant content to a specific user base [2]. This implies that Instagram followers are more loyal than TikTok users. Consequently, the content on Instagram can be uploaded with greater frequency between one post and another without issue. Repeated promotion over an extended period will foster brand recognition for village tourism and contribute to the formation of a collective cultural memory.

## CONCLUSIONS

Samar Village has natural potential and local knowledge that can be utilized for tourism activities. Although some support for this initiative has been expressed by non-governmental organizations, institutions, and the government, it remains limited in number. Furthermore, the structure and management system of tourism is not yet efficient or effective, and public awareness of the need to participate in development is still low. Therefore, planning related to good management is needed. The initial step is to identify the stakeholders who will be responsible for implementing the program. These stakeholders play a pivotal role in determining the program's success or failure. Even if the program has been developed with meticulous calculations, it will remain ineffective if there are no stakeholders who are willing to implement it. Consequently, the initial and urgent task is to determine the individuals or entities responsible for the tourism program in Samar Village. Once this has been accomplished, the village can begin to develop its tourism potential. This may entail holding culinary events or concerts or utilizing intensive and sustainable social media platforms for marketing. Once this strategy has been implemented, further research can focus on evaluating the management and development of new rides.

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