

**STRENGTHENING COMMUNITY INVOLVEMENT:  
AN IN-DEPTH EXPLORATION OF THE COMMUNITY-  
BASED TOURISM (CBT) APPROACH**

**IN LAMAJANG TOURISM VILLAGE, BANDUNG REGENCY**

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**Abstract**

*One of the challenges in realizing community-based tourism villages is the lack of experience among local communities in tourism activities' development and management. Therefore, a comprehensive approach based on Community-Based Tourism (CBT) is needed. Lamajang Tourism Village, known for its cultural tourism potential, is developing its natural tourism. This research aims to assess and evaluate the readiness of community participation to manage tourism potential to become a quality, attractive, and sustainable tourism product. The research method used in this study is a descriptive qualitative approach. Data collection techniques consist of spatial and field observations, interviews with various tourism stakeholders and local community figures, and analysis of policy documents of the Bandung Regency government. The assessment framework and indicators are in the Handbook on Community-Based Tourism: How to Develop and Sustain CBT. This research generates several conclusions and recommendations, including the need for evaluation and optimization in particular stages of the CBT approach to advance Lamajang village, which is still considered an initial phase of tourism village, towards a developing/independent tourism village.*

**Keywords:** *community-based tourism, indigenous village Cikodang, Lamajang village*

## INTRODUCTION

The tourism potential in Lamajang Village includes various activities, such as exploring natural landscapes, visiting cultural and historical sites, trying traditional cuisine, and participating in local cultural events, like traditional ceremonies. Additionally, the village has the opportunity to develop community-based homestays and other accommodations, allowing tourists to have authentic experiences and immerse themselves in the daily life of the local community. The presence of the Cikondang indigenous village drives the establishment of Lamajang Tourism Village. Lamajang Tourism Village is known for its cultural heritage, including traditional villages and intangible aspects, such as traditional ceremonies. Since 2011, Lamajang Tourism Village has been developing nature-based tourism attractions (Pemerintah Desa Lamajang, 2022; Keputusan Bupati Bandung No. 556/Kep.770-DISBUDPAR/2022, 2022). However, the full potential of tourism in Lamajang Village has not been realized due to limitations in infrastructure and accessibility, which pose challenges to tourism development. Based on the Lamajang Village profile document for 2022, out of the total population of 11,813 in Lamajang, 3,600 individuals do not have a permanent source of income, despite 6,286 individuals falling within the productive age group of 18-56 years old. Surprisingly, more than 35% of this group is unemployed or not engaged in work (Pemerintah Desa Lamajang, 2022).

These findings emphasize the significance of addressing the challenges of unemployment and underutilization of human resources in the village. To respond to these challenges, community-based tourism (CBT) is a critical approach in Lamajang's tourism development. CBT involves active participation from the local community in managing and utilizing the available tourism resources in their environment. By engaging the community in decision-making, management, and marketing of tourism products, CBT aims to improve the well-being of residents, promote environmental conservation, and preserve cultural heritage (Hamzah & Khalifah, 2009). Through CBT, Lamajang can unlock the potential of its tourism resources, addressing the issue of unemployment, and foster sustainable development in the village.

In Lamajang Tourism Village, the local traditional rules bind the community to obey and serve as guidelines to manage resources and the environment. These efforts are the foundation of community life and activities to maintain local cultural heritage (Ramdhan et al., 2015). The concept of CBT can contribute to the natural resource's preservation, improve the local community's economy, and achieve community aspirations for welfare. It also enhances respect for local cultural heritage and fosters a sense of identity and pride among the local community through increased tourism activities. Additionally, CBT encourages the development of a sustainable tourism sector (Arum et al., 2022; Setyaningsih, 2010). CBT goes beyond partnerships between tourism businesses and communities. It involves community and external support for small tourism businesses such as homestays, culinary tours, cultural tourism, and nature tourism, which dedicate to improving shared prosperity through community projects. This approach ensures that the benefits of tourism are distributed more equitably and sustainably (ASEAN Secretariat, 2016; Healey, 2016; Mowforth & Munt, 2015).

According to the ASEAN Secretariat (2016), the principles for implementing CBT are involving and empowering the community, establishing partnerships with stakeholders, attaining a recognized reputation, enhancing social welfare, implementing fair profit-sharing mechanisms, strengthening ties with local economies, respecting local culture, conserving natural resources, enhancing tourist experiences, and aiming for financial independence through strategies like developing MSMEs and effective revenue management. The new paradigm introduces principles that support and promote self-reliance, autonomy, and community empowerment (Yanes et al., 2019). Community participation, empowerment, transparency, fairness, equity, and equality integrate into national regulations and development strategies (UNEP & UNWTO, 2005). The Indonesian government implemented the National Program for Community Empowerment (PNPM Mandiri) from 2010 to 2014 to develop tourism villages to alleviate poverty. This initiative aims to leverage natural resources and local culture as regional tourism assets, with the local community as the focal point of tourism activities. This approach aligns with the concept of CBT (Manaf et al., 2018). Thus, CBT applies in various tourism villages in Indonesia, including Lamajang Village.

Considering the unique assets of Lamajang, such as its natural environment, infrastructure, facilities, and cultural heritage, cooperation and involvement from the local community are essential for accessing and developing these resources sustainably. By actively involving the local community in tourism management, Lamajang aspires to foster positive interactions between tourists and residents, establish strong community participation and control over tourism activities, and raise awareness about environmental preservation and local culture (Yanes et al., 2019). Community participation acts as a driving force to protect the environment and preserve cultural heritage, leading to increased tourism-related income. By aligning tourism development plans with the overall socioeconomic development of the community, the feasibility and longevity of projects can be enhanced (Okazaki, 2008). In practice, CBT is not easily realized. Challenges in establishing a community-based tourism village include the lack of experience among the local community in tourism development and management, as well as their dependence on external actors (Tolkach & King, 2015). Therefore, a comprehensive approach based on CBT is necessary. The benefits of the CBT approach include assisting the local community in generating income, diversifying the local economy, preserving culture, conserving the environment, and providing educational opportunities (Hamzah & Khalifah, 2009).

It is crucial to engage the local community, preserve the authenticity of the local culture, and promote sustainable tourism practices to apply CBT principles effectively in Lamajang tourism village. Transparent management is achieved by involving and empowering the community and establishing partnerships with relevant stakeholders. Respecting local traditions and customs maintains social welfare and human dignity. Strengthening ties with local and regional economies contributes to the development of the community, while conserving natural resources aligns with CBT's focus on environmental conservation. By enhancing interactions between tourists and the local community, Lamajang can improve the quality of tourist experiences. Ultimately, aiming for financial independence ensures the long-term viability of tourism projects in Lamajang (ASEAN Secretariat, 2016; Okazaki, 2008). Through planning and management, CBT can improve

the quality of life for residents, enhance respect for local culture, and preserve biodiversity (Gurung & Seeland, 2008; Lepp, 2007; Sebastian & Rajagopalan, 2009).

This study aims to assess and evaluate the readiness of community participation in managing tourism potential and transforming it into quality, attractive, and sustainable tourism products by using spatial analysis and social inventory as part of the CBT development process. Spatial analysis involves assessing spatial interactions, networks, connectivity, and patterns within the location to identify potential tourism resources and their spatial relationships. This approach goes beyond traditional tourism assessments by considering the spatial dynamics and connections that can enhance the tourism experience in Lamajang Village. Furthermore, the social inventory component of the methodology delves into the local community's culture, livelihoods, and local wisdom. This aspect recognizes the importance of understanding the social fabric and unique characteristics to develop appropriate and sustainable tourism activities. By conducting a comprehensive social inventory, the research can capture the essence of the community and ensure that tourism development aligns with their values, aspirations, and traditions. By incorporating these innovative approaches and methodologies, the research aims to contribute to community-based tourism by providing insights and practical recommendations for the sustainable development and management of Lamajang Village as a tourism destination.

## **METHODOLOGY**

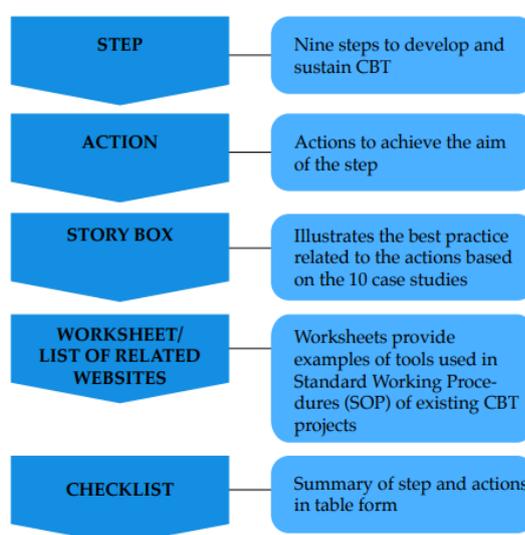
This research employs a qualitative descriptive method to explore and understand the meanings to the issues within the research context (Sugiyono, 2020). The research process involves posing questions to informants, collecting specific data from various sources, analyzing the data, and interpreting the findings (Creswell, 2008). The primary data was through direct field observations and in-depth interviews with key informants in Lamajang Tourism Village. The selection of informants is purposive and snowball sampling based on their expertise and involvement in the field. The key informants include the Village Head (Yusep Kurnia, S.H.), the Chairman of the Village Tourism Working Group for the year 2023 (Fattah Saefulloh, S.Hut.), influential figures in the Cikondang Indigenous Village of Lamajang such as the caretaker of Cikondang Indigenous Village (Abah Anom), and representatives of the youth group involved in the management of Lamajang Tourism Village. Additionally, secondary data was from documentation sources such as social media, journals, and policy documents.

The data analysis follows a framework and indicators derived from the Community-Based Tourism approach as referenced in the "Handbook on Community Based Tourism: How to Develop and Sustain CBT" (Hamzah & Khalifah, 2009) and the results of case study analysis in research conducted by Nair and Hamzah (2015). The frameworks and indicators identify the issues and challenges in managing Lamajang Tourism Village. Nine recommended steps are for developing and sustaining community-based tourism. Furqan (2021a, 2021b) suggests an additional step that can complement and serve as the first step in CBT development and sustainability, as seen in Table 1. The steps for developing and sustaining CBT are as follows:

**Table 1.** 10 Steps to Develop and Sustain CBT

<b>Developing the CBT</b>	1	Tourism Potential of the Location
	2	Community Needs and Readiness for Tourism
	3	Tourism Education Enhancement in the Community
	4	Influential Figure as Local Community Leader
	5	The Development of Community Organization
<b>Sustaining the CBT</b>	6	Partnerships
	7	Adoption of Integrated Approach
	8	The Planning and Design of Tourism Products
	9	Market Demand and Develop Marketing Strategy
	10	Project Implementation and Performance Monitoring

Source: Furqan, 2021a, 2021b; Hamzah & Khalifah, 2009



**Figure 1.** Flow of Information in Handbook

Source: Hamzah & Khalifah, 2009

The 10 Steps to Develop and Sustain CBT in Table 1 are an approach to developing and maintaining the sustainability of CBT. As seen in Figure 1, each step includes actions to achieve its goals. In this study, the steps assess the existence of Lamajang tourism village development. Therefore, the activities were into questions, and the worksheet was transformed into checklist questions posed to the informants, aiming to depict the stages of CBT development and the steps to maintain its sustainability. The information obtained from the informants will be analyzed using descriptive narrative analysis. The findings, providing an overview of CBT implementation through the ten steps of CBT, will be contrasted with existing literature, including the referenced handbook on Community-Based Tourism: How to Develop and Sustain CBT. The results of this analysis will illustrate the extent to which the stages in CBT implementation. The research aims to provide insights into the specific issues related to the implementation of community-based tourism in Lamajang and offer recommendations for effectiveness of tourism village management.

## FINDINGS AND DISCUSSION

The findings of this research are described by the stages outlined in the Community-Based Tourism Development Guidelines Handbook (Hamzah & Khalifah, 2009), aiming to identify the extent of community roles and performance in the implementation of the CBT approach in developing Lamajang Tourism Village and the specific issues that arise as challenges:

### *Identifying The Tourism Potential of the Location*

Lamajang Village is in Pangalengan Sub-district, Bandung Regency, with a total area of 1,417.09 hectares. Figure 2 shows the border of Lamajang Villages: Cimaung Sub-district to the north, Pulosari Village to the south, Cimaung Sub-district and Pasir Jambu Sub-district to the west, and Tribaktimulya Village and Cimaung Sub-district to the east. To reach Lamajang Village from the city center of Bandung, one can take the toll road via Pasteur Toll Gate - Soreang Toll Gate and Banjaran - Soreang Highway, which directly connects to Bandung - Pangalengan Highway, with a total travel time of approximately sixty to ninety minutes.

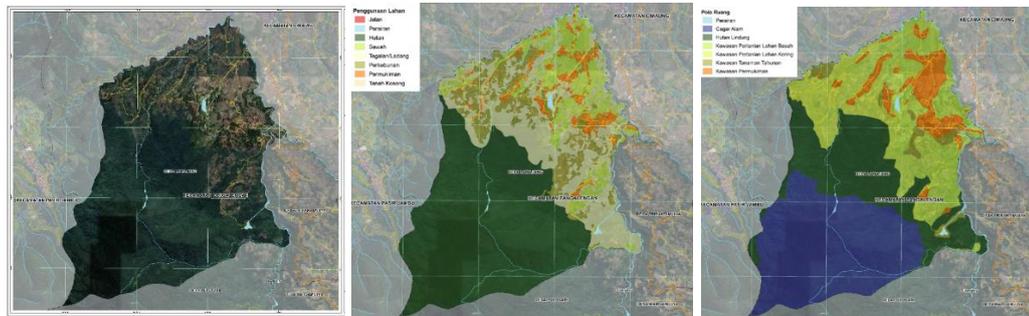


**Figure 2.** Lamajang Village Accessibility

Source: Author's Analysis, 2023

The land use in Lamajang Village, based on the primary map of Pangalengan Sub-District in 2019 from the Department of Public Works and Spatial Planning of Bandung Regency in Figure 3, includes 708.29 hectares of forest areas, 317.89 hectares of horticultural fields, 165.71 hectares of rice fields, 146.84 hectares of plantations, 63.07 hectares of rural settlements, and the remaining 15.28 hectares consist of water bodies, utilities, and vacant land. It indicates forests and primary cultivation activities, such as agriculture, dominate the natural landscape in Lamajang Village. Referring to the regional government's policies through the Bandung Regency Spatial Planning Plan for the period

2016-2036, Lamajang Village has been designated as an Environmental Service Center (PPL) to support agricultural tourism (agrotourism) cultivation activities and settlements for Pangalengan Sub-District, which is a Local Activity Center (PKL) in Bandung Regency (Perda Kab. Bandung No. 27, 2016).



**Figure 3.** Administrative Map of Lamajang Village, Pangalengan District, Bandung Regency, Land Use Map of Lamajang Village, and Spatial and Regional Planning Map in Lamajang Village  
Source: Base Map Processing Result of Pangalengan District, DPUTR Bandung Regency, 2019

Additionally, Lamajang is part of the Pangalengan Regional Tourism Destination (DPD). DPD Pangalengan offers various tourist attractions, including the Situ Cileunca area. The Situ Cileunca is a Strategic Regional Tourism Area with potential accommodation services and investment development in service-related activities such as restaurants, cafes, and agribusiness. It presents an opportunity for Lamajang Village as a tourist village serving as the gateway to DPD Pangalengan. It highlights the influx of tourism travel from Bandung City (a center for government, trade, education, and urban settlements), the Eastern Bandung region (a center for residential and industrial activities), and the integrated-urban area of Soreang (a center for government, residential, and trade activities) can serve as a catalyst for the development of Lamajang Village as a tourist destination. However, the Bandung-Ciwidey Railway Reactivation program rise a particular threat, which aims to stimulate the growth of the Pacira DPD (Pasir Jambu, Ciwidey, and Rancabali) as a prominent tourism destination in South Bandung. The proximity of Pacira DPD to Lamajang Village and DPD Pangalengan makes it a strong competitor in attracting tourist visits (Perda Kab. Bandung No. 4/2019, 2019).

#### *Assessing Community Needs and Readiness for Tourism*

It is essential to consider the preservation of cultural values, the sustainable development of agricultural activities, and the conservation of natural resources to assess community needs and readiness for tourism in Lamajang Village. Balancing tourism growth with the preservation of the village's cultural heritage and existing assets will ensure a sustainable and harmonious future for Lamajang Village as a tourism destination.

The livelihoods of the residents of Lamajang Village on agricultural work, with the composition consisting of 26.30% farmers, 61.31% agricultural laborers, 10.36% involved in household industries, and 0.95% engaged in poultry and sheep farming (Pemerintah Desa Lamajang, 2022). The previous generation's ownership of agricultural land, as their average asset, influences these occupations. However, the Chairman of the Village Tourism

Working Group for 2023 stated that agriculture is now a component of the tourism packages in Lamajang Tourism Village. Lamajang Village possesses highly fertile land, with varied topography suitable for rice cultivation, horticulture, coffee plantations, and perennial crops in highland areas seen in Figure 4. The abundance of natural resources supports the potential development of agrotourism (agricultural-based village tourism) as an educational tourism initiative offered by Lamajang Tourism Village.



**Figure 4.** Agrotourism Potential of Lamajang Village  
Source: Author's Observation, 2023

Figure 5 illustrates that Lamajang Village was a tourism village primarily due to the presence of Cikondang Cultural Village, which holds unique local cultural values. Cikondang Cultural Village showcases the Sundanese people's deep-rooted cultural values and ancestral traditions. It encompasses various elements such as traditional houses, sacred forests, ancestral tombs, traditional gardens, rice fields, Saung Lisung (rice pounding place), and Bale Paseban (community gathering place). The Cikondang Cultural Village has a history of approximately 370 years, starting with 60 houses. However, a severe fire in 1942 destroyed it, leaving only one house standing. Currently, the houses as storage for tools, ritual harvests, and ancestral prohibited items, as shared by the caretaker and local community figures in interviews.



**Figure 5.** Indigenous Village Cikodang  
Source: Google Images, 2023

The indigenous community preserves and manages Cikondang traditional houses based on a cultural-philosophical heritage, as explained by Abah Anom, the caretaker of Cikondang Indigenous Village. They follow the "Long must not be cut. Short must not be extended. Shape and size must not change," which signifies gratitude for God's blessings. The sacred prohibitions and ancestral mandates aim to preserve the cultural and natural heritage left by ancestors. The unique stories and charm of Cikondang Cultural Village attract tourists to Lamajang Village, where tourism activities have thrived. The Head of Lamajang Village emphasizes the importance of preserving cultural values and not overshadowing the village's existing assets. The community's participation in the annual Cikondang traditional ritual event is a tourist attraction. It increases every year. Notable aspects that captivate tourists during these activities include:

### Cikondang Traditional Ritual

The traditional rituals in Cikondang Village are a form of gratitude or thanksgiving ceremony for the blessings bestowed upon the community (including agricultural produce and water resources) seen in Figure 6. The various traditional rituals in Cikondang Village include Wuku Taun, the vibrant celebration that spans from the 1st to the 14th of Muharram, culminating in a grand thanksgiving ceremony on the 15th of Muharram. During this period, the local community comes together to prepare hundreds of cone-shaped rice dishes called "tumpeng," using rice harvested from their traditional rice fields. The festivities include collective prayers and a joyous sharing of food; Hajat Paralon, an enchanting celebration, revolves around the abundant water resources that sustain the community. One of the ceremonies takes place in the spring, located behind the traditional house. The community gathers to express their gratitude for the precious water that nourishes their lives, and they celebrate its significance through various rituals and festivities; Hajat Solokan, conducted on the last day of the month of Muharram as an expression of gratitude to nature for the flow of "solokan" (irrigation canals) that sustain the villages, including agricultural activities.

*“These traditional rituals reflect the community's deep respect and gratitude towards nature and the blessings it provides. They offer a unique cultural experience for tourists and contribute to the overall appeal of Lamajang Village as a tourist destination.”* (Abah Anom, personal communication, 2023).



**Figure 6.** Cikondang Traditional Rituals

Source: Archive of the Management of the Lamajang Tourism Village, 2023

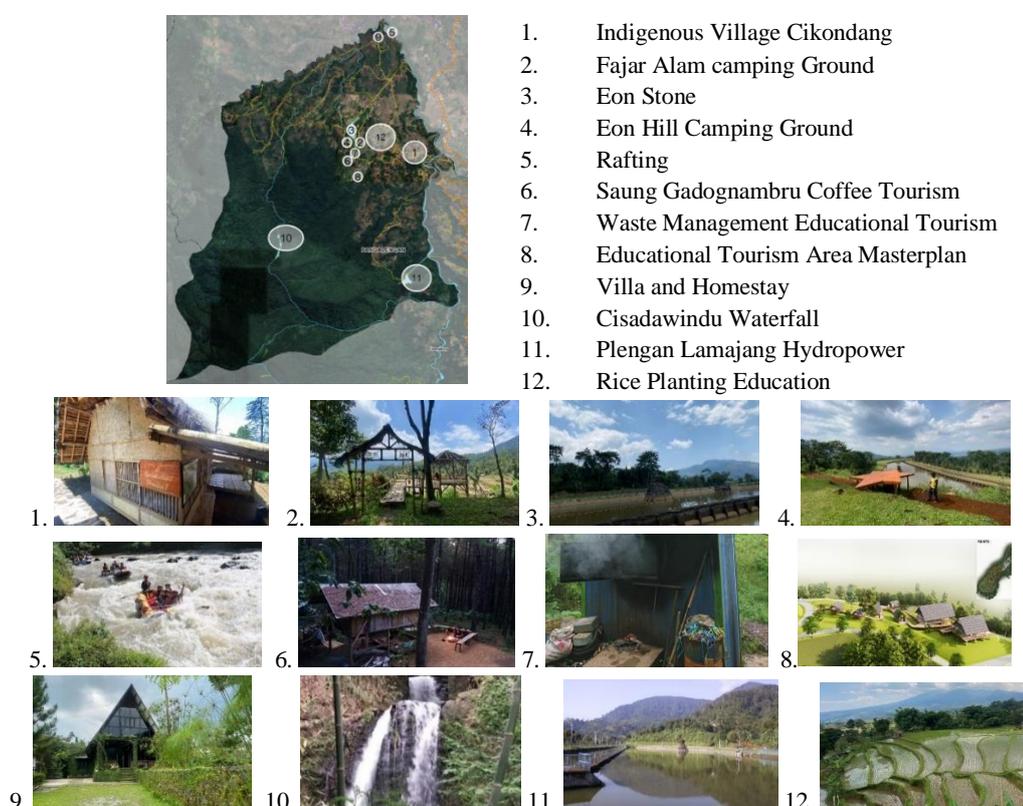
### *Traditional Cuisine of Cikondang*

The traditional cuisine of Cikondang is prepared and served to be shared and enjoyed together by the community during the rituals such as the tumpeng. The ingredients used in these dishes come from the agricultural produce of the traditional rice fields (with half of the harvest used as capital for farming and the other half for ritual activities), as well as contributions from the community and guests.

### *Traditional Arts*

Cikondang Village preserves various traditional Sundanese arts, including the Karinding musical instrument, Dogdog Reog art, Singa Depok art, Pencak Silat martial arts, Tarawangsa art (expressing gratitude for bountiful rice harvests), and Beluk art (Sundanese poetry often performed during celebrations and to welcome newborns).

The readiness of Lamajang Village for tourism through its tourism activities aimed at introducing local potential and conserving the environment. The water resources of Lamajang Village come from springs and the surface water of the Cisangkuy River, originating from Mount Tilu. Water uses for daily needs and irrigation of the community's rice fields, gardens, and farmlands. Through the Village-Owned Enterprises (BumDes), people have utilized the Cisangkuy River for tourism activities such as rafting, although currently, it is inactive due to management challenges. This situation encourages all elements in Lamajang Village to safeguard their water resources due to their dependence on the available water. Figure 7 shows the distribution of potential- and supporting facilities for tourism in Lamajang Village.



**Figure 7.** Tourism Potential Distribution Map  
 Source: Author's Observation and Analysis, 2023

*Assessing Tourism Education Enhancement in the Community*

Various measures have been taken to support the sustainability and development of Lamajang Tourism Village. Some documentation from the Management of Lamajang Tourism Village shows that the local government of Bandung Regency, in collaboration with the Department of Culture and Tourism with academic institutions, has organized technical guidance sessions for tourism village management and community members, as seen in Figure 8. These sessions aim to provide education and training on various aspects of tourism.



**Figure 8.** Technical Guidance and Counseling Activities at Lamajang Tourism Village  
Source: Archive of the Management of the Lamajang Tourism Village, 2023

Furthermore, workshops promote the interpretation of cultural arts, assist tourism awareness groups (pokdarwis), provide training on promotional souvenirs, and raise awareness among the community about tourism development. These activities educate the community about the harmonious coexistence of tourism and farming activities which are the local economic backbone. The focus is on promoting educational tourism experiences, such as rice planting and coffee tourism, while emphasizing the importance of cultural preservation in Lamajang Village. Through these initiatives, the community is educationally prepared and equipped with the necessary knowledge and skills to engage with the tourism industry. The aim is to ensure that tourism development in Lamajang Village benefits both the local economy and cultural heritage while maintaining a sustainable balance with existing agricultural practices.

#### *Identifying Influential Figure as Local Community Leader*

Leadership and organization play a crucial role in the success of CBT. This step systematically falls in the final stage of the five-step CBT development process and is essential for long-term sustainability. In Lamajang Tourism Village, Interviews identified the local champion, as seen in Figure 9. The Chairperson of the Tourism Village Working Group (Pokja Desa Wisata) was appointed as the Local Champion/Leader due to their dedication, commitment, and enthusiasm in driving tourism activities in Lamajang Tourism Village.



**Figure 9.** Interviews conducted to identify the local champion  
Source: Author's Observation, 2023

They have taken initiatives, such as initiating the development of the Fajar Alam tourist attraction as an enhancing means of the tourism appeal in Lamajang Village, using self-funded resources due to the limited allocation of funds provided by the village government for Lamajang Tourism Village. Furthermore, the Chairperson has over eleven years of experience in the management of Lamajang Tourism Village and has contributed to the inclusion of Lamajang Village in the list of the top fifty tourism villages in Bandung

Regency in 2011, making him the most competent figure to lead the tourism village management. However, the position and role of the Chairperson are still considered weak due to their limited involvement in the village administration. Meanwhile, the main factor in obtaining sustained support from the community lies in the presence of a strong and respected leader (Hamzah & Khalifah, 2009).

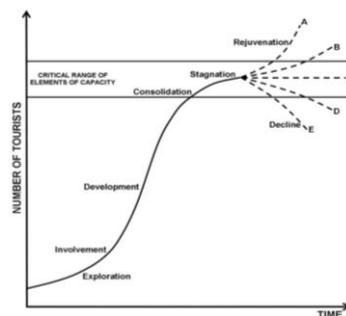
*Identifying the Development of Community Organization*

Based on the Handbook on Community Based Tourism: How to Develop and Sustain CBT, if leadership and organizations fail to innovate and adapt the existing product as it evolves and matures, CBT projects may undergo a decline phase within their life cycle (Hamzah & Khalifah, 2009). The varying perspectives among stakeholders highlight the need for destination managers to identify the stage of tourism development and effectively plan and manage destination resources to enhance community attractiveness (Lundberg, 2015; Ngo et al., 2018). Tourism planning that involves community participation aims to achieve multiple objectives (Lee, 2013; Ramkissoon et al., 2013). It seeks to identify future possibilities and options for tourism development within the community, while examining potential impacts to ensure sustainability. Moreover, people’s genuine preferences are considered in decision-making processes, recognizing their influence on their own lives and environments. Therefore, it is essential to conduct an assessment of organizational development stages. It achieves by observing the position of the Lamajang tourist village in its life cycle and examining the organization's presence and contributions to the surrounding community.

Tourism Product Cycle

*Stage 1: Community Organization in the Initial Phase of CBT*

From its designation as a pilot tourism village in 2011 to its latest designation in 2022: the village's status is still considered in its initial phase. The competitiveness of Lamajang village as a tourism village is relatively low compared to other tourism villages such as Baros Village, which was recently designated but has shown more development, and Alam Endah Village, which was a tourism village along with Lamajang village in 2011 and now classified as an advanced tourism village.



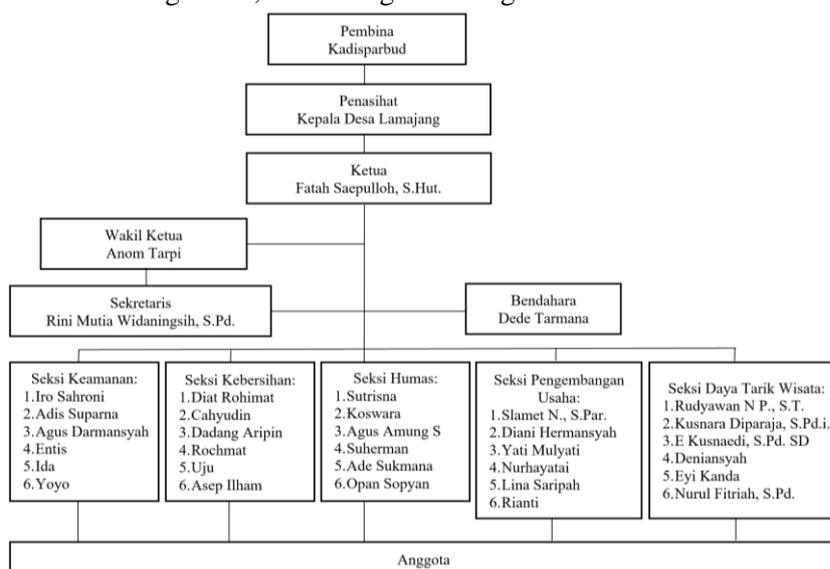
**Figure 10.** *Tourism area life cycle model*  
 Source: Butler, 1980; Furqan, 2021a

When depicted using the tourism life cycle model in Figure 10, Lamajang is in the development stage, which has not progressed significantly since 2011. One of the

contributing factors is the limited visibility of the tourism village organization's role and performance, as highlighted by the testimonies of the village tourism administrators regarding the lack of synergy among the village government, the tourism village working group, the youth organization (karang taruna), and the Family Welfare Programme (PKK) in managing the tourism village.

*Stage 2: Community Organization as CBT Project Matures*

In nature tourism development to support its cultural tourism, Lamajang village has involved several members with competence in the tourism field, such as those experienced in travel agencies, in forming its management team.



**Figure 11.** Lamajang Tourism Village Organizational Structure as written in Lamajang Village Profile Book  
 Souce: Lamajang Village profile document, 2022

Figure 11 depicts the Organizational Structure of Lamajang Tourism Village, as presented in the Lamajang Village Profile Document. It indicates the seriousness of the management team in setting realistic targets and making efforts to achieve them.

**Identity Role of CBT Organization**

The existence of CBT organizations can be indicated by their roles in Empowering Women and Youths, Formulating a Common Vision but Realistic Targets, and Nurturing an Anti-Handout Mentality:

*Empowering Women and Youths*

As depicted in Figure 12, in addition to the active participation of women and youth in the management of Lamajang Tourism Village, their contributions are also evident in traditional ceremonial activities. Moreover, the tourism village management offers women the chance to establish culinary businesses. Similarly, the involvement of youth from Lamajang Village is notable in various traditional ceremonial performances and tourist attractions management, including the development of the camping ground area in Bukit Eon. These observations suggest that while job opportunities may be relatively limited for

women and youth during the early stages of the CBT project, entrepreneurial prospects have been sufficiently generated.



**Figure 12.** Involvement of women and youth in the management of the Lamajang tourism village  
Source: Author's Observation and Archive of the Management of the Lamajang Tourism Village, 2023

#### *Formulating a Common Vision but Realistic Targets*

The willingness of the tourism village management to continue learning by attending training programs and conducting benchmarking visits to outstanding tourism villages such as Pongoh, Pentingsari, Nglangeran, and other tourism villages in Bandung Regency, like Alam Endah, is meaningful. Additionally, Lamajang Tourism Village seeks professional assistance to create a future master plan, as seen in Figure 13, for the development of the village, which includes mapping the existing natural potentials. This planning effort not only indicates realistic goals and targets but also serves as a catalyst to inspire community members to contribute more actively to the management of Lamajang Tourism Village.



**Figure 13.** Future Master Plan for the Development of the Village Tourism Activity  
Source: Archive of the Management of the Lamajang Tourism Village, 2023

#### *Nurturing an Anti-Handout Mentality*

Based on statements from the representatives of the youth group involved in the management of Lamajang Tourism Village, there is still a stigma in the community regarding the image of "tourism villages" as merely seeking government assistance funds. Insufficient allocation of funds from the village government for tourism village development is one of the challenges faced in Lamajang Tourism Village. However, the tourism village management, initiated by the village head, has borrowed a certain amount of capital to develop one of the tourist attractions, namely Fajar Alam Camping Ground, as a primary source of income alongside cultural tourism as the Lamajang Tourism Village awareness group has begun to shift from the development of cultural tourism in the indigenous village to promoting the development of nature tourism in the surrounding area.

*Identifying Partnerships*

As the CBT project develops, expanding the market segments becomes crucial. The core of efforts to enhance competitiveness is the establishment of partnerships with key stakeholders. In the development of Lamajang Tourism Village, various forms of collaboration among stakeholders are government, private sector, academics, and media. However, according to the statements of the village tourism management, there has been no collaboration with Non-Governmental Organizations (NGOs), indicating a gap in building partnerships. On the other hand, academics play a role through training, workshop assistance, socialization, the creation of information boards, and promotional videos conducted by several universities such as UNPAS, UNISBA, UNPAR, etc.



**Figure 14.** The form of cooperation with PT Indonesia Power(left) and the District Government (right)  
 Source: Author’s Observation, 2023

In Figure 14, on the right side, there is an example of signage installation by the West Java Province, as well as the recognition of the Cikondang indigenous village as a cultural heritage site by the Education and Culture Agency of Bandung Regency (Disdikbud Kabupaten Bandung). Additionally, government involvement in the collaboration for the development of Lamajang Tourism Village includes procurement and education related to waste management (TPS3R) by the Environmental Agency of Bandung Regency (DLH Kabupaten Bandung), training for village tourism management, and assistance in developing a master plan by the Tourism and Culture Office of Bandung Regency (Disbudpar Kabupaten Bandung). Meanwhile in Figure 14, on the left side, there is lands owned by PT Indonesia Power in Lamajang village. However, in a business context, PT Indonesia Power utilized some of their land for the best possible use. As a result, Lamajang Tourism Village has transformed the function of the land into the Fajar Alam camping ground. Micro, Small, and Medium Enterprises (MSMEs) around Lamajang village also seize opportunities for collaboration by providing catering services and tour packages. Lamajang Tourism Village has also taken advantage of the opportunity to collaborate with Pesona Indonesia, a promotional media facilitated by the Ministry of Tourism and Creative Economy, and media coverage from private TV stations.

*Identifying Adoption of Integrated Approach*

Tourism as a development booster proves effective, especially when well-integrated into overall development strategies and approaches. In this stage, the role of CBT through integration efforts with conservation projects, sustainable development, responsible tourism, and other economic sectors, such as:

**Integration with Conservation and Sustainable Development Projects**

Tourism in Lamajang Village compensates for the loss of potential income not sold to others, for example, the abundant water resources in Lamajang Village.



**Figure 15.** The process of making paving blocks from waste (left) and water resources (right)  
Source: Author's Observation, 2023

Figure 15 illustrates the steps taken by Lamajang Village involve utilizing these water resources for activities such as rafting and visiting waterfalls. Additionally, the community of Lamajang Village also processes household waste in the 3R Waste Management Site (TPS3R) to create economically valuable products like paving blocks, and they incorporate waste management activities as part of the offered tourism activities, becoming an integral part of the tourism package.

**Integration with Other Economic Sectors**

Tourism is a "training ground" for local communities to learn and master business skills such as operations management, financial management, marketing and promotional techniques, and more. The skills acquired will prepare them to engage in non-tourism projects that require good organization, a solid understanding of business skills, and interpersonal abilities, such as coffee bean processing, souvenir making, and utilizing rice fields, as seen in Figure 16, as educational tourism facilities.



**Figure 16.** Business development that integrates the tourism and economic sectors  
Source: Archive of the Management of the Lamajang Tourism Village, 2023

### *Identifying the Planning and Design of Tourism Products*

After identifying the general framework for tourism development with other economic sectors, the next step is to comprehensively observe the plan and design of the potential tourism products, including product development, destination management, interpretation and communication, and service quality.

#### Product Development

Based on observations of tourism potential and interviews with the management of Lamajang Village, the product development in Lamajang Village focuses on cultural, educational, and nature tourism. This approach creates opportunities for the community to enhance cultural experiences and improve educational tourism programs and activities, ultimately attracting a wider audience.

#### Destination Management

Lamajang Tourism Village has already implemented effective destination management practices by offering various products that provide unique experiences for tourists. These experiences include:

1. *Authenticity*: Participating in rituals, rice planting, coffee processing.
2. *Educational*: Cultural and educational tourism, village exploration study tours.
3. *Entertaining*: Sundanese traditional puppetry art (beluk pupuh sunda).
4. *Enjoyment*: Camping, river rafting.
5. *Memorable*: Camping, rice planting, coffee tours, witnessing rituals.

#### Interpretation and Communication

Although the product development and destination management are well executed by the community, the representatives of the youth group involved in the management of Lamajang Tourism Village describe a limitation in interpretation and communication activities within the village. Currently, these activities heavily rely on direct explanations from local communities through oral presentations, with minimal use of visual interpretation. The information boards provided by the government or academics serve as the primary source of visual information.

#### Service Quality

To improve service quality in the village, the Department of Tourism and Culture (Disparbud) provides training and organizing workshops for the frontlines of Lamajang Village, including seminars for youth groups (karang taruna), cultural art workshops, promotion, and souvenir training, as well as comparative studies to advanced tourism villages. Lamajang Village offers various products, including handicrafts (Figure 17, right side), food, coffee, musical instruments (karinding) (Figure 17, left side), and paving blocks. The local community sells these products, and tourists can buy them at saung (traditional huts) and minimarkets in Lamajang Village. The sale of landeuh coffee by the youth group (karang taruna) is available in sachet packaging and bottles.



**Figure 17.** Traditional musical instruments (karinding) (left) and Handycraft Products (right)  
 Source: Archive of the Management of the Lamajang Tourism Village, 2023

Furthermore, in this stage, the quality of tourism products assessment is conducted using the product inventory matrix. This matrix is several components, i.e., uniqueness, activities, accessibility and connectivity, basic facilities, interpretation facilities, accommodation facilities, maintenance, service quality, marketing, and promotion. Table 2 presents an assessment of the product inventory matrix in Lamajang Village:

**Table 2.** Product Inventory Matrix

No.	Components	Sub-components	1	2	3	4	5
1	Uniqueness	Iconic					5
		Popularity				4	
2	Activities	Variety				4	
		Quality				4	
3	Accessibility & connectivity	Road Access		2			
		Public Transport		2			
		Signboard				4	
4	Basic Facility	Parking		2			
		Visitor Information Center			3		
		Toilet				4	
		Food Outlet			3		
		Souvenir Outlet			3		
		Internal Signage				4	
5	Interpretation Facilities	Interpretation Center		2			
		Exhibition Materials				4	
		Specific Site Brochure			3		
6	Accommodation Facilities	Homestay				4	
		Camping Site					5
7	Maintenance	Physical Structure				4	
		Cleanliness				4	
		Landscaping				4	
8	Service Quality	Front Desk	1				
		Guiding				4	
		Security		2			
9	Marketing & Promotion	Brochure			3		
		Guidebook		2			
		Website		2			

Exp: 1 = Very Poor, 2 = Poor, 3 = Moderate, 4 = Good, 5 = Excellent

Source: Author's Analysis, 2023

Overall, the assessment of the product inventory matrix in Lamajang Village reveals strengths and areas for improvement. The village's tourism products are highly

unique and popular. However, challenges exist in accessibility and connectivity, specifically with road access and public transport. Interpretation facilities, such as exhibition materials, are well-developed, but specific site brochures and interpretation centers can be improved. Service quality areas, particularly the front desk and security, require attention and improvement. Marketing and promotion efforts, including brochures, guidebooks, and the website, have room for enhancement. These findings emphasize the need for further investment and attention to enhance the overall quality of tourism products and experiences in Lamajang Village.

#### *Identifying Market Demand and Develop Marketing Strategy*

Identifying market demand and developing tourism marketing strategies can be observed through several actions:

##### Matching Products with Potential Market Segments

Lamajang Village offers a range of cultural, educational, and outbound tourism products. It makes Lamajang Tourism Village suitable for targeting students, cultural tourists, and ecotourism enthusiasts as their visitors.

##### Understanding the Channels of Distribution

Lamajang Village has the potential for frequent visitors due to annual traditional events. In addition, the management of Lamajang Village has established connections with schools in the Bandung region and networks with various travel agents to promote packages for gathering, camping, and outbound activities.

##### Utilizing Information Technology and Communication as promotional tools

Lamajang Village utilizes social media platforms such as Instagram, TikTok, and Facebook for promotional purposes. However, the utilization of these promotional media is not optimal, and there is currently no dedicated website for promoting the village.

##### CBT Organization Establishing an In-house Travel Agency

Despite privately owned tourism assets such as rafting facilities and homestays, Lamajang Village excels in a diverse range of well-coordinated tour packages managed by the local community. These packages cater to various interests, including inclusive meals and a tour guide. The village exploration package showcases traditional music performances, visits to the Cikondang traditional house site, handicraft workshops, and local culinary experiences. Nature exploration packages involve educational activities like rice planting, coffee tours, visiting traditional huts, and waterfalls. Accommodation options include the camp fun package with tents, sleeping bags, power outlets, lighting, firewood, and the homestay package. Lamajang Village successfully provides a comprehensive and engaging experience for visitors.

#### Leveraging Certification and Awards to Build Branding

In 2021, Lamajang Village was recognized as one of the 50 Tourism Villages in Bandung Regency and received an award for the best accommodation in 2014. Since then, Lamajang Village has not achieved any further awards or recognition.

#### *Identifying Project Implementation and Performance Monitoring*

Project implementation is another activity that can empower the local community. The local community can also actively participate in the implementation phase of tourism facilities' construction. Although the construction phase may take longer, the local community will be empowered and gain new skills or enhance existing ones by being involved in the construction process from start to finish. In the implementation and performance monitoring observation, there are two identifiable actions:

#### Tourism Facilities Development - Involving the Community in the Implementation

The community of Lamajang Village actively participates in facilities construction in the village. The involvement of the youth organization (Karang Taruna) in the construction activities for developing the camping ground area on Eon Hill strengthens their sense of ownership towards the village (as shown in Figure 12).

#### Regular Performance Monitoring

Monitoring integrates seamlessly into the entire planning and implementation process of CBT projects. Regular performance monitoring is essential to measure the impact of tourism on the local community. Based on the interview results with representatives of the youth group involved in the management of Lamajang Tourism Village, most community members in Lamajang Village feel that the presence of CBT enhances their sense of pride, confidence, communication skills, specific expertise, and general knowledge. However, it is worth noting that Lamajang Tourism Village has not yet conducted regular assessments of community members to determine whether they have applied for the acquired education related to tourism. Moreover, the community has not facilitated visitor evaluations to assess visitor satisfaction, which would be highly beneficial for improving the management of Lamajang Tourism Village.

Lamajang Tourism Village is still classified as an initial phase of a Tourism Village for quite a long time (from 2011 to 2022). Although the assessment based on observations and interviews in stages 1-10 indicates the readiness of Lamajang Tourism Village for development, there is a need for evaluation and optimization in several stages to further advance Lamajang Village as a tourism village. Table 3 identifies the stages of the CBT Approach that still require improvement. These stages are:

**Table 3.** Identification of CBT Approach Stages that Still Require Improvement and Evaluation

Stage	Descriptions
5. Community Organization	The organizational structure of the community-based village tourism is lacking in visible roles and performance. The lack of synergy between the village government, the village tourism task force, the youth organization (Karang Taruna), and the Family Welfare Movement (PKK) group in managing the village tourism. In addition, there is a lack of allocated funding from the village government to develop Lamajang village tourism. These factors pose significant obstacles to the advancement of Lamajang village tourism.
6. Partnerships	There has been no collaboration with NGOs.
8. Plan & Design Quality Product	Challenges exist in terms of accessibility and connectivity, specifically with road access and public transport. Visual interpretation, the front desk and security, require attention and improvement.
9. Market Demand and Develop Marketing Strategy	The use of promotional media is not optimal, for example there is no website for tourism village promotion.
10. Regular Performance Monitoring	Regular assessments of community members to determine their implementation of acquired tourism education have not been conducted. Visitor evaluations to assess satisfaction have not been facilitated by the community, hindering improvements in the management of Lamajang Tourism Village.

Source: Author's Analysis, 2023

When examining the CBT approach within the framework presented in Table 4, it becomes evident that several issues arise in stage 5 and subsequent stages, which are crucial for advancing towards the next stage of sustaining CBT. Therefore, the conclusion is that the suboptimal implementation of the CBT approach in the final stage of its development will lead to gaps and challenges during the sustainability stage of CBT. It also highlights potential problematic stages that impact the slow development of Lamajang Tourism Village in transitioning from the initial phase to the development phase of the Tourism Village. These findings align with the theoretical study that emphasizes the significance of local community support during the development stage of tourism, as it assists destination managers in devising sustainable strategies (Diedrich & García-Buades, 2009; Kruczek et al., 2018; Rodriguez & Torrez, 2008).

**Table 4.** 10 Stages to Develop and Sustain CBT

<b>Developing the CBT</b>	1	Tourism Potential of the Location
	2	Community Needs and Readiness for Tourism
	3	Tourism Education Enhancement in the Community
	4	Influential Figure as Local Community Leader
	<b>5</b>	<b>The Development of Community Organization</b>
<b>Sustaining the CBT</b>	6	Partnerships
	7	Adoption of Integrated Approach
	8	The Planning and Design of Tourism Products
	9	Market Demand and Develop Marketing Strategy
	10	Project Implementation and Performance Monitoring

Source: Furqan, 2021a, 2021b; Hamzah & Khalifah, 2009

The recommendation is to perform assessments and enhancements at specific stages of the CBT approach, with particular emphasis on evaluating the development of

community organization. It is allowed due to the inherent power of community-based tourism resting in the coordination and synergy within the organization or community itself, despite the tourism potential of the location, tourism education enhancement and adoption of integrated approach already providing sufficient support for Lamajang Tourism Village's readiness to progress towards becoming a developing or independent phase of a tourism village destination.

## CONCLUSION

The study used a structured CBT approach, as outlined in the "Handbook on Community-Based Tourism: How to Develop and Sustain CBT," which contributes valuable insights and practical recommendations for the sustainable development and management of Lamajang Village as a tourism destination. It can yield a comprehensive understanding of the roles, performance, and associated issues in the community. These findings are instrumental in determining the stages that require further improvement and evaluation to strengthen community involvement in Lamajang tourism village development.

The concept of Community Based Tourism (CBT) in the development of the Lamajang Tourism Village makes the local community directly contribute to the management, promotion, and receipt of benefits from tourism. The benefits received by the community of Lamajang Village are (1) increase public awareness of preserving local culture and the environment, which are part of the value of tourism, (2) obtain added economic value beyond primary income by utilizing natural resources and local cultural uniqueness, (3) improve soft skills in managing the tourism industry through training and collaboration with other stakeholders, such as local governments.

However, while Lamajang Tourism Village benefits from the presence of a dedicated leader and efforts to empower women and youth, there are significant challenges related to the organizational structure and funding allocation. Addressing these issues is crucial for advancing Lamajang village tourism and realizing its potential as a sustainable -thriving tourism destination. The findings underscore the importance of effective leadership in driving tourism activities, achieving sustainable development in Lamajang Village, enhancing coordination, improving the organizational structure, and securing adequate financial resources to ensure the long-term success of community-based tourism in Lamajang Village. This research has limitations in examining the external stakeholders in Lamajang Tourism Village. Therefore, future studies can more critically examine the stakeholders and institutions' collaboration aspects to enhance our understanding of community-based tourism in Lamajang Village.

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