

Tourism Potential and Strategy to Develop Competitive Rural Tourism in Indonesia

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Abstract: This study aims to identify tourism potential and a set of strategies for a competitive rural tourism development using a case study in Sukajadi Tourism Village, Bogor Regency, West Java. This study is a descriptive qualitative type with an exploratory case study approach. Primary data were obtained from deep field observation and interview with key informants, while secondary data was obtained from the results of literature studies and documentation. This research used identification analysis techniques of 11 tourism components modified from several experts, CHSE analysis, work program government (PROKER), market preferences, and SWOT analysis as well as SWOT Matrix. The result of this study was obtained great potential and 15 main strategies for the development of the Sukajadi Tourism Village which is currently starting to grow, namely making serious and aggressive efforts on the internal aspects of village tourism destination, as well as collaboration with tourism industry and local governments to create a competitive rural tourism destination. An active and aggressive strategy is needed for the development of Sukajadi village as a competitive rural tourism destination, based on micro and macro perspectives.

Keywords: CHSE, Competitive Development Strategy, Rural Tourism, SWOT Analysis, SWOT Matrix

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Introduction

In Indonesia, the tourism sector has become an important part of national development, and has even become one of the government's priority development programs. Since 2016, the Indonesian tourism sector has been ranked as the second largest foreign exchange earner for the government (Soeswoyo & Rahardjo, 2018). The Covid-19 pandemic, which began to spread in Indonesia in March 2020, severely hit economic growth, had a huge impact on health and social life. The tourism sector is no exception, because in addition to strict prohibitions and restrictions on travel, the public is encouraged to increase social distancing and avoid crowds in order to help break the chain of the spread of the corona virus-19. Over time, this pandemic has also changed people's habits and behavior patterns to become more concerned with health, more selective in choosing food, socializing, using various facilities and infrastructure needs, as well as to determine tourist attractions to be visited.

For some people, tourist villages are considered as an alternative attractive tourist destination during the Covid-19 pandemic. Not only natural tourist attraction factors such as views of mountainous landscapes, rice fields and plantations which tend to have relatively fresher air and are far from pollution, generally the density level of visitors to tourist villages is easier to manage because of the large area of the village. This was also expressed by the Minister of Tourism and Creative Economy of Indonesia as reported in the online media Berita Satu, who

said that now rural tourism is an increasingly attractive form of tourism and is becoming a world trend, because tourists can see and learn local culture in a more natural environment, clean and healthy (Uno, 2021). But of course, special efforts are needed so that business people, tourists and the community can carry out their tourism activities relatively safely. For this reason, the Indonesian government through the Ministry of Tourism, Creative Economy, created a health protocol manual based on Cleanliness, Health, Safety, Environmental Sustainability (CHSE) to be applied in tourism destinations, both in tourist attractions and also various tourism supporting facilities such as restaurants, hotels, homestays, shopping centers, creative economy businesses, and tourism transportation, to increase visitor confidence in the guarantee of clean, healthy, safe, and environmentally friendly products and services, prevent the spread of Covid-19, and also maintain the reputation and credibility of tourist attractions. and other tourism businesses (Kemenparekraf, 2020).

The development of tourist villages can be one of the efforts to realize equitable development at the village level in various parts of Indonesia so that it is expected to improve the community's economy, encourage the preservation of environment and local wisdom. This factor is one of the reasons why the United Nations of the World Tourism Organization (UNWTO) also encourages Indonesia to maximize tourism based on tourist villages (Nalayani, 2016). Some of these things are the basis for government important considerations so that through the Ministry of Creative Economy Tourism in collaboration with the Ministry of Villages and the Ministry of Cooperative Economics, they seek to develop rural-based tourism by targeting the realization of 2000 tourist villages in Indonesia by 2020 (Tarunajaya in Soeswoyo, 2020), and there will be 244 Tourism Villages having the Independent category in 2024 (Uno, 2021).

Village tourism is also a form of community-based tourism, and is considered a more sustainable alternative to tourism, because this type of tourism emphasizes the active involvement of local communities and their controlling role in tourism development in their area (Utami et al., 2019). According to Buhalis (2000: 98), there are six main components of tourism, namely 6A (attractions, amenities, accessibility, activities, available packages, and ancillary services). In a subsequent study, Utomo & Satriawan (2017) describe 7 important components that play a role in the development of tourist villages, namely product potential and attractiveness, human resources, community motivation, facilities and infrastructure, tourism support facilities, institutions and land availability for tourism development. Although many recommendations on the role and active ownership of the community are highly prioritized in the concept of community-based tourism (Nitikasetsoontorn, 2015; Goodwin & Santili, 2009) but several cases also show that the role model of local communities combined with private business partners shows more successful results (Hausler & Strasdas in Mtapuri & Giampiccoli, 2014; Rodrigues & Prideaux, 2017). According to Hildebrandt & Isaac (2015), Wisudawati et al (2020), a macro business perspective is needed to realize a competitive destination, which involves the cooperation of all tourism stakeholders by considering mutual benefits.

Sukajadi Tourism Village is one of the villages located in Tamansari District, where this sub-district is one of the strategic tourism areas (KSP) of Bogor Regency because it is considered to have potential for tourism development and has an important influence on aspects of economic, social cultural growth, empowerment of natural resources, as well as the carrying capacity of the environment (UU No. 10, 2009). Around Sukajadi Village, there are several well-known tourist destinations such as Curug Nangka, Butterfly Park, Highland Resorts, but unfortunately all these tourist attractions are managed by the private sector, and a small part of the people of Sukajadi Village are only employees at these attractions. In 2018, the tourism awareness group (Pokdarwis) of Sukajadi Tourism Village collaborated with PT Perhutani, to utilize part of the pine forest in the village area to be managed as a tourist attraction. The main objective of managing the Kali Mati Pine Forest is to empower the Sukajadi Village community and also to help conserve the forest area and its fauna-flora. This Kali Mati Pine Forest has begun to be visited by many tourists, especially during the week-end. However, in its management, it is still not optimal due to the very limited knowledge and abilities of the village community. The residents of Sukajadi Village do not yet fully understand what potentials can make their village designated as a tourism village and also do not know the governance and strategies for developing it. The development of the Sukajadi Tourism Village is also expected to be supported by the Regional Government

because it is in line with the regional government's development vision as "Bogor Sport & Tourism Regency". For this reason, the tourism development of Sukajadi Village should be integrated with the local government's tourism work program which refers to the Regional Tourism Development Master Plan (RIPPARDA) of Bogor Regency, especially in the aspects of tourism industry development, tourism destination development, tourism institutional aspects, and tourism marketing.

According to the results of research conducted by Pakuan University on tourism marketing in Bogor Regency, the following are the results of infographic data and also the preferences of domestic tourists who make tourist visits to Bogor Regency:

Table 1. Infographics and Preferences of Domestic Tourists to Bogor Regency

No	Variable	Survey
1	Origin	Jakarta (31%), Tangerang (25%), Bekasi & Depok (12%), Banten, Bandung, Sukabumi (<5%).
2	Age	Families age 26-40 years (47%), age 18-25 years (36%) and age 41-60 years (12%).
3	Occupation	Employees (50%), Housewives, teachers etc (18%), students (17%), entrepreneurs, civil servants & retirees (15%)
4	Desired type of tour	special interest nature tourism: mountains, forests (70%), artificial tourism: zoo, waterpark (15%), cultural/historical/religious/museum (11%), shopping/modern/traditional and others (<4%).
5	Sources of information	Friends and relatives (63%), social media (26%), websites (9%).

Source: Unpak, 2020

Several previous studies in determining tourism development strategies using Strength, Weakness, Opportunity & Threats (SWOT) analysis have been carried out by academics, such as evaluation studies and tourism village development strategies in Badung-Bali Regency using SWOT analysis based on the evaluation of 3 tourism village criteria and 6 components tourism (Nalayani, 2016), research on tourism village formation strategies in Karang Ploso District in Malang Regency using SWOT analysis based on analysis of internal & external conditions (Utomo & Satriawan, 2017), Dewi (2019) using SWOT analysis techniques to conduct village development studies Tourism in Bogor Regency based on 7 components of tourism to 3 tourist villages, and Wisudawati et al (2020) also conducted a SWOT analysis study for the development of attractiveness and quality of competitive tourist destinations. According to the results of previous studies, judging from the assessment of tourist destination, the readiness of community-based tourism development and also the readiness of the community, Sukajadi Village is one of 17 villages in the West Bogor tourist zone which is assessed as having great potential (Untari, 2009).

This study aims to obtain the right strategy formulation in developing a competitive Sukajadi tourist village, using SWOT analysis base of the identification of 11 tourism components, and 3 additional components, namely CHSE which is important during the Covid-19 pandemic, government work program (Proker) refers to the Regional Tourism Development Master Plan (RIPPARDA) for a period of 15-25 years (Permenpar, 2016), as well as market preferences. This is very important for the creation of competitive and sustainability of community-based tourist destination that consider economic, social, cultural and environmental aspects (Tamir, 2015), as well as the important role and support of the government (Towner & Towner, 2016). The results of this study can be a reference and add insight into the research roadmap in the context of a competitive tourism village development strategy.

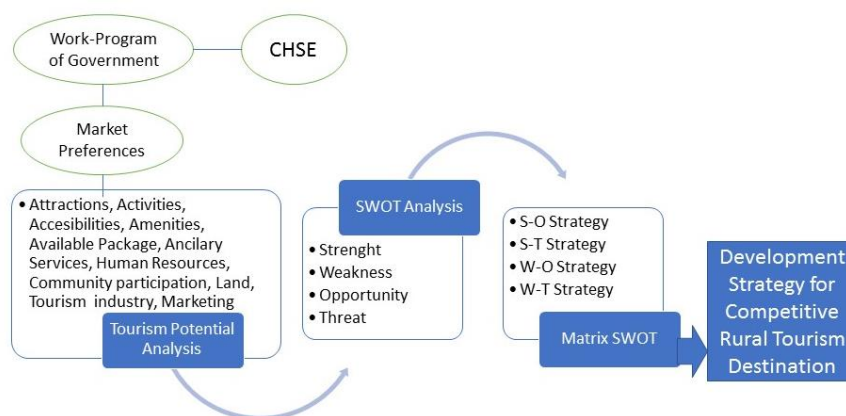
Methodology

This type of research is descriptive qualitative with an explorative case study approach. This study describes the state of the object of research, namely Sukajadi Tourism Village, Bogor, based on the facts come out by focusing on finding data for problem solving processes. Data collection techniques were carried out from mid to late 2020 through deep field-observations to the Sukajadi Tourism Village, documentation data, literature studies, and also interview with key informants, namely the Chair of the Pokdarwis, and the Chair of the Bogor Regency Tourism Village Association. Primary data is obtained from direct observation and interviews, while secondary data is gathered from literature studies, village and government documentation.

All data collected is then classified according to the research interests, reduced, analyzed, presented and conclusions drawn. To verify the validity of the data, a time triangulation technique is used, where the data obtained is checked repeatedly at different times to ensure their accuracy. The data analysis technique in this study was carried out in 2 stages. The first stage is to use analysis of 11 tourism components identification, enlarged from the theory of Buhalis (2000), Utomo & Satriawan (2017) consists of Attraction, Activities, Accessibilities, Amenities, Availability packages, Ancillary services, Human resources, Community participation, Land, Tourism industry, Marketing. Then it is completed with CHSE, local government work program (PROKER), and tourist preference analysis. All results of the identification of the Sukajadi tourism village potentials, then carried out a second stage, namely SWOT analysis and SWOT Matrix so that in the end a conclusion was drawn.

This SWOT analysis is based on the belief in the assumption that an effective strategy will be able to optimize Strengths and exploit Opportunities and at the same time be able to develop Weaknesses and minimize various Threats. The strategies developed based on the technical analysis of the SWOT Matrix include:

1. S-O (Strength Opportunity) Strategy, analysis made by optimizing and empowering all strengths possessed by Sukajadi Tourism Village by considering the most of the opportunities that exist in the external environment.
2. W-O (Weakness Opportunity) Strategy, analysis of strategies applied to improve the weaknesses of the internal environment by taking advantage of existing external environmental opportunities.
3. S-T (Strength Threat) Strategy, analysis in optimizing the strengths possessed to overcome threats from the external environment.
4. W-T (Weakness Threat) Strategy, analysis based on efforts to minimize weaknesses and anticipate potential threats that will come.



Source: Enlarged from Buhalis (2000), Utomo & Satrio (2017)

Figure 1. The Conceptual framework in the research

Results and Discussions

Results

Geographically, Sukajadi Village is located to the south of Mount Salak in the Bogor Regency area, bordering the West with Sukajaya Village. Sukajadi village is one of the villages in the Taman Sari sub-district, where this sub-district has been designated as a Bogor Regency Tourism Strategic Area (KSP), because it has great potentials for tourist attraction, its location is not too far from the Bogor City center, and has relatively good road access, and has an influence on economic, social, cultural and environmental growth. This village has a natural beauty that is not widely known by tourists. A beautiful pine forest and surrounded by several waterfalls which in Sundanese is often called "curug" is located in this village. The plantation area is quite large, fish ponds, small industrial business centre in this village are potentials that have their own charm. In general, the livelihoods of the village community are casual daily laborers, farm laborers, employees, grocery and traveling traders, as well as entrepreneurs. The majority of the residents of Sukajadi Village are of productive age (26-40 years), they are very concerned and have a strong commitment to advancing the village through tourism development, active in participating under the Tourism Awareness Group (Pokdarwis). Around Sukajadi Village, there are several well-known tourist attractions, namely Curug Nangka, Butterfly Park, Pura Agung Parahyangan Jagatkartta, Taman Salaka, The Highland Resorts and Curug Sawyer but unfortunately all of them are managed by private sectors and have not had a positive impact on the local community. According to the head of Sukajadi Village Pokdarwis:

"...In the vicinity of Sukajadi Village there are actually many well-known tourist attractions, but they are managed by the private sector. The people here want tourists to also come to the village, then the village will be developed and could improve the economy of the residents here. We have collaborated with the PT Perhutani to manage some forest area into tourist attractions, but the results are still not optimal. ..." (Alta, personal communication, 23 August 2020)

The development of the Sukajadi Tourism Village also received a recommendation from the Chairperson of the Bogor Regency Tourism Village Association:

"...In Bogor Regency, about 30 tourist villages have been formed, but in reality only a few have been developed and have succeeded. Many tourist villages have been established but have not yet been developed or *TukCing* (established but in-active). Many of them do not understand how to develop it. There are various trainings from the Regency Tourism Office, but there are still many who have difficulty implementing them, including in Sukajadi Village, so academics need to help ..." (Denny, personal communication, 9 December 2020).

Table 2 describes identification of the tourism potential in Sukajadi Village briefly:

Table 2. Tourism Potential Analysis of Sukajadi Village

No	Tourism Components	Tourism Potential
1	<i>Attraction</i>	Kali Mati Pine Forest Corn, taro, sweet potato, cassava and nutmeg gardens Natural scenery of Mount Salak, environmentally friendly village
2	<i>Activities</i>	Visitation to the sandal & shoe footwear craft center, convection of making headscarves, embroidery. Visitation to the home industry of food center: <i>tempe</i> and <i>tempe</i> chips, flower shake, various cassava chips, taro, sweet potato, opaque, and nougat.
3	<i>Accesibilities</i>	The road to the village has been paved 40 minutes from Bogor City (by car) Insufficient signage Tourist maps, evacuation routes, disaster mitigation instructions are not yet available

4	<i>Amenities</i>	The Highland Resort and Cunang Hills accommodation available (private) There is a camping ground in the Kali Mati Pine Forest. De Saung and Pondok Bambu restaurants available (private) Fried chicken and soup stalls available (local communities) Not yet available tourist information service center, adequate parking facilities There are mosques and prayer rooms, community health centers Inadequate public toilets at tourist attractions.
5	<i>Ancillary Services</i>	The Sukajadi Tourism Village Management, Youth Organizations, Farmers Groups, Woman Groups (PKK), and village officials adequately support village tourism activities.
6.	<i>Availabe Package</i>	Not available
7	Human resources	Tourism Awareness Group (Pokdarwis), youth groups, farmer groups and groups of women (PKK) who are quite active and regularly meet.
8	Local community participation and support	Pokdarwis, Karang Taruna, Woman Group (PKK), Farmer Groups are very enthusiastic about maintaining cleanliness. Two-time winner of Environmental Friendly Village at District level
9	Village Land	Such land owned by the village available that can be used for public facilities or village interests
10	Tourism Industry	There are already accommodation and restaurant businesses Some private tourist destinations (Butterfly Park, Jagatkatha Temple, Selaka Park). There is no travel agency yet
11	Marketing	Lack of village promotion either online or offline. Do not understand about marketing management
12.	CHSE	CHSE information and facilities are not available yet
13.	Government work program	Unexplored 'kaulinan' and local culture typical of the village There is no promotion integration with the surrounding area and local government
14.	Market Preferences	The development of forest attraction for millennials is not optimum yet.

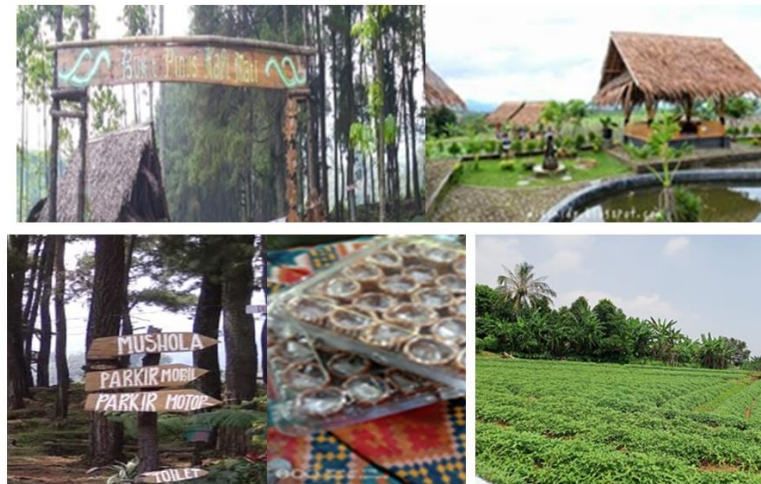


Figure 2. Tourism Potential of Sukajadi Village: Kali Mati Pine Forest, De Saung Restaurant, signages, Ginger Nougat Snack, Cassava plantation



Figure 3. Sukajadi Village Office, Bogor Regency

Discussions

Based on the identification of the tourism potentials of Sukajadi Village as described previously, then the data is grouped and developed according to the SWOT analysis in table 3:

Table 3. SWOT Analysis of Sukajadi Tourism Village

No.	Internal Potential
1	<p>Strength</p> <ol style="list-style-type: none"> 1. Natural tourist attractions potential: Pine Forest, Nangka Waterfall, Sawer Waterfall, Selaka Park, plantation and fishery land 2. Artificial and cultural tourist attractions: Butterfly Park and Museum, Pura Agung Jagatkarta temple 3. Tourism activities: seeing & making local food and souvenir 4. Fresh and quite cool air 5. Having the majority of human resources of productive age with a junior high school education level, and has the enthusiasm to develop village tourism. 6. a fairly good participation of local communities: tour guide group, MSMEs, opening a rice stall business, interested in homestay business, doing ornamental plant business, pokdarwis

2	<p>Weakness</p> <ol style="list-style-type: none"> 1. Unexplored cultural tourism attraction typical of Sukajadi village 2. No facilities of tourist information center, tourist maps, interesting village gate, disaster evacuation maps, inadequate parking facilities and signage. 3. No homestay facilities 4. No authentic food and drink made from local material 5. Lack of CHSE facilities: wash hands, public toilets, health protocols informations 6. Lack of knowledge and awareness the concept of a tourism village 7. Not familiar with tourism village governance and marketing concepts 8. No tour packages available
External Potential	
3	<p>Opportunity</p> <ol style="list-style-type: none"> 1. Has a strategic location, close to the Bogor City centre, easily accessible from Jakarta, Bogor, Tangerang, and Bekasi, with fairly good road conditions. 2. Huge market potential, both from productive age and students 3. In the condition of the Covid-19 pandemic, pine forest tourism, nature and special interests are one of the preferences for domestic tourists 4. The growth of digital Information technology 5. A part of the Taman Sari District which is designated as one of the Bogor Regency Tourism Strategic Areas. 6. Supported by the development work program and the Bogor Regency Vision Sport and Tourism
4	<p>Threat</p> <ol style="list-style-type: none"> 1. There are 30 tourist villages in Bogor Regency with their unique nature and culture and will be continue grow 2. The Covid-19 pandemic is still increasing, there is no certainty that it will end until a vaccine for the corona virus is found. 3. Cleanliness and environmental friendliness are very important for sustainable tourism.

The result of the SWOT analysis are then re-analyzed using the SWOT Matrix which formulates strategies based on cross-analysis of internal and external factors, as shown in Table 4:

Table 4. SWOT Matrix

INTERNAL	EKSTERNAL	Opportunitiy (O)	Threats (T)
Strength (S)		S-O	S-T
Weakness (W)		W-O	W-T

Referring to the SWOT Matrix analysis in table 4, the following describes the results of the formulation of the Sukajadi Tourism Village development strategy:

Table 5. Sukajadi Tourism Village Development Strategy

Strength-Opportunity (S-O) Strategy	
1.	Develop tourist village through product diversification based on market preference, which considers the majority of millennials and students, especially for nature Pine Forest (instagramable spots, wedding venue, hammocks, etc.)
2.	Develop special interest tourism activities (educational tours for the student market: such as gardening, fishing, outbound)
3.	Strengthening institutions & community participation, developing digital technology-based promotions
Strength- Threats (S-T) Strategy	
1.	Develop unique and competitive natural tourist attractions compared to other tourist villages in Bogor Regency (monkey watching, more unique instagramabe spots, and exploring other tourist attractions).

2.	Implementation of standard health protocols, health education and various efforts to prevent the spread of Covid-19, both to tourists, village communities and village business actors (health protocols banner, adequate hand washing facilities, checking tourists' body temperatures, being required to wear masks, setting social distancing)
<i>Weakness – Opportunity (W-O) Strategy</i>	
1.	Develop cultural and artificial tourist attractions to suit the market for millennials and students: (traditional children's games 'kaulinan', outbound facilities, selfie spots)
2.	Develop amenities according to the 'Sapta Pesona' Principle, CHSE Guidelines, as well as millennial and student market preferences: <ul style="list-style-type: none"> - Homestay & Camping Ground - Catering services for the student market at affordable prices - Develop food and drink made from local material (rice lead 'ngaliwet', welcome or special local drink - Tourist information Center is equipped with facilities and souvenir counters - Develop Meeting point/ place to hang out / comfortable multi-purpose room, unique and traditional building. - Develop nice packaging for food and beverage SMEs as a typical village gift - Training to improve the local communities capacities (tourism awareness, tourism management, packaging, and marketing) - Develop unique entrance gates, tourist maps, CHSE facilities - Revitalisation of village land for parking facilities and other tourist activities
3.	Develop attractive tour packages
<i>Weakness – Threats (W-T) Strategy</i>	
1.	Develop unique and competitive amenities
2.	Develop unique local food & beverages compared to other tourist villages
3.	Implementation of strict health protocol standards, increasing the quantity and quality of hygiene facilities (trash cans), public toilets & hand washing facilities.
4.	Increasing tourism marketing: informative and interesting promotions through web/blogs, social media, publications to potential market and integrated with local government promotion facilities.
5.	Develop of MSME products through quality improvement (product diversification, hygiene-sanitation, branding & packaging)
6.	Develop tourism package distribution channels through partner collaboration with online travel agents, conventional travel agents
7.	Develop distribution channels for MSME products and souvenirs through online applications, gift centers, sales counter in surrounding tourist destinations.

Result of the SWOT Matrix analysis, describe various action plans for the development of the Sukajadi Tourism Village are grouped into 4 strategic concepts: S-O, S-T, W-O and W-T. All action plans to support this strategy should be carried out seriously considering that this village has begun to be visited by tourists but has not been supported by the readiness of various tourism components so that it is feared that it will have an adverse impact on tourist satisfaction and interest in revisiting. In addition, various aggressive efforts need to be made to support the concept of S-O, S-T, W-O and W-T strategies for the development of Sukajadi Tourism Village in order to have competitive qualities. A serious and aggressive strategy for the development of the Sukajadi Tourism Village, which is currently included in the start-to-grow category, is in line with the results of Nalayani's research (2016) which describes the case of Pangsari Tourism Village with the category of developing village, Astuti's research (2016) takes the example of the Mangesta Village case in Bali based on ecotourism, as well as Dewi's research (2019) using the Malasari Village case which has the same category. This research also come out with collaboration strategy with tourism stakeholders, namely the tourism private industry and the government, supported to the researches of Hildebrandt & Isaac (2015); Wisudawati et al (2020).

Conclusions

Referring to the results of the SWOT analysis and SWOT Matrix based on the identification of 11 potential components analysis of Sukajadi Village (uniqueness of attraction, tourism

activities, accessibility, quality and quantity of amenities, available tour packages, quality of human resources & institutions, community support, land, collaboration tourism industry, marketing), enlarged with CHSE, government PROKER, as well as tourist preferences as described previously, it was revealed that Sukajadi Tourism Village has great of tourism potentials. However, a special strategy that is serious and aggressive is needed in the development of the village which is currently included in the category of a start-to-develop village. Referring to internal and external environment, this study obtained 15 main aggressive strategies for the development of competitive Sukajadi Tourism Village, covered strategies on the internal development of village tourist destinations, aspects of tourism industry collaboration as well as government integration. An active and aggressive strategy is needed for the development of Sukajadi Village as a competitive rural tourism destination, referred to micro and macro perspectives.

In order to get a broader picture of the strategy regarding the development of Sukajadi Tourism Village, it is recommended to conduct further quantitative research based on the visitors perspective, and other research using other analytical techniques.

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