

DEVELOPING A SUSTAINABLE TOURISM VILLAGE MODEL: AN EXPLORATORY STUDY

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Abstract

Studies on sustainable tourism villages (STV) development highlighted the role of community-based tourism (CBT) and social entrepreneurship (SE). Previous studies mostly focused on community and social entrepreneurship but neglected tourism management, which became the research gap of this study. The aim of this study was to investigate the contributions of CBT, SE, and tourism management in sustaining a tourism village. This study used a qualitative method, so the data were collected through focus group discussions and in-depth interviews with key players of *Kaki Langit Mangunan* Tourism Village, Yogyakarta. The results showed that the involvement and integration of CBT and SE were crucial in achieving STV. Finally, STV also required professionalism in management.

Keywords: Tourism village, community-based tourism, sustainability tourism, social entrepreneurship, tourism management.

Introduction

Business activities based on potential local wisdom such as natural resources, art, and culture, have recently gained interest among business actors in Indonesia, including tourism village initiators. Besides preserving potential local wisdom, this tourism village is also expected to bring positive impacts on economic welfare among local communities. In the long run, poverty problems in villages are expected to be alleviated. Creating a tourism village may reduce the number of underdeveloped villages by promoting them to become independent villages through tourism-related business opportunity creations. Unfortunately, many tourism villages cannot develop beyond their childhood due to poor management and other external factors. Many even have closed their doors permanently to visitors because the numbers of visitors drop significantly.

Related to the above discussion, managing and developing sustainable tourism villages is becoming increasingly important. Adopting tourism sustainability, the tourism village managers can explore and empower the village potentials (As'adi, Zaman, Dewi, Naoval, & Montreano, 2020) by focusing on implementing sustainable standards, namely the social, environmental, and economic standards (Nadra, 2021). Rumiati, Gunawan, and Trisunarno (2021) supported that the design of a sustainable tourism village must adopt various aspects of village development, especial-

ly in community welfare and environmental sustainability. Sustainable tourism means that entails a long-term perspective and broad-based participation in tourism (Aquino, Lück, & Schänzel, 2018), and being able to preserve resources for future generations (de Lange & Dodds, 2017).

The issue of tourism sustainability has been widely discussed in the field of tourism, but most of it is still in the form of conceptual reviews (Aquino *et al.*, 2018). A number of studies mention that sustainable tourism is more likely to be achieved for tourism villages based on community based tourism (CBT), because it uses a "community empowerment" approach (Bhattacharyya, 2004). Furthermore, several studies suggest combining CBT and Social entrepreneurship (SE). Social entrepreneurship is often defined as the process by which individuals, startups, and entrepreneurs develop and fund solutions that directly address social issues (Peredo & McLaren, 2006). SE is believed to be the bridge to sustainable tourism. According to de Lange and Dodds (2017) the principles of SE, which develop a business not only for the purpose of individual prosperity but also for the welfare of society, are in line with the principles and values of sustainability. Research on a number of tourism industries in several countries shows that social entrepreneurship influences the development and sustainability of the tourism industry (Boukas & Chourides, 2016; de Lange & Dodds, 2017; Porter, Orams & Lück, 2017).

From studies that focus on the role of SE in tourism development, the majority is still limited to the embryonic stage which sees the role of local communities, social mission or linkage between social entrepreneurship tourism and community development (Mottiar & Boluk, 2017). Recently, several studies have begun to highlight the importance of implementing professional management in managing tourist destinations towards sustainability. The development of tourism which is only based on CBT or SE is considered insufficient if it is not accompanied by the application of good management practices and proper business processes (Barišić & Maric, 2012; Bibuljica, 2014; Giotis & Papadionysiou, 2022).

In line with a study by Aquino *et al.* (2018), the sustainability of tourist destinations requires continuous innovation, which is an integral aspect of social entrepreneurship. It requires good tourism management to make it happen. Understanding the new concept of management is a big challenge for managers in rural tourist organizations, especially in the current era of e-tourism and Intelligent tourism (Song, 2018). Global trends change the perspective of tourism management by giving the strategic dimension of new management models applicable to tourist organizations (Barišić & Maric, 2012)

In Indonesia, most tourism villages are designed as a community-based tourism (CBT) enterprises, involving the role of the whole community with the aim of contributing to the community welfare. Several studies on the tourism villages showed that the application of CBT was relevant for the development of tourism villages (Badaruddin, 2017; Lasally, Khairunnisa, & Mahfudz, 2021; Soemardiono, Hartono, & Soebijantoro, 2021). However, many tourism villages cannot develop further from their initial stages because they do not have the ability to run good business processes. This CBT enterprise has different governance from other forms of business in general (Pusparani & Rianto, 2021; Winarno, Said, & Hayat, 2021). Data show that most of the tourism villages registered in the Ministry of Tourism and Creative Economy are still in the piloting or embryonic stages (711 villages) and developing category (969 villages). There are relatively few tourism villages that have already exceeded to the developed category (159 villages).

Actually, many tourism villages in Indonesia have good local tourism potential and have been carried out with the CBT and SE approaches, but they find it difficult to develop and sustain. There are several suspected causes, such as the failure to implement professional business management as the business is

growing. In addition, the rapid external changes demand continuous improvements and breakthrough in innovations. Meanwhile, as a community-based organization, the development and management of a tourism village is highly dependent on the quality of human resources and the mindsets of the local community. The quality and mindset of human resources often lead to poor management system of most tourism villages, making them underdeveloped tourism destinations (Adityaji, 2018; Yuliani & Abdi, 2021).

A number of studies on tourism villages in Indonesia show the importance of implementing good management in governing the tourism villages in order to progress and develop. Research by Purmada, Wilopo, and Hakim (2016) found that the progress of tourism villages is supported, among other things, by the management of tourism marketing, human resource management, and crisis management. Several other studies have found that modern management uses information technology for promotional purposes (Priyamanaya & Rijanta, 2020); utilizing digital information technology and carrying out strategic planning (Jaelani & Hanim, 2021); owning and implementing management in its operational activities such as management of business development, marketing and finance; necessary to develop a sustainable tourism village.

Out of several outstanding and well-developed tourism villages in Indonesia, there were a handful of villages that gained recognitions and awards as the best tourism villages by the Ministry of Creative Economy in 2021, and one of them was *Kaki Langit Mangunan* Tourism Village (or KLMTV). The KLMTV was founded in March 2014 as a work unit of the *Mangunan* Village KKLPMO Organization, in *Dlingo* District, *Bantul* Regency, Special Region of Yogyakarta. Before obtaining the best tourism village award in 2021, the KLMTV had already received the “Top 50 tourism villages in Indonesia” award at the Indonesian tourism village award in 2017, and secured the third-place award as the best tourism village at the national level by the Ministry of Tourism in 2017.

During the initial visit to the KLMTV in May 2022, there were opportunities to conduct field observations and an interview with one of the KLMTV management members, which helped construct the research aim of this study. This village obviously showed some evidences of significant improvements in business developments and supporting infrastructures, which, as a result, received several prestigious awards during its eight-year operation as a tourism village. The community engagement and social entrepreneurship among the villagers displayed a very

strong interconnection, which made the KLMTV a resilient tourism village. Besides, the KLMTV has adopted good management practices. Although the KLMTV was affected by the COVID-19 pandemic, this community and social entrepreneurship-based tourism manage to survive and then to strive for a better future. Therefore, there is a need to investigate how the CBT and SE-based management of the KLMTV can create a sustainable tourism villages or sustainability tourism.

Amid the survival struggle of majority tourism villages, the *Kaki Langit Mangunan* Tourism Village (KLMTV) gains several most prestigious awards in tourism village from the government of Indonesia. Therefore, it is interesting to research about sustainable tourism villages based on the achievements of the KLMTV. The aims of this study are to identify the role of CBT and SE in the form of supporting factors in the development of a sustainable tourism village (STV); to understand how the management is implemented in the business processes in managing *Kaki Langit Mangunan* Tourism Village; and to understand the impact of the development of *Kaki Langit Mangunan* Tourism Village.

Tourism Village, Community Based Tourism, and Social Entrepreneurship

A tourism village is defined as a form of integration between attractions, accommodation, and supporting facilities presented in a structure of community life that is integrated with the prevailing traditional procedures (Nuryanti, 1999). Based on the level of development, tourism villages are divided into three categories, namely: 1. Embryonic tourism village – a village that have potentials for tourism development and initiative to manage them to become tourism villages; 2. Developing tourism village – a tourism village managed by the community and village government independently; there are already attracting tourists to visit; and 3. Advanced tourism village – a tourism village that has been developed with various objects that attract continuous tourist visits, and is managed professionally and able to carry out good promotions and marketing plans (Andy, 2020).

The concept of developing a tourism village is generally implemented by empowering local communities where they take part in the process of planning, managing and conveying opinions, which are known as community-based tourism (CBT). CBT implements the community development theory (Bhattacharyya, 2004), which depicts community development as a 'solidarity' and an 'agency'-promoting activity. Reinforcing solidarity and agency in tourism village

promotes the participation, involvement and empowerment of communities in delineating and fulfilling community goals. In addition, the management of tourism villages is also developed based on social entrepreneurship through the implementation of village tourism activities aimed at providing economic, social and environmental benefits for the village communities. According to Day and Mody (2017), social entrepreneurship is the creation of social impact by developing and implementing a sustainable business model which draws on innovative solutions that benefit the society at large.

The concept of social entrepreneurship principally involves local communities, explores the potential of local wisdom as a tourism commodity and the results obtained are used for the welfare and advancement of local communities (Cortés & Husain-Talero, 2020). Peredo and McLaren (2006) extensively define the concept of social entrepreneurship as a person or some people who aim to create exclusively or in some prominent way some kind of social values, and pursue that aim through recognizing and exploiting opportunities to create the value, employing innovation, tolerating risk, and declining to accept scarcity of resources. This concept is in contrast to the commercial entrepreneurship in which the business entities are privately owned by the entrepreneurs (Alvord, Brown, & Letts, 2004). Therefore, social entrepreneurship can be accepted as a form of social innovation and an entrepreneurial strategy that places social value creation at the core of its operation. Aquino *et al.* (2018) suggested SE as 'implementing mechanisms' for sustainable community development.

Tourism Management, Tourism Sustainability, and Its Impact

Towards sustainable tourism cannot be separated from the application of good management practices. According to Bibuljica (2014), tourism and management are closely related concepts, and without the strategic approach to management in tourism, tourism will not progress and develop. Changes in the external environment and changes in market needs (tourists) demand that tourism objects need to implement tourism management so that they can adapt and have a competitive advantage (Giotis & Papadionysiou, 2022).

Tourism management is defined as the management in general, but with the use it in the field of the tourism business: management is the process of planning, organizing, hiring, management control and the evaluation of human, financial and physical

resources to achieve organizational goals. Jaelani and Hanim (2021) found the application of management to be a determining factor for the sustainability of tourist villages, including: strategic planning, good use of digital information technology, good technology adoption, and utilization and development of human resources and village communities. Badaruddin (2017) found that an advanced tourism village has carried out management in its operational activities, such as, at a minimum, the usage of business development management, marketing, and simple financial management.

Tourism development must also comply to sustainability criteria, which means the development of tourism destinations supports long-term ecological preservation as well as sustainable economic growth which are ethically and socially fair to the community. Sustainable development has become a global agenda in every development process. All stakeholders, including the government in various sectors, must apply the principles of sustainable development both in every policy and plan, including the development of the tourism sector. Tourism sustainability can be achieved when there is a balance between the social and environmental goals and financial goals (von der Weppen & Cochrane, 2012). In detail, the concept of sustainable tourism development emphasizes four principles, namely environmental sustainability, social and cultural acceptability, economic viability, and technological sustainability. In line with that, Yasir, Firzal, Sulistyani, and Yesicha (2021) stated that the development of sustainable tourist destinations needs to be carried out by developing social, economic and technological prospects, and supported by cooperation and collaboration with various parties.

In addition to the previous parameters, the sustainable tourism development are also identified through these principles, such as the quality of resources – covering the integrity of natural environment, capacity management and maintenance of the tourism resources; the quality of local people – encompassing the involvement of local communities including the initiators or founders; the quality of experience – covering the curiosity, uniqueness and imagination of tourists while visiting the destination; and the social impact and the continuity of the economic activities of the local community. Namono (2018) stated that the tourism sustainability can be optimized through these three elements of environmental, social (community) and legal aspects by providing easy access for the tourist visits. Finally, local communities need to be empowered by embracing them in the tourism activities, and educating both the local residents and tourists about the objectives of

environmental sustainability (McGinnis, Harvey, & Young, 2020).

Adopting tourism sustainability to tourism village sustainability, the tourism village managers can explore and empower the village potentials (As'adi *et al.*, 2020) by focusing on implementing sustainable standards, namely the social, environmental and economic standard (Nadra, 2021). Rumiati *et al.* (2021) supported that the design of a tourism village had to adopt various aspects of village development, especially in community welfare and environmental sustainability. Rural tourism that pays attention to the uniqueness of nature and the environment will create sustainability tourism that supports the economic sustainability and village development (Adnyana, 2020). This involves producing sustainable economic, social and environmental outcomes for the destination communities (de Lange & Dodds, 2017).

Sustainable tourism will have various positive impacts, especially on local communities. Priyamana and Rijanta (2020) in their study on tourism village found that sustainable tourism is shown from the benefits it generates, which can be in the form of: (1) Economic Resilience: in the form of creating jobs, reducing migration rates out of villages; (2) Ecological resilience: conservation and maintenance of the village environment; (3) Social Resilience: community development and social funds; (4) Cultural Resilience: preservation of local wisdom culture. Furthermore, Badaruddin (2017) found that the development of tourist villages had a positive impact on increasing employment, increasing trade, increasing the transportation services sector, soaring land prices in the village.

Research Methods

The research method of this study is following a qualitative research guideline, namely a research approach used to construct knowledge statements based on a constructive perspective that can be sourced from individual experiences, social and historical values, with the aim of building a particular theory or pattern of knowledge (Creswell, 2003). Moleong (2014) described qualitative research as research that intended to understand phenomena about what was experienced by the research subjects, such as behavior, perceptions, motivations, actions and others, holistically and by means of descriptions in the form of words and language, in a natural context. This study uses a case study approach as part of qualitative research. Creswell (2003) said that a case study was a research strategy in which the researcher carefully investigated

a program, event, activity, process, or group of individuals. The purpose of using case studies in research is to explain how a case exists and why it occurs (Yin, 2015).

The object of the study is *Kaki Langit Mangunan* Tourism Village (KLMTV) in Yogyakarta Province, which is one of the best tourism villages nominated by the Indonesian Ministry of Creative Economy and Tourism in 2021. This tourism village was chosen as a research case because this village is obviously showed some evidences of significant improvements in business developments and supporting infrastructures, which, as a result, received several prestigious awards during its eight-year operation as a tourism village. Even though the KLMTV was affected by the COVID-19 pandemic, this tourism village managed to survive and then to strive for a better future. This study aims to find out what are the supporting factors and how the KLMTV can create a sustainable tourism village or sustainability tourism.

The types of data used in this research are primary data and secondary data. The primary data were collected through in-depth interviews and focus group discussion (FGD). The FGD participants were village officials, representatives of almost all parties involved in managing the tourism village such as the managerial key person, youth organization, managers of eight business units, and Pokdarwis (tourism awareness groups). The informants participating in the in-depth interviews consisted of the tourism village founder and secretary, head of Pokdarwis, head of Karang Taruna, a homestay manager, and a marketing officer. The profile of the informants is summarized in Table 1.

Table 1
Profile of Informants

Code	Name	Position	Gender	Age	Education
I1	Ipung	Founder	M	50	Been to college
I2	Totok	Secretary	M	42	Bachelor degree
I3	Anang	Head of Karangtaruna	M	30	Bachelor degree
I4	Komaria	Head of Pokdarwis	F	38	High school graduate
I5	Mei	Marketing Officer	F	25	Bachelor degree
I6	Samijan	Homestay Manager	M	56	High school graduate

Secondary data used to complete data analysis are activity brochures, annual village tourism reports, photos, videos, documents and other archives found in the field.

There are several stages in data collection, namely identification of supporting factors for the sustainability of the KLMTV, implementation of tourism management practices, and the impact of social entrepreneurship there. Observations and interviews (in-depth interviews) in the field were carried out several times over a period of two weeks from May 3 to May 17, 2022, in order to obtain complete information. The following table describes the stages of data collection.

Table 2
Stages of Data Collection

Data Collection Stages	Information Sources	Instrument
Pre-survey: ensure the feasibility of the research object.	Interview with Totok and Anang.	Interview Guide Records, photos
Identification of CBT and SE Programs as supporting factors for the sustainability of tourism villages.	Focus group discussion on tourism village management groups. Interviews and observations with Ipung, Totok, Anang, Mei	Interview Guide Recording Photo Notes
Identification of tourism management practices.	Interview with Ipung, Totok, Anang, Mei Observation of several KLMTV business units.	Interview Guide Recording Photo
Identification Impact of KLMTV as a sustainability tourism village.	Interviews and observations with Ipung, Totok, Anang, Mei. Interviews and observations of the community and several parties working with KLMTV.	Interview Guide Recording Photo Notes

All the research data were obtained using a triangulation method through an interview process held with other tourism village stakeholders, field observations, and focus group discussions. The triangulation method is applied to ensure the validity and reliability of the data. In this case, the data from the interviews were cross-checked with several parties involved in the FGD and in-depth interviews. The validity of the data can also be seen from the competence and reliability of the interviewees.

The data were analyzed using a descriptive-qualitative analysis, in which the data were analyzed continuously, starting from the research conceptual preparation, data collection in the field, and post-data

collection. The main principle of qualitative data analysis techniques is to process and analyze collected data into systematic, orderly, structured and meaningful data. According to Miles and Huberman (1992), the analytical technique used in this study consists of three stages, namely data reduction, data presentation and conclusion. Data reduction is a form of analysis that sharpens, classifies, directs, discards unnecessary and organizes data in such a way that final conclusions can be drawn. Thus, the data used is data that really has relevance to the research problem. Presentation of data is an activity when a set of information is compiled, thus giving the possibility of drawing conclusions. This study used the thematic analysis method to analyze the research data. The data is presented in the form of narrative text and charts. Then, the conclusions were drawn based on processed data and verification during the research period.

Results and Discussion

Description of the Tourism Village

Kaki Langit Mangunan Tourism Village is located in *Bantul* regency, the special region of Yogyakarta, and is approximately 90-minute driving from the capital city of Yogyakarta. Relatively easy to access by public and private land transportations, KLMTV offers a refuge for local, domestic, and international tourists to escape from the hustle and bustle of big cities.

The tourism village of *Kaki Langit* (literal translation: the horizon) was founded on March 9, 2014, initiated by some community leaders of *Mangunan* village, with the official name of *Kaki Langit Mangunan* Tourism Village (or KLMTV). The name *Kaki Langit* has deeper meant than the literal meaning. The word *Kaki* (literal translation: the feet or the legs) is interpreted as the moving parts of the body, that, despite heavy weights on them, keep on moving. The word *Langit* (literal translation: the sky) is interpreted as an infinity and vast sphere. Therefore, the KLMTV is designed to become a tourist destination that contributes to social welfare through the empowerment of social, cultural, and economic sectors. To achieve the goals, KLMTV collects their resources, including natural resources, human resources, customs and traditions, local food and snacks, and crafts, and develops such resources into tourist attraction packages.

Within its eight-year operation, the KLMTV manages to develop eight tourism concepts that are treated as individual business units, such as *Rasa Langit*, *Langit Terjal*, *Langit Hijau*, *Langit Cerdas*,

Karya Langit, *Budaya Langit*, *Atap Langit*, and *Langit Ilalang*. The *Rasa Langit*, or the taste of heaven, introduces traditional local dishes, for example *Gudeg Manggar*, *Inkung Ayam*, *Getuk Kimpul*, *Wedang Kekep*, *Wedang Uwuh*, and *Gatot*. Meanwhile, *Langit Terjal*, or the steep sky, provides adventure and sightseeing packages using trail bikes and tourist jeeps. *Langit Hijau* or the green realm, explores the natural beauties surrounding the village, such as *Watu Lawang*, Fruit Garden, and Pine Forest, which are Located along the *Oyyo* river valley. *Langit Cerdas* or the smart sphere, explores the wealth of ancestral heritage in *Mangunan* village by learning the philosophy of *Rumah Limasan*, the making of *Thiwul Ayu*, and the community's traditional methods of cultivating agriculture.

Karya Langit or celestial creation, produces various kinds of handicrafts for souvenirs and wood carvings by local artists, such as wood lathes, traditional *Gangsing* or tops, and fire painting on woods. *Budaya Langit* or heavenly culture, introduces local culture that is still well preserved and maintained in the forms of entertainments and local events, such as dance and music performances of *Cokean*, *Kethoprak*, *Gejlok Lesung*, *Wayang*, which are often presented during local events of *Mitoni*, *Kenduri*, *Selapanan* and many others. *Atap Langit* or sky roof, offers personal experiences in the form of homestays or living in the village, in which guests can participate in daily activities of local residents and interact with the local community as a big family. Finally, *Langit Ilalang* acts as an umbrella that covers the KLMTV youth so they can produce positive works through focusing on outbound activities.

Supporting Factors in the Development of a Sustainable Tourism Village from the Perspectives of CBT and SE

Participation and Quality of Local Community

The local community actively participated in welcoming the visitors by preparing various tourism village facilities, including homestays, culinary, nature tours, and craft exhibitions. It was because they were aware of the village potential and the local wisdom-based management so as to generate profits for the development of tourism village. Every element of the community worked together to be able to participate actively in developing the village potential. The local youth were responsible for developing the *Langit Ilalang* (jeep & trail), the mothers took care of *Rasa Langit* (culinary), and the fathers managed the *Karya*

Langit (wood crafts). In the development of *Kaki Langit Mangunan* tourism village, it could be seen that the CBT concept had been well implemented.

The following are the results of interviews showing that the KLMTV progress was partly due to the support of the quality of the local community resources.

“Our main capital here is the extraordinary community togetherness. Here, the mutual cooperation is very strong. They are willing to be directed as long as the goals and results are positive. They have extraordinary enthusiasm.” (I2)

“The *Kaki Langit Mangunan* tourism village implements ‘Community-Based Tourism’, where the community participates in managing the tourism village directly, and the results obtained are utilized for non-management communities.” (I1)

“Indeed, our main capital here is the extraordinary community togetherness, so... [muttering] it is true that from several regencies outside Java, what is difficult to imitate from the KLMTV is the cooperation. Yesterday, an agency head from Kalimantan wanted to develop the concept of *Kaki Langit Mangunan* tourism village in their area, but he said that they cannot imitate the sense of mutual cooperation which is very extraordinary... They are willing to be directed as long as the goals and results are positive. They have extraordinary enthusiasm.” (I1 and I2)

Quality and Potential of Local Resources

The concept of establishing the KLMTV, including: *Atap Langit* (homestay), *Rasa Langit* (culinary), *Budaya Langit* (arts and culture), *Langit Ilalang* (outbound), *Langit Cerdas* (learning about *Rumah Limasan*, etc.), *Karya Langit* (crafts in the form of souvenirs and carvings), *Langit Terjal* (jeep & trail), and *Langit Hijau* (agriculture). The village treasury land was also one of the tourism village potentials managed by the management to contribute to the community.

The KLMTV attractiveness could also be seen from the Javanese culture that was still maintained and preserved by the residents such as *Cokean*, *Kethoprak*, *Gejlok Dimples*, *Wayang*, *Natadamar* performances, as well as the introduction of traditional games. Apart from that, there were also traditional events such as *Mitoni*, *Kenduri*, *Selapanan*, *Ruwatan*, and many more which were an interesting display of local wisdom for

domestic and foreign tourists. The potential and quality of the KLMTV resources were acknowledged by the following informants:

“Besides farming, the people here also innovate as craftsmen. Those who farm have large land ownership, while the rest choose to be craftsmen because they have little agricultural land, and the soil structure is losing its fertility. They make wood lathe and various plaque crafts. Meanwhile, in terms of culture, there are traditional Javanese ceremonies such as *Mitoni* (*Tingkeban*), *Gejlok Lesung*, *Natadamar*, *Akikah*, *Selapanan*, *Ruwatan*, *Kenduri Akbar* in the context of Islamic holidays, and cultural carnivals.” (I1)

“This area is a hilly area with natural conditions that are still beautiful. The people still uphold their customs and culture so that the *Mangunan* regency does not only have potential in the craft and arts sector, but also the natural tourism potential with a variety of flora and fauna. They can be a special attraction for tourists visiting *Mangunan* regency. In addition, there are also various kinds of family medicinal plants in the residents’ backyards and various local food made from the local raw materials as well. For example, *Thiwul*, *Gathot*, Sweet Potato, *Kelanan*, *Kipo*, Banana Jam, and etc.” (I4, I1)

Therefore, it could be concluded that the potential and quality of local wisdom resources were one of the supporting factors for the KLMTV sustainability.

Another factor that supports the success of KLMTV is the application of the principles of social entrepreneurship (SE) obtained from the results of interviews and observations at the locations presented below.

Quality of Founder as Social Entrepreneur

The founders or initiators of *Kaki Langit Mangunan* tourism village were local people who had the intention and commitment to help develop a tourism village by empowering the local community and managing the potential of the village – such as natural resources, local wisdom, habits, and customs – by involving the active participation of the community. In his village, the founder (Informant 1 (I1)) was known as “*Mas Ipung*.” He gained the trust of the local community to represent the village to meet *Sri Sultan*, and received a mandate to develop the concept of a tourism village in his village. Then, he felt that he had a responsibility to devote to *Sri Sultan* and his service

to the community for mutual progress. In the interview, I1 stated that:

“I was asked to represent the village to visit the *Sultan* in order to find out the potential that can be developed in this area. I went there and received a mandate from the *Sultan* on how to improve the community welfare without losing our own local wisdom. In other words, we must protect, maintain and preserve the culture, customs, flora and fauna as assets of a tourism village...”

In initiating and developing the KLMTV, the initial principle was to utilize the village’s potential and superior commodities as part of the local wisdom – the village wealth that needed to be managed for the community survival. They were encouraged to be creative, innovative, and harmonious to achieve prosperity together.

The following is the results of interviews with I2 and I6 supporting the above explanation:

“*Mas Ipung* is a local resident with a high commitment to develop a tourism village. He invited all elements of the village, society, community and village government. Together, we identified the potential of a village, either based on the nature, culture or creativity. The existence of this village as a recreational facility can improve the welfare of the village community. We just have to be accepted and supported by the society. *Mas Ipung* is the one making efforts to stimulate tourist visits to *Kaki Langit Mangunan* tourism village.” (I2)

“Once there were residents who wanted to sell their land, houses or rice fields to people outside the village. *Mas Ipung* explained that the potential wealth of the region should not be sold to foreign hands so as to maintain cultural preservation and community harmony. The local community members’ economic problems should be solved without selling the assets which are part of the local wisdom as much as possible. It is only us who will and can save the natural wealth and potential of this village.” (I6)

This tourism village was established based on a good concept and planning. This was supported by the founder who had work experience in the business world and gain the experience in business management. He described that:

“Before I manage this tourism village, I worked as a debt collector in an automotive company for around three years. There were installments in arrears. In these cases, I learned to practice

management, responsibility, how to manage people, how to achieve targets, and etc. It was not bad, and instead it is helpful for me now in managing and building this tourism village. I learned to organize everything to avoid chaotic and to meet the standard.” (I1)

The work experience or business knowledge from the founder equipped himself with the understanding and ability to manage the tourism village, including those related to the business operations and managerial actions such as planning, leading, making decisions, managing, and evaluating the tourism village management practices from the concept to implementation and monitoring.

Distribution of Income based on SE Principles

At KLMTV, there is a village regulation (*perdes*) which regulates the fair distribution of profits from organizing a tourism village to members of the community, and a portion is also allocated to the village treasury. The informants conveyed that:

“Our tourist area and its location also have part of the village treasury land. 10% of what we receive are given to the village, such as the alley to the hall because it is part of the village treasury land. We have to contribute to the village.” (I1, I2)

“After we give 10% of our income to the village treasury, the remaining 90% is then divided into 40% for KLMTV managers, 30% for the development of KLMTV maintenance funds, and 20% for the people in the KLMTV area which we provide through RT” (I1, I2)

“... that is one way we do to maintain the business continuity. If people are asked to just work voluntarily, they definitely do not want to. For example, the allocation of a 20% contribution to the community which we give every two or three months through eight local neighborhoods is expected to help us when we need more hands and to support the activity to run smoothly. Many important guests come – such as the Minister, the Governor, the Deputy – we need the support of the community as we need to clean the village, right? We can involve them in the activity and they will do it willingly.” (I2, I6)

From the results of the interview above, it is clear that the KLMTV has implemented the CBT and social entrepreneurship, in which it always includes the active participation of the community. In the social entrepreneurship approach, the results of the

development of a tourist village are not only aimed at certain individuals or groups, but are aimed at advancing and prospering the local community. The tourism village is managed as a social enterprise in which all occurring business processes are from, for, and by the community, and parts of the income from the tourism village are returned to the development and progress of the village.

Support from the Government and Higher Education

The government (tourism office) supported the development of facilities and services for the KLMTV, both in the form of providing assistance and training. The Central Government once made a visit to the KLMTV in order to provide guidance and assistance in collaboration with the Regional Government. The local community received encouragement and explanation on strengthening capacity, managerial skills, and various efforts for the community welfare.

"Training is often held, either from the district or province. They are mostly related to homestays, for example housekeeping, and other service practices from the tourism agency." (I6, I3)

"The ministry gives us quite a lot of attention because we are registered. They also monitor us about the development of tourism visitors in the KLMTV. On December 7, we were invited by the Minister in Jakarta, and we received an award certificate as an advanced tourism village at the national level." (I1, I2)

"Yesterday, the central government also visited and the regional government gave us guidance, especially the Special Region of Yogyakarta tourism office. The government carries out the monitoring, capacity building or empowerment, evaluation, and control functions, so that the region can manage and build villages in a spirit of mutual cooperation, and utilize the local wisdom and existing village natural resources to achieve an increase in the welfare of village communities" (I1, I2)

In addition to the government support, collaboration with the academics (universities) make the KLMTV able to be managed in a more professional manner and provide benefits to the surrounding environment. The academics play a role as a social laboratory whose function is not only to guide the village, but also to assist village officials in solving various real problems faced. The community service

students from Atmajaya Catholic University Yogyakarta (Unika Atmajaya), Gadjah Mada University (UGM), as well as STIE YKPN, and other campuses come to *Kaki Langit Mangunan* Tourist Village in order to carry out work programs to increase information about the tourism villages. Based on the results of the interviews on the higher education support, the informants stated that:

"There are several universities that carry out the community service program here. These flags indicate where they are from, for example UGM, Unika Atmajaya, and STIE YKPN. The students live in the village head's house. They often take part in activities in the village and if there is a problem, they will help. It is like a social laboratory so that the results of their research can be used to improve our service or develop the local wisdom here." (I3, I5)

"The community service program's students play a very important role in assisting and empowering the community. They participate in planning, monitoring, and even evaluating the development of tourism villages. We are thankful that they are flexible and want to mingle with the local residents. Usually, they compile a work program and then implement it for the development of a tourism village, so that we can become an independent tourism village." (I5)

The support from the higher education support through the community service programs could accelerate the pace of independence for the KLMTV, including through the community assistance and empowerment. The students who were integrated with the local culture had been involved from the planning, development, monitoring, to evaluation that was based on the local wisdom values. The application of the CBT and Social entrepreneurship approaches at KLMTV is summarized in Figure 1.

Management Practices in Business Processes Towards a STV

Implementation of Basic Principles of Management

In carrying out the activities of each business unit, the KLMTV had implemented management practices such as planning, organizing, directing and controlling although it was done in a simple way. The planning could be seen from the preparation of eight KLMTV development concepts, such as *atap Langit, Langit Ilalang, Langit Cerdas, Budaya Langit, Rasa Langit, Langit Terjal* and *Langit Hijau*, which were well prepared. The KLMTV had also prepared short-, medium- and long-term work plans for several

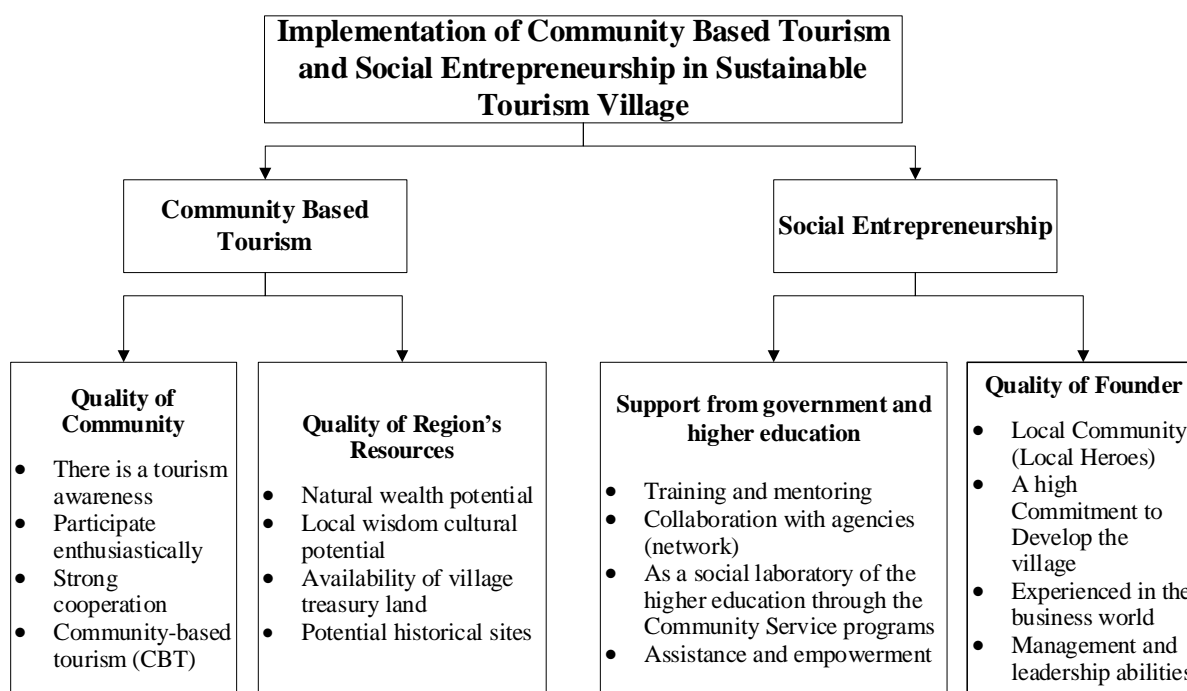


Figure 1. The implementation of the CBT and social entrepreneurship approaches at KLMTV

business units, such as the homestays and *Langit Terjal*, although not all of them were in the form of written documents. For the operationalization of activities, the KLMTV had an organizational structure consisting of a chairman, secretary and treasurer secretary and treasurer with clear job descriptions for each job. The KLMTV also controlled all of their activities by routinely evaluating and following up on them on the activities to be carried out in the future. The informants explained that:

“Each business unit has its own manager. If the manager knows that there will be guest staying overnight from, we will welcome and serve them. After that, we contact the *Atap Langit* division that on the date when there are guests staying, they should find a homestay for them. We do not have to worry about the implementation of all activities as a whole, there are already separate departments that handle it...” (I2, I3)

“We have a design for the tourism village, but it is difficult if it is not supported. The plan is there. The application or realization will depend on the situation. There are already short-term and long-term programs.” (I1)

“In the homestay, there is an association. The homestay association hold a monthly evaluation meeting. Then, we discuss how to have more guests staying.” (I1)

Implementation of Human Resource Management Practices

More specifically, the KLMTV had several things related to the human resource management practices. In terms of recruitment, the KLMTV recruited 100% local residents to become workers in the KLMTV, from every age group in the area. The youth age group, the majority of whom had formal high school and undergraduate education and who joined Karang Taruna, was recruited to become the person in charge and implementer of *Langit Ilalang* and *Langit Terjal*, handling everything related to the marketing strategies and outbound activities, character building and also KLMTV promotional activities. Meanwhile, the seniors were also recruited and involved in the KLMTV to become the person in charge and implementer. The informant stated that:

“For example, in *Rasa Langit* as a culinary business unit, the people involved are those who are used to cooking their food is delicious. So, they naturally applied. The young people like us usually supervise the *Ilalang* youth, and the students who visit here are also managed by young people who are their age. The young people and *karang taruna* (youth organization) are involved in the marketing management and outbound activities.....” (I5)

The human resources involved in the KLMTV business activities were also constantly given trainings

in order to improve individual performance. This was reflected in the trainings provided about the attitude and behavior as one of the elements of implementing *Sapta Pesona*. The quality of services provided was continuously improved through the participation of personnel in various trainings held by the local government, especially the tourism office. Apart from that, regeneration practices were also carried out for each personnel involved in the KLMTV management through collaborations between the youth and the seniors.

"..doing the tourism business is complicated and our attitude must be regulated because there are standards, such as the application of *Sapta Pesona* that must be attached to the tourism actors. This is not easy to implement. We often take part in the training conducted by the tourism agency, or with the help of a university that run the programs in this village..." (I2)

"For example, for managing the homestays, there are standards regarding bathrooms, bedrooms, and other facilities... We try to follow at least the standards of public accommodations. We often take part in the training such as for the house-keeping and service practices held by parties from the district or provincial level." (I6)

"We have made the efforts for regeneration purposes. Those who are in college and have graduated from the university have been trained to manage the tourism village from now on. Currently, more and more young people from this village are graduating from college. They no longer look for work outside the village, but they return to the village to participate in developing this tourism village..." (I2, I3)

Implementation of Financial Management Practices

Regarding sources of income, KLMTV implements a bundling price strategy, in which starting from bookings are made through the homestay secretariat, so that it can screen the needs of customers.

"Then we manage the reservation through the homestay secretariat. The main reason is that the directions that can be given come from just one door to make coordination easier. From what I see, the impact is good for increasing people's income, because later it will be related to the involvement of eight other divisions, for example at *Rasa Langit* often get orders from homestay customers because people staying overnight definitely need food, drinks and so on. That is a form of cooperation between divisions" (I2, I3)

In terms of the financial management practices, the KLMTV management implemented financial reporting in a transparent and accountable manner. The management aspired to be able to provide maximum contribution to the PAD, residents and parties involved in its management. The implementation of income monitoring had also been carried out through the use of an approach that was in accordance with the local wisdom. For example, *Rasa Langit* business unit monitored the income through the use of special wooden coins used for transactions, with the hope that every coin exchange made by merchants could reflect the real income of each merchant. In terms of reporting, the KLMTV also required every manager in each business unit to carry out transparent financial reporting. This monitoring and reporting practice were implemented to support the KLMTV management policies which had committed to transparent financial management, because they had learned from the experiences of other tourism villages.

"Right now, there are many tourism villages that have disbanded for several reasons, especially in terms of lack of transparency. After we studied the tourism villages in other districts, many have disbanded due to a lack of transparent financial management. It turns out that if any organization is not open about their finance, they are just waiting for collapse." (I2, I3)

The implementation of transparent financial management in distributing the income to each party involved, it was expected that this could be a motivation for each party to contribute optimally to develop the tourism village. This was the key to the KLMTV sustainability in the future.

Implementation of Marketing Management Practices

Another management practice carried out by the KLMTV was the marketing management practices. The first marketing strategy used was branding the tourism village name. In fact, *Kaki Langit Mangunan* Tourism Village was the brand of *Mangunan* Village. This branding strategy was implemented to market the tourism village more easily, amidst the trend of tourism villages in Yogyakarta area.

Furthermore, the KLMTV had also applied the 4P principles, namely product, price, place and promotion. The products offered by the KLMTV were the eight business units that provided a variety of products/services according to customer needs. For the prices, the KLMTV applied bundling prices presented in the

form of tour packages, so that the visitors had the perception of getting a higher value with a one-time payment. This was done so that the KLMTV sales turnover could be maximized.

“We will offer a package of activities that can be implemented for economic purposes, such as making herbal medicine, *Wedang Uwuh*, outbound activities, and traditional games that are combined into one package and offer it to travel agents.” (I1)

“We also make outbound and traveling packages offering for schools and universities, and government offices to explore this tourism village area.” (I2)

In addition to conducting marketing through the use social media, the KLMTV also conducted roadshows to schools and universities to promote the KLMTV. The promotional activities were also supported by the KLMTV management policy to open up to universities wishing to send their students to carry out their community service programs such as *Kuliah Kerja Nyata* (KKN) at the KLMTV location.

This branding strategy was followed by promotional activities in social media such as Instagram, Facebook, WhatsApp, e-mail and others to maximize the marketing strategy. Apart from the use of social media, the branding activities were also supported by direct promotional activities, one of which was by inviting professional photographers to promote the KLMTV through photos and eliminating all accommodation costs. This was done to bring out the quality experience in travelling, so that the visitors were expected to transmit this positive experience to others

Implementation of Information Technology

Regarding the application of information technology, the *Kaki Langit* tourism village has implemented, among other things, the existence of a website that can be used by potential visitors to access information about the tourist village, location maps, available facilities and tourism activities that can be carried out in the KLMTV area. In addition to using the website, KLMTV managers also use social media to reach a wider consumer segment, where the social media used are Instagram and Facebook. Slightly different from the website, the use of social media is more intended to display photos that show the beauty of nature and photos of activities that have taken place in the KLMTV area. Social media is used as a marketing tool, especially digital marketing.

Furthermore, the use of information technology is also optimized to secure financial report data and credential data related to the *Kaki Langit* tourism village, where the KLMTV manager keeps records in the local database of *Kaki Langit* tourism village. Other forms of utilization of information technology can also be seen in the use of CCTV camera devices installed in all areas of the *Kaki Langit* tourism village, which makes it easier for managers to carry out direct and thorough monitoring without having to move and visit certain locations to carry out surveillance.

The management practices implemented at KLMTV can be summarized in the Figure 2.

Impacts of KLMTV for the Community

One indicator of a sustainable tourism village was that the tourism village activities were able to have a

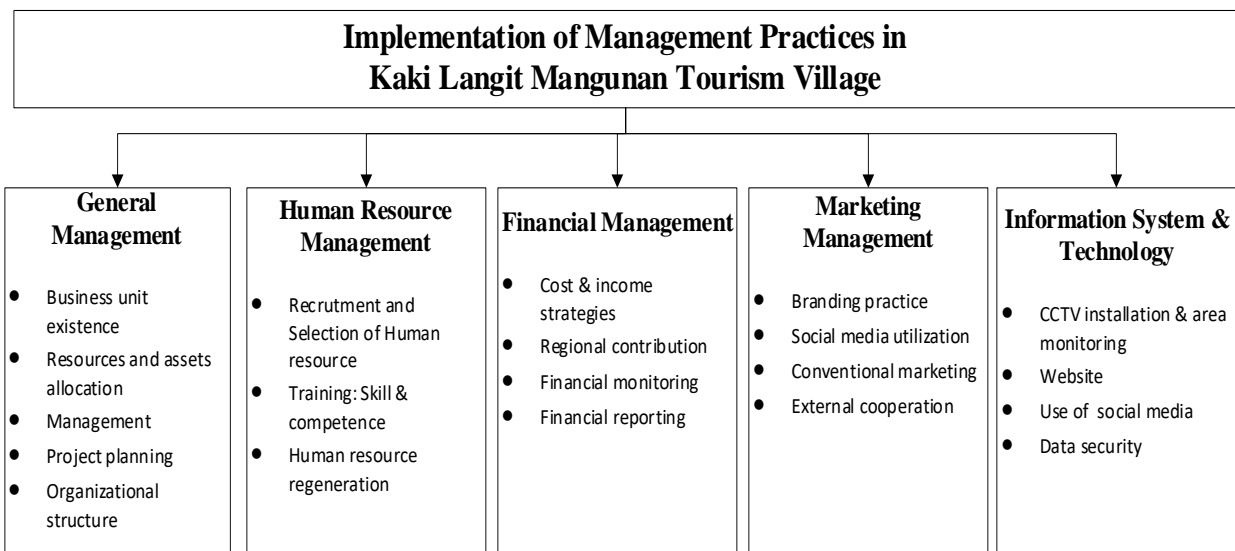


Figure 2. Implementation of management practices in KLMTV

positive impact on the community and environment. According to the informants, the KLMTV had provided many benefits. First, the KLMTV was considered capable of providing economic benefits to the community and village. The economic benefits could be seen from the availability of new job opportunities for the local community, (2) increased village welfare (red village to green village), (3) increased economic and trading activities in the village, (4) opening new business opportunities for the local community (such as increasing transportation and homestay service business), and (5) increased asset value around the village, such as the increase in land prices around the tourist objects. These benefits in the form of economic financial benefits were revealed by the informants as follows:

“In the beginning, the KLMTV was a red village. This indicated that this village had a high poverty rate, resulting to many residents left their village and the village situation was chaotic. This village is actually a historical fort from the past used as a place to defend against the invaders. Then, data collection and coaching were carried out so that the residents can be improved economically and the village can have a prosperous society. The beautiful natural scenery around the fort is the main attraction for developing the tourism village. Now, the KLMTV is a green village because there are already integrated steps to overcome the poverty...” (I3)

In addition to the positive impacts from the financial and economic perspective, the KLMTV existence also provided positive benefits for the preservation of socio-cultural values that supported the preservation of local wisdom. The seniors – who were generally unproductive, did not have their own income, and become a burden on the family – now have their own income and could actualize themselves through performing local arts (narratives of I1 and I4). Several local wisdom cultures were studied and mixed into interesting cultural attractions under the *Langit Budaya* management. Several types of Javanese culture were still maintained and preserved, such as performances of *Cokean*, *Kethoprak*, *Gejlok Mortar*, *Wayang*, and the introduction of types of traditional games. Apart from that, there were also traditional events such as *Mitoni*, *Kenduri*, *Selapanan*, *Ruwatan*, and etc. which became local wisdom attractions for the domestic and foreign tourists. The introduction and presentation of a number of traditional foods made from local ingredients such as *Thiwul*, *Gathot*, processed sweet potatoes, *Kelanan*, *Kipo*, banana jam,

and etc. were also a form of effort to preserve the local culture.

The KLMTV existence had a positive impact on the surrounding environment. It had become more organized, cleaner and healthier. The demand for the implementation of tourism village according to the applicable standards indirectly also increased the public awareness to take responsibility for maintaining the cleanliness, tidiness and environmental sustainability. The natural resources were better maintained, and the local community was increasingly aware of the village’s potential and trying to preserve the environment so that the KLMTV could be sustainable.

The development of tourism village that had begun to use the support of information and communication technology in the operational and marketing activities. This indirectly also positively influenced the local community's perception towards and knowledge about technological advances and innovation. The domestic and local tourists also brought the information, knowledge and new technology which also had an impact on changing the local community’s mindsets and behavior towards modernization.

Based on the research results described above, the following Figure presents the summary of the impacts of a sustainable tourism village as follows:

From this exploratory research, the research findings can be summarized in a framework or research model for tourism village sustainability as follows in Figure 3.

This model explains that towards a sustainable tourism village, it is determined by the application of the CBT approach and social entrepreneurship in the form of the existence of a number of supporting factors such as participation and quality from the local community, quality and potential local resources, quality and commitment of founders, fair income distribution and support from stakeholders. The harmonization of CBT and social entrepreneurship values can encourage the application of professional tourism management, which in turn can have a positive impact on villages in the form of financial/economic impacts, social cultural impacts and environmental impacts, which can ultimately lead to sustainable tourism villages.

Discussion

This study finds that there are some supporting factors in developing tourism villages into a sustainable entity, which combines the CBT approach with Social Entrepreneurships. From the CBT side, the involvement of community participation and optimal

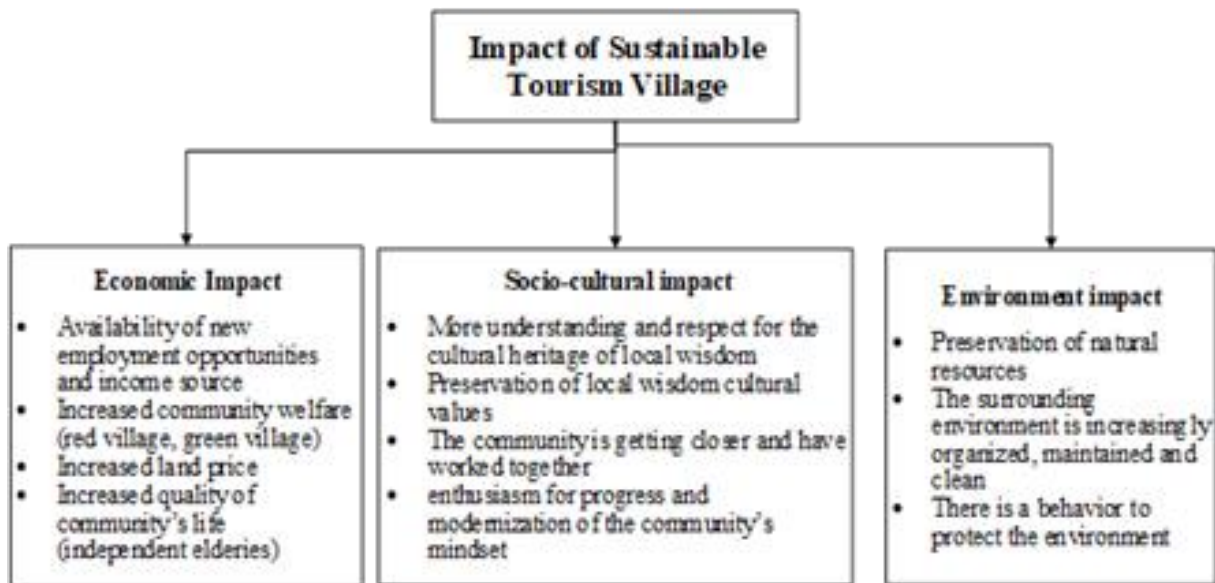


Figure 3. Impact of sustainable tourism village

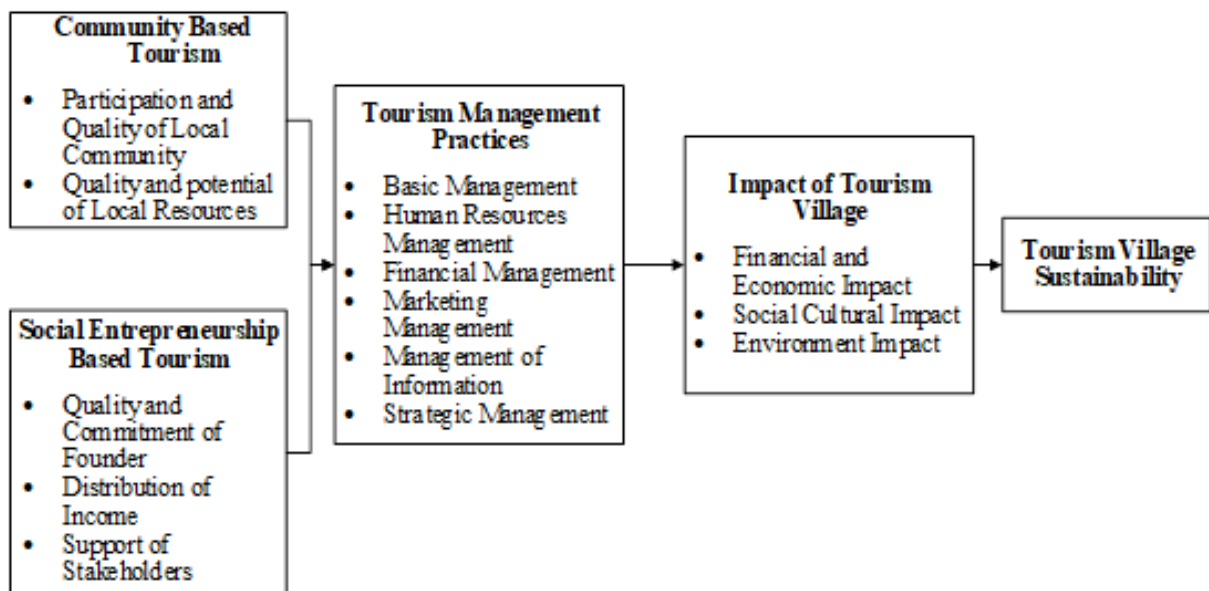


Figure 4. Model of tourism village sustainability

utilization and development of the potential and quality of local wisdom resources is an important supporting factor towards the sustainability of village tourism. The study found that KLMTV maximized all available resources, including utilizing the residents' houses as bed and breakfast lodgings, serving menus of regional specialties to visitors, performing local cultures and giving educational tours on making regional specialties such as herbal medicine and *Tiwul* snacks. The results of this study support the studies of Pantiyasa and Supartini (2016), Wisudawati and Maheswari (2018), Suteja, Wahyuningsih, and Masyhudi (2019), Widastuty, Rukmana, and Tribhuwaneswari (2020) which shows that one of the driving factors behind the

development of a tourism village was the potential of regional resources. This finding is also in line with the research results by Soemardiono *et al.* (2021) and Lasally *et al.* (2021) claiming that community support is a determining factor in the development of a tourism village. Further, this study also confirms prior studies (Bhattacharyya, 2004; van der Weppen & Cochrane, 2012; Đurkin & Perić, 2017) confirming that the community support or active participation of the residents is one of the important factors determining the sustainability of a tourism village.

From the perspective of social entrepreneurship, the quality of local heroes who act as social entrepreneurs is one of the factors that contribute to

tourism village sustainability. Sheldon and Daniele (2017) describe tourism social entrepreneurs as 'change agents' who utilize their talents and passion to impel the social transformation of destinations. According to Porter *et al.* (2018), by employing their entrepreneurial skills alongside their philanthropic visions, these individuals act as the facilitating entities for destinations to accomplish their tourism and wider community aspirations. The findings of this study are in line with the findings of some previous studies, including by Munandar and Sudrajat (2020), Puriati and Darma (2021), who found that the role of founders was a driving factor for the development of tourism villages.

As a tourism village based on social entrepreneurship, the distribution of income from the tourism village is well regulated to be allocated to business unit, the welfare of the local community, the local village government's treasury and reserves for the future development of the tourism village. This income distribution is thought to be a crucial supporting factor that contributes to the sustainability of tourism villages. The concept of social entrepreneurship refers to a process in which different resources are put together to produce economic and social values, the results of which are used to create economic welfare for communities while creating social benefits in the form of environmental, social and cultural sustainability (de Lange & Dodds, 2017). The results of this study which show the application of CBT and SE in the development of tourist villages contribute more to local people and communities and not to individual investors from outside the village, supporting the findings of the same study conducted on a number of cultural tourism in Cyprus (Boukas & Chourides, 2016), Croatia (Đurkin & Perić, 2017), and Canada (de Lange & Dodds, 2017). This is believed by Aquino *et al.* (2018) that the application of Social entrepreneurship in tourism, referred to here as tourism social entrepreneurship, can be a holistic strategy for sustainable community development.

In addition, this study also confirms that there are some other supporting factors for the tourism village sustainability in relation to the existing business processes in the form of good and professional tourism management. The KLMTV utilizes the basic management principles such as planning, organizing, directing and controlling as a manifestation of tourism village governance as well as evaluating the business processes that had been carried out. The establishment of KLMTV begins with good planning, as seen from determining the KLMTV concept which consists of eight elements of village potential resources and each

of these elements is treated as a business entity to maximize all available resources, both physical and non-physical resources. Furthermore, the KLMTV also creates a basic organizational structure with a clear division of tasks. However, advance strategic planning, such as conducting SWOT analysis, formulating vision and mission, compiling short- and long-term work programs, is not yet implemented in the KLMTV. From the results of the interviews, the respondents acknowledge that the KLMTV has already come up with some short-term and long-term plans, but has not yet put them in writing.

Furthermore, this study finds a number of practices that are recognized by the management to support the sustainable tourism village, namely the implementation of human resource management, transparent financial management, marketing management and the use of information technology. In managing the human resources, KLMTV implements a recruitment system that values competency and then develop the competency through training programs and performance evaluation. Good human resource management in the KLMTV is believed to be an important factor in the successful development of tourism village towards sustainability (Liu & Wall, 2006; Song, 2018; Soemardiono *et al.*, 2021; Jaelani & Hanim, 2021).

The implementation of financial management is observable from the transparent distribution of the total revenue contribution obtained to the various involved parties. Through the recording of financial reports per business unit, the data on the amount of income per period are finally obtained. It is then divided proportionally to the parties involved by a mutually agreed proportion. This is considered to be one of the factors that supports the sustainability of tourism villages, because the problems found in several unsustainable tourism villages are due to the lack of financial transparency and mismanagement. Lasally *et al.* (2021) found that the fair distribution of benefits to various community members was one of the factors that made the tourism villages survive.

In addition, the marketing management practices has also been implemented to the business units in the KLMTV in the form of product, price, distribution and promotion strategies. Various promotional activities supported by the youth groups, such as *karang taruna* and newly graduated local residents, are utilizing various social medias and other information communication technology media to promote many events and happenings in the KLMTV. These various findings regarding the management practices in the business processes and governance of tourism villages support the results of other studies conducted by Lasmana and

Wiryanti (2017), Jaelani and Hanim (2021), Lasally *et al.* (2021), and Yuliani and Abdi (2021). They explained that in order to upgrade a developing and advanced tourism village into a sustainable entity, it requires the implementation of professional management practices.

Furthermore, ensuring the long-term sustainability of tourism villages, the KLMTV continuously collaborates with partners across sectors, including with the investors, government, and universities. The strong community culture of mutual cooperation strengthens the relationships that bind the implementation of various activities in the KLMTV to achieve sustainability. The involvement of investors in collaborating with KLMTV, among others, in the field of transportation (e.g., providing jeep for the *Langit Terjal* business unit) and cooperation with travel agents to promote KLMTV more broadly, creates synergy and efficiency in the development of KLMTV.

The importance of the role and support of the government as a driving factor for the development of a tourism village is in line with some research findings by Alfianto (2021) and Habibi (2022). In addition, this study also finds some similar results to the studies by Bagyo, Kustanto, Hariadi, and Ratnasari (2018), Untari (2019), and Fitriana, Simanjuntak, and Dewanti (2020) that a higher education support was another driving factor in the development of tourism villages. It is related to the important of empowerment and active involvement of the local communities in the village tourism activities. Lasally *et al.* (2021) and McGinnis *et al.* (2020) suggest that the local communities needed to be empowered and be actively involved in the tourism planning and development to maintain the sustainability of the local businesses.

In general, the application of functional management practices has been implemented in the KLMTV business processes. This is in accordance with the opinion of several studies which suggest the importance of implementing professional tourism management if you want sustainable tourism destinations. In the current era of e-tourism and Intelligent tourism, according to (Song, 2018), the perspective of future operating in tourism organizations has to be incorporated in the management system, where the tourists as end-users and tourist service as a central product, must be seen as two key components of success. The application of good management will influence the potential for the development of the tourism business as well as increase in business scale and performance to support a business so that it can grow and be sustainable. Managerial innovation in the form of leadership, organizational structure, corporate strategy, knowledge management and technological

innovation in the form of using ICT, social media, internet/websites, smart phones, are types of innovation that need to be implemented in e-tourism management so that it can be sustainable (Giotis & Papadionysiou, 2022).

The sustainability of the KLMTV which has been operating for approximately eight years, can be seen from the many positive impacts on the community and the village. Although the COVID-19 pandemic affected the tourism world for two years and the KLMTV operational activities slowed down significantly, the community maintained the enthusiasm and hard work, which finally survived the hardship and resumed the activities in the KLMTV. The KLMTV existence provides financial economic benefits in improving the community welfare. Before initiating the tourism village, *Mangunan* village was categorized as the red village because of its poverty. At the moment, it is classified as a green village in terms of welfare because of the availability of new job opportunities and additional income sources for the community.

The KLMTV also bring another positive impact to the socio-cultural aspect, in which the *Langit Budaya* preserves Javanese culture such as *Cokean*, *Kethoprak*, *Gejlok Mortar*, *Wayang*, as well as traditional events such as *Mitoni*, *Kenduri*, *Selapanan*, *Ruwatan*, and presents these local wisdom as tourist attractions for both the domestic and foreign tourists. In addition to presenting the local wisdom and culture to the public, this effort also helps appraise public awareness to respect and maintain the socio-cultural values of local wisdom. Apart from that, the presence of KLMTV also resulted in a change in the modernization of the people's mindset, making it easier to be pushed forward together.

The results of the study also finds that the existence of the KLMTV brings a positive impact on the preservation of the natural environment and its surrounding areas. The village is now greener with vegetation, more beautiful, more well-organized and cleaner. The tourists who come with new information and technology also bring changes in the mindset and behavior of the community in terms of the modernization and the desire to strive for a better future. These findings support several previous studies that the implementation of tourism village sustainability standards was seen from its impact on the community's economy, socio-cultural local wisdom (As'adi *et al.*, 2020; Nadra, 2021), and its commitment to prioritize the community welfare and environmental sustainability (Priyamanaya & Rijanta, 2020; Rumiati *et al.*, 2021), so that it would create a sustainable tourism that supported the economic sustainability and village development. This finding also confirms a number of

international journals which state that tourism objects managed using the tourism social entrepreneurship approach and accompanied by professional tourism management are a determining factor for the sustainability of tourism businesses which can be seen from economic benefits, social development, and environmental sustainability (Aquino *et al.*, 2018; de Lange & Dodds, 2017).

Conclusion

Learning from the KLMTV in managing the tourism village, there are several conclusions that can be drawn. First of all, the management of tourism villages uses the CBT approach by involving the active participation of the local community with all its potential and quality as a supporting factor towards a sustainable tourism village. The development of community-based tourism villages towards sustainability also depends on the ability to optimize the potentials of the quality of natural resources and local wisdom cultural arts. Then, becoming a sustainable tourism village, the management of a village also needs to apply the principles of tourism social entrepreneurship which prioritizes the results of obtaining tourism in the form of economic value and social value for the welfare of the community, environmental sustainability and socio-culture preservation. Improving community welfare together and maintaining local resources properly allows tourism businesses to be passed on to the next generation and this is a supporting factor for the sustainability of tourism villages.

Besides, the managerial quality and high commitment of the founder who acts as a social entrepreneur to develop a tourism village with the aim of improving local community welfare and alleviating poverty was such a push factor that supports the sustainability of the tourism village. Founders are local heroes who are involved from initiating, planning, even to the implementation stage, which are important things to lead to sustainable tourism. Moreover, the tourism village sustainability is also determined by the management of business processes professionally by applying the principles of management, human resource management, financial management, marketing management, management of information technology and collaboration strategy.

Finally, a sustainable tourism is formed through the harmonization of the CBT approach and the principles of social entrepreneurship accompanied by the application of good tourism management, which will bring a positive impact on the community by economic, socio-cultural and environmental impacts, in an integrated manner with tourism management and

social entrepreneurship and optimally involving local communities in the development of tourism villages towards sustainability.

There are several recommendations for the managerial implications that can be highlighted from this study. First of all, the development of a tourism village needs to strengthen the role and participation of local communities because the support and involvement of the community and society is a supporting factor towards a sustainable tourism village. Implementation of tourism village business operations must be ensured to have a positive impact on the community and the surrounding environment, where this is important to ensure community support for the sustainability and existence of a tourism village.

Next, the role of founders from local people who initiate and run tourism village activities is very important because they are more adaptable and trusted by the community. However, local founders as social entrepreneurs and agents of change are required to have adequate managerial skills, leadership and competence. For this reason, it is necessary to make efforts to improve the quality and ability of founders through training and development activities as well as self-learning.

Besides, tourism village business operations should be based on good tourism management so that they are able to meet market needs that are always changing. Even though some developed tourism villages have implemented basic management functions, the implementation of strategic management that formulates a vision, mission and future-oriented strategic planning is still minimally implemented.

This study recommends that the government or universities can provide training related to the strategic management of tourism villages. Then, with the current trend of E-tourism and intelligent tourism, which is changing tourist behavior, tourism villages also need to adopt and develop various new innovations, for example process innovations and managerial innovations.

Finally, to go towards a sustainable tourism village, support and good cooperation with various stakeholders are needed. Tourism villages need to implement institutional innovations by being more proactive in establishing collaboration and cooperation with investors, the business world, local governments and universities.

Research Limitations and Suggestions for Future Research

This study imposes some limitation due to its data collection method. This study only explored the

research topic based on the experience of a tourism village which is considered to possess the indicators as a sustainable tourism village. Therefore, the results of this study certainly cannot be generalized to other sustainable tourism villages. For this reason, future research is suggested to investigate other advanced tourism village cases, so that a comprehensive sustainable tourism village development model can be constructed. This study also focuses more on the positive side of developing a sustainable tourism village, while paying little attention to the problems or obstacles in building a sustainable tourism village.

Future research is suggested to consider investigating the problems as the research focus. The implementation of various management practices in the KLMTV has been carried out well, but some of the management practices has not been made in writing or documented. Likewise, it is found that the strategic management practices had not been implemented, nor the intensive use of digital technology. Future researches are suggested to focus on topic of implementing the strategic management of tourism villages and developing digital tourism villages. Besides, regarding the impact of the tourism village on the community, this research only discusses the positive impacts and has not reviewed the negative impacts. Several limited studies state that local tourism also has indirect negative impacts on local communities, such as increased consumption patterns, cultural changes, changes in modern lifestyles due to following tourist styles. For this reason, future studies can observe the impact from two sides. Finally, this study uses a qualitative approach. Future studies may be able to quantitatively test the factors that contribute to tourism village sustainability as found in this exploratory study.

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