

THEORY AND PRACTICE IN HOSPITALITY AND TOURISM RESEARCH

An ASEAN Context

Edited by Jeetesh Kumar, Rupam Konar,
Devi Kausar and Daryl Ace V. Cornell

BRIDGING TOURISM THEORY
AND PRACTICE

VOLUME 15

THEORY AND PRACTICE IN HOSPITALITY AND TOURISM RESEARCH

BRIDGING TOURISM THEORY AND PRACTICE

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Recognizing the increasing gap between what is researched in academic community and what is practiced in industry, this series aims to bring together academic and industry leaders in their respective fields to discuss, exchange, and debate issues critical to the advancement of tourism. The book series intends to not only create a platform for academics and practitioners to share theories and practices with each other, but more importantly, to serve as a collaborative venue for meaningful synthesis.

Each volume will feature a distinct theme by focusing on a current or upcoming niche or “hot” topic. It shows how theories and practices inform each other; how both have evolved, advanced, and been applied; and how industry best practices have benefited from, and contributed to, theoretical developments. Volume editors have both strong academic credentials and significant consulting or other industry engagement experiences. Chapter contributors will be identified through professional conferences and trade conventions. In general, the book series seeks a synergy of how concepts can inform actions, and vice versa. The book series will inspire a new generation of researchers who can translate academic discoveries to deliverable results valuable to practitioners.

BRIDGING TOURISM THEORY AND PRACTICE
Volume 15

THEORY AND PRACTICE IN HOSPITALITY AND TOURISM RESEARCH: AN ASEAN CONTEXT

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Supriyanto has managed tourism village operations in Karangasem, Bantul, Yogyakarta, Indonesia, since 2015, overseeing 25 young people involved in community-based tourism. He previously led Karang Taruna, a local youth organization. As a talented bamboo craftsman, he inherited the craft from his family. In 2019, he established a bamboo showroom named "Supri Bamboo Craft" in Karangasem. Locally educated, he completed high school and attended an English course at the Basic English Course in Pare, East Java, Indonesia. His multifaceted involvement reflects his commitment to community development and cultural preservation through sustainable practices in tourism and craftsmanship.

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Edi Yulianto is a dedicated local champion raising awareness about tourism and environmental issues in Banaran village. He earned his German education at Yogyakarta State University in 2016 and now actively participates in various community initiatives aimed at promoting sustainable tourism and environmental stewardship. He serves as the Chairman of the Banaran Village Tourism Awareness Group, leading efforts to enhance local tourism practices. He leads the Yogyakarta Special Region Conservation Group, the Youth Organization, and the Kulonprogo Tourism Awareness Group Communication Forum, all focused on fostering community engagement and improving environmental awareness in the region.

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Supina Supina is an Assistant Professor at the College of Tourism and Hospitality, Tabuk University, Kingdom of Saudi Arabia and at the Hospitality and Tourism Program, Bunda Mulia University, Indonesia. With a strong academic background and a focused interest in tourism destination management, Supina's research mainly centers on sustainable tourism practices, environmental conservation, and community development within tourism areas. She serves on the editorial boards of many international and national indexed journals. Supina's commitment to advancing digitalization in the ASEAN tourism sector highlights her proactive stance on using technology to foster industry growth. Recognizing the transformative power of digital technologies, she promotes their strategic use to improve tourism marketing, operational efficiency, and visitor experiences across ASEAN countries.

Parameth Voraseyanoth is a Managing Director of Edunet Company Limited, a technology firm based in Thailand, and a Lecturer at King Mongkut's University of Technology Thonburi, Thailand. His research concentrates on strategy and competitiveness issues in the tourism industry, particularly those related to service innovation, policy development, and technology support. Parameth Voraseyanoth's academic and professional efforts focus on advancing the understanding and application of innovative strategies within the tourism sector. His work tackles urgent challenges and opportunities, highlighting the influence of technological progress in transforming service delivery and operational efficiency. Through his dual roles, Parameth bridges the gap between theoretical concepts and practical application, making meaningful contributions to academia and industry practices in Thailand and beyond.

FOREWORD

It is an honor to present this volume, *Theory and Practice in Hospitality and Tourism Research: An ASEAN Context*, as part of the *Bridging Tourism Theory and Practice* series. This collection makes a significant contribution to the ongoing dialogue between academic inquiry and industry application, a dialogue that is particularly important in the diverse and dynamic context of ASEAN.

A unique convergence of cultural heritage, human capital, and technological advancement shapes hospitality and tourism in this region. The chapters in this book reflect the richness of that convergence. They explore themes of resilience and sustainable development, including risk management through value-driven frameworks and responsible tourism practices that safeguard communities and destinations for future generations. At the same time, they address contemporary challenges, such as labor shortages, workforce dynamics, and strategies for attracting and retaining employees, that are central to the competitiveness of the hotel industry in Malaysia and beyond. Equally important are contributions that examine the intersections of tourism with broader societal transformations. Studies on digitalization demonstrate how the adoption of technology and e-tourism are transforming service delivery and visitor experiences in ASEAN.

Chapters focusing on diversity, equity, and inclusion (DEI) emphasize the need to create workplaces that are not only technologically advanced but also socially sustainable. Additionally, explorations of soft power strategies in Thailand and cultural tourism exchanges between India and ASEAN highlight the capacity of tourism to enhance diplomacy, identity, and shared cultural heritage. The inclusion of case studies from Bali, Malaysia, and other Southeast Asian locations provides an authentic grounding in lived realities. Whether discussing the contributions of migrant workers to destination development, the importance of local partnerships, or the strategic use of digital platforms to empower small enterprises, the insights offered by these chapters bridge academic theory with practical solutions. This book also signals the resilience and adaptability of ASEAN tourism in a postpandemic era. The narratives of recovery, innovation, and sustainability presented here remind us that tourism is more than just an economic sector; it is a social and cultural lifeline that connects people, communities, and nations.

As the President of the ASEAN Tourism Research Association (ATRA) and the Executive Dean of the Faculty of Social Sciences and Leisure Management at Taylor's University, I am pleased to endorse this distinguished volume, which brings together esteemed scholars and practitioners dedicated to advancing the future of tourism and hospitality in our region. I am confident that the insights

shared here will be valuable not only to academics and students but also to industry stakeholders, policymakers, and community leaders. By situating ASEAN experiences within the broader framework of bridging theory and practice, this book contributes meaningfully to global conversations on the future of tourism. It challenges us to rethink how we balance growth with responsibility, how we harness technology with inclusivity, and how we preserve heritage while fostering innovation. I commend the editors and contributors for their dedication and scholarship. May this volume inspire continued collaboration and critical reflection as we work toward a more resilient, inclusive, and sustainable tourism industry for ASEAN and the world.

Professor Dr. Neethiahnanthan Ari Ragavan
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Chapter 2

COMMUNITY-BASED TOURISM: A DESIGN APPROACH

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Abstract: Banaran tourism village is a destination managed based on community-based principles. It is located in the buffer area around the Borobudur Super Priority destination in Kulon Progo Regency, Indonesia. The village has great potential to become a competitive destination, but it needs to develop its residents' tourism capacity. Community-based tourism, managed internally, is currently a side business for residents and relies on trial and error, making it challenging to provide the required level of service. Banaran tourism village managers use a community-based strategy linked to local sources, partnerships, live-in, homestay, digitization, service quality, storytelling, and tour guides. **Keywords:** Conservation; empowerment; package; uniqueness; community-based-tourism

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INTRODUCTION

Community-based tourism (CBT) is a management model focusing on empowering communities. The model supports economic progress in rural regions (Tolkach & King, 2015) and relies on local social capital (Diarta & Pitana, 2022). CBT can promote economic development in rural communities through tourism business opportunities, such as lodging, transportation, gastronomy, souvenirs, tour guides, and other services (Hussain et al., 2014, 2017). It is a concept and practice that originates from the community, is organized by the community, and benefits it. As such, the local population plays a significant role in ensuring the village's success. CBT prioritizes participation according to each resident's respective capacity. The community is involved in all stages of the business: planning, management, supervision, and evaluation. Participation in Banaran tourism village is limited to energy and ideas. Little funding is available due to the weak economic conditions (Kriska et al., 2019).

In Yogyakarta, the performance of CBT is measured using eight indicators: institutions, partnerships, environment and preservation, community engagement, accessibility, amenity, and promotion and marketing (Governor Regulation of the Special Region of Yogyakarta Province, 2020). To develop CBT responsibly and sustainably, a village needs an institution to provide the organizing framework. A strong institution needs to meet specific criteria, such as complying with legislative regulations, creating bylaws, ensuring transparency in financial management and reporting, maintaining a tourism database, developing short-, medium-, and long-term plans, and establishing an effective and efficient organizational structure (Khan et al., 2024). A tourism village also requires partnerships to collaborate among many stakeholders. The integration of penta-helix-based collaborations, encompassing academia, media, government, business, and community, can expedite the development of CBT.

The development of a CBT village should promote the recognition and protection of the environment and cultural heritage. These factors are evaluated using indicators such as the creation of an institution with documented policies to regulate environmental and cultural conservation, the provision of facilities that support these efforts, the implementation of ongoing training sessions and events, and a growth in awareness and comprehension of environmental and cultural conservation. CBT requires the participation and active engagement of the community. Indicators include the level of community involvement in management and capital, the number of people employed, and the degree of local empowerment.

Effective tourism management through empowerment necessitates the community's proactive and unwavering involvement in planning and developing initiatives (Koara, 2021). Their engagement in CBT management should include planning, operations, decision-making, and supervision

(Wibowo & Belia, 2023). The extent of community engagement is determined by a minimum of five factors: community comprehension of CBT, awareness of the advantages of CBT management, familiarity with tourism management, robust institutions, and availability of resources (Hamzah & Khalifah, 2009; Kumar et al., 2023).

The management of CBT potential is inherently linked to the unique characteristics of the village, distinguished from other destinations. A thorough understanding of the characteristics reduces the risk of mismanagement and enhances the quality of tourism products. CBT usually demonstrates seven essential characteristics: recognition of resources as integral to the tourist experience; incorporation of education and interpretation into the tourism offering; typically structured for small groups and owned by local individuals; reduce adverse effects on the natural environment, as well as sociocultural aspects; supporting the conservation of natural and cultural areas by promoting economic advantages; offering alternative sources of income and employment for local communities; and enhancing both local and tourist understanding of conservation (Hamzah & Khalifah, 2009).

Attractions are divided into three main groups: natural, cultural, and artificial. Accessibility is one of the most important factors influencing decisions to visit. Several elements contribute to assessing a village's accessibility, including directional signs, an area map, easy contact details, accurate location information, accessibility to the destination, street lighting, gathering points, and services for tourists with disabilities. The amenities are essential to fulfilling the needs of tourists while in the destination. Amenities include secretariat offices, food and beverage providers, accommodation, souvenir shops, internet networks, first aid facilities to handle health problems or accidents during tourism activities, adequate electricity networks, clean water facilities, safe and proper parking areas, and worship facilities. A tourism village also needs promotion and marketing activities to survive. Partnerships with travel agencies and industry associations, alongside digital media and direct promotional activities like B2B meetings, sales trips, expos, tourism forums, and fam trips, can effectively introduce, promote, and market products to target markets.

One method of preserving the environment and culture is through the development of CBT tours, which focus on conservation and education. This approach involves creating tour packages that promote conservation and education (Yunikawati et al., 2021). Cultural and environmental options contribute to a wide range of initiatives to preserve and enhance the quality of rural culture and environment. These packages provide funding and improve the viability of cultural communities and their environment. Such focused tour packages can educate participants about the natural environment and how to protect it. Implementing a conservation-oriented CBT strategy can empower local communities to actively participate in preserving the environment and regional cultural heritage. Conservation

entails the prudent administration of natural resources, the protection of ecosystems, and the mitigation of adverse effects caused by tourism. A primary conservation goal in CBT is cultivating consciousness among tourists and mitigating the potential ecological harm from unregulated tourism expansion. Such CBT initiatives safeguard local traditions, arts, and culture through the active engagement of local communities and tourists.

The proactive involvement of local communities significantly shapes the form of CBT used in a village. The local population plays a pivotal role by engaging in the operation of the destination. A village wishing to start a CBT operation begins by developing a tourism awareness group, comprised of individuals in responsible positions. The groups support and enable community initiatives through day-to-day administration and enhancement of tourism assets and attractions. Such entities are also responsible for promoting community awareness of operational opportunities.

Tourism awareness groups are partners in the management of tourism villages. They build and maintain partnerships with all stakeholders to strengthen existing resources. The established relationships can encourage the improvement of the products offered in the village. The management requires strong regulations to avoid conflicts among community members. These regulations are prepared by the groups together with related stakeholders. Effective regulations must anticipate disputes that may arise in the management of the village.

Managing a village is a complex and multifaceted task involving various internal and external conflicts. These can include disharmony among village institutions, excessive competition, internal disputes within the community, reduced public trust in the government, and other political, social, and economic problems. These conflicts stem from inadequate public understanding of the program, suboptimal planning, lack of adequate regulations, and nontransparent management in the community, lowering public trust in the village and causing various political, social, and economic issues. Conflicts in managing a tourism village come from multiple sources, including poor public understanding of the program, nonoptimal planning, inadequate regulations, and nontransparent management. In remote locations, the accessibility of a village, its amenities, and its promotion determine the sustainability of CBT development. The accessibility and amenities are essential influences on tourists' decisions to visit a destination. Promotional activities can create awareness and convince the market of the value of tourism products. Strategic and streamlined marketing efforts can enhance the branding of communities and entice tourists to visit.

Developing tour packages for CBT exhibits has distinct characteristics compared to other sites. Any tour package combines several attractions into one package and is bundled with a distinctive concept or theme, making it enjoyable and unique. In a CBT package, tourists derive enjoyment by engaging in meaningful exchanges with residents. Tourists may stay in the

homes of residents who rent out a part of their house, commonly called homestay accommodation. The management of a CBT village may face significant challenges in meeting the requirements of tourists.

The main challenge in achieving industry standards is the absence of qualified local staff on a full-time basis. Local communities eager to engage in CBT must take on the responsibilities of professional managers and employees. Additionally, tourists often do not include specific villages in their tour packages. Many communities see tourism as a supplementary activity alongside their primary occupations, like farming or local business work. Consequently, tourists need to arrange their visits ahead of time. As a result, many villages involved in CBT struggle to ensure consistent service quality, making it difficult for travel agents to promote CBT packages. In these situations, villages require support to offer competitive and sustainable tourism options.

BANARAN TOURISM VILLAGE

This chapter examines the opportunities and challenges of meeting the industry's needs. It seeks to provide recommendations to supply a management model for tourism villages to meet the needs of the industry. The data was collected using a qualitative descriptive approach to describe the existing conditions and the opportunities and challenges of the management. The existing conditions of Banaran village provide baseline data that is analyzed to formulate a management strategy that will meet the required criteria. Primary data was collected through interviews with various key informants, strengthened by direct field observation. Secondary data was collected through documentation that was available online and offline. The data was analyzed using thematic analysis and interpretation to provide a narrative of the problem and its solution.

Tourism in Banaran Village

Banaran village is a CBT site in the Kulonprogo Regency of the Special Region of Yogyakarta, Indonesia. Banaran is near Yogyakarta International Airport, a prominent hub for domestic and international flights. Banaran developed its CBT offering in 2023 but has encountered numerous challenges in achieving its objectives. It has experienced challenges, especially in developing tour packages that adhere to industry standards. This destination is unique due to the release of turtle hatchlings. The village is located in the Trisik Beach area, the only conservation area in Kulonprogo Regency. This conservation area is the main attraction and the uniqueness of Banaran. However, this potential advantage has not been successfully developed into a tour package. Tour and travel agents have difficulty selling the packages because they have not been able to meet industry standards.

Trisik Beach has a unique habitat for *Chelonia mydas* (green turtles), which has been developed as an educational and conservation tourist attraction (Darmarani, 2021). The breeding pattern of the beach has excellent potential to be transformed into a thematic tour package focused on conservation and education. The community offers various other opportunities, such as a lagoon, traditional arts, the annual Trisik Festival, natural dye batik, culinary experiences, and a camping ground. The area comprises four lagoons that have been transformed into a mangrove forest area and a location for water rides (Larasati, 2021). Banaran village is between the Progo and Gunsairo Rivers, benefiting from their pristine water and facilitating freshwater fish cultivation. Live-in tour packages for tourists often include freshwater fish farming as a captivating and gastronomic attraction.

Conservation is a fundamental principle of Banaran village, which aims to safeguard the destination's ecological and cultural variety. The destination provides tour packages focusing on conservation, including Green Turtle conservation, mangrove planting, cultural preservation, and natural dye batik. The turtle is a species at risk of extinction and is legally safeguarded. They exhibit a reproductive behavior characterized by the deposition of eggs between May and August. Consequently, local communities can release the hatchlings from July to November. The hatchling release period is incorporated into a tour package focusing on conservation and education. Tour packages have the potential to support conservation programs and boost the income of local communities in nature reserves. The Trisik Beach area frequently suffers from erosion, which has prompted the Banaran community to cultivate mangrove trees. Tour packages that tourists can enjoy are created through the combined efforts of cultivating mangroves and receiving support from the community. The cultivation of mangroves is a valuable use of land to promote the development of integrated villages through tourism activities (Paramita, 2022).

The preservation of cultural heritage in Banaran is achieved through the preservation of local traditional arts and traditional batik. The local conventional arts of *reog* and *jathilan* dance are renowned throughout Java (Larasati, 2021). The distinctiveness of the *reog* dance is attributed to its narrative and the attire worn by the performers. The local art is transformed into an education-focused tour package that promotes the active participation and engagement of tourists with local communities. The Batik Tom studio is dedicated to preserving traditional batik using natural dyes derived from indigo plants. Conservation activities synergize to enhance educational attractions, thereby enriching the tourist experience.

Problems in Banaran Village

Due to its lack of expertise in the field, the Banaran community cannot participate actively in tourism management. Most of the residents are

agriculturalists who have received training unrelated to tourism. Aside from the capacity of human resources, motivation is a key concern in determining the extent of community engagement. The lack of tourism awareness in the village has resulted in a lack of motivation among its residents to participate actively. The residents have yet to witness the beneficial effects of tourism management on cultural and environmental preservation and the enhancement of the local economy.

Community empowerment in tourism management presents a viable method for sustainable development. However, in Banaran, Kulon Progo, challenges persist. A lack of skilled human resources poses a significant barrier to effective CBT management. The proficiency level of these resources directly impacts the success of implementing CBT in this area. These limitations have resulted in subpar tourism services (Smith & Puczkó, 2016). The human resource capacity has directly impacted the overall experience and satisfaction level of tourists and the economic opportunities derived from CBT management (Mustaqim, 2023).

Stakeholder Involvement and Strategy

Stakeholders are making various efforts to enhance community involvement in the management of CBT Banaran to achieve sustainable tourism. Enhancing collaborations is one of the initiatives aimed at improving the capacity of human resources. Partners can offer different forms of support to Banaran, such as improving access to resources and enhancing the skills of the local community. Partners provide resource accessibility through implementing corporate social responsibility. Skills enhancement is achieved through diverse partnership programs, including initiatives to promote socialization and raise awareness about tourism, training, and mentoring programs to enhance skills, and efforts to strengthen community organizations that contribute to effective management (Kumar et al., 2020; Santoso et al., 2022).

CBT management is intricately linked to environmental factors, with waste being one of them. Public waste management awareness has become a critical concern due to its low levels (Pramusita & Sarinastiti, 2018). Inadequately managed waste harms the environment and diminishes the comfort of tourists (Kristina et al., 2020). The waste issue encountered by Banaran is primarily caused by congenital waste originating from the Progo River, which is transported by the water current and accumulates in the Trisik vicinity. This inherent inefficiency is an issue that cannot be fully settled due to its unresolved origin from the sender. The community collaborates with multiple entities to conduct periodic sanitation initiatives in the Trisik vicinity.

The Banaran villagers consider tourism a secondary activity; thus, the management cannot create tour packages that tourists can access anytime.

The industry then faces challenges in marketing the village due to the absence of a guarantee that tour services adhere to established standards. The sustainability of tourism and the economic impact on the local community are determined by tour packages that adhere to industry-standard criteria. The CBT management strategy for meeting industry criteria encompasses various elements, such as a robust community commitment to ensuring the quality of tourism products, sufficient human resource capacity, standardized tourism services, thematic tour packages, compelling storytelling, IT implementation, and collaboration with multiple stakeholders. CBT's primary offering is a comprehensive tour package curated from diverse rural resources. The packages are organized thematically to ensure an optimal and immersive tourist experience. Tour packages can be categorized into four types of packaging: natural resource-based, local resource-based, creative tourism-based, and combination-based (Coordinating Ministry of Maritime Affairs and Investment of the Republic of Indonesia, 2021).

Thematic Tour Packages

Banaran has tourism potential that includes nature, culture, history, culinary arts, and crafts and so are offered to the tourism industry. Tour packages are strategically created based on specific themes to attract tourists (Adikampana et al., 2019). Based on observations in the field, various thematic tour packages can be designed, including nature-based, culture-based, culinary-based, education-based, historical-based, and artificial-based tour packages. Nature-based tour packages offer a variety of activities that allow tourists to interact with nature. These activities include enjoying the sunrise at Trisik Beach, walking along the Gonzairo River, exploring the Thousand Cypress area, bird watching, and visiting Saungan. Trisik is home to various migratory bird species, such as small eagles, great crested herons, little egrets, barn swallows, and little egrets. Saungan, located east, is a hidden spot with a stunning view of wave-breaking rocks and the sunset. Culture-based tour packages are designed by packaging various cultural potentials in Banaran into attractive attractions for tourists. These packages include *gumbregan* or *kenduri*, *rasulan*, *kerawitan*, and traditional arts. *Kenduri* is a traditional ceremony of Javanese people, including Banaran villagers, to celebrate various events, such as birth, marriage, and death. *Rasulan* is a traditional celebration after the harvest period is over. *Rasulan* is a form of gratitude to the village farming community for the blessings of the harvest. *Karawitan* attractions are carried out by playing Javanese gamelan, which contains historical and philosophical aspects for the Banaran community's traditional arts offered to tourists in dance, including the *bujang ganong* dance and *Reog wayang*. Culinary-based tour packages are designed as activities that aim to create experiences processing typical culinary in the village. The typical and unique cuisine in Banaran is smoked catfish *mangut*.

The uniqueness of the smoked catfish *magnet* is that the processing is smoked, resulting in a low-fat dish and a distinctive flavor, namely *sangit*.

Other culinary delights offered to tourists include *krasikan* (crispy eel), *geplak* (salted egg), and traditional herbal medicine. Education-based tour packages are designed to create new experiences and add insights related to the superior tourism potential in Banaran. The tour includes various activities, including hatchling release, turtle conservation, mangrove conservation, and *batik tom*. Hatchling Release is the iconic attraction because it is the only potential in the Gunungkidul district. Likewise, *batik tom* is a leading product in the creative economy field because it has uniqueness. It offers batik education using indigo blue natural dyes. History-based tour packages offer activities that provide historical experiences in Banaran. The activities include Banaran footsteps, the history of the Gonzairo River related to the Japanese era government, the history of the formation of agricultural land in the Trisik area, and Tanjungsari village. Tour packages designed based on the potential of nature, culture, cuisine, education, and history are complemented by those created by the manager, namely, artificial tour packages. Activities offered include fishing areas in the lagoon, outbound, camping grounds, and traditional games.

The live-in package requires at least 24 hours and includes homestay accommodation. Homestay is a compulsory lodging option provided in a tourist village. Banaran has eight homestays: Wijaya Kusuma, Tom Batik, Keren Kayu, Pandan Wangi, Roemah Dewo Asri, Tanjungsari Asri, Wong Elok, and Gerbang Trisik. The quantity and quality of homestays still need to be increased. They have yet to cater to the lodging requirements of many tourists. The present homestays need improvement in product, service, and management (Wijayanti & Dewi, 2023), specifically in hygiene, sanitation, air circulation, and lighting. The village is situated in the Trisik region, characterized by a relatively warm and dusty atmosphere, necessitating increased attention to these four components. The level of human resource capacity directly affects the quality of service and management. Banaran needs more expertise in hospitality, particularly in the establishment of homestays. The business remains manual, encompassing booking, payment, financial management, and database administration tasks. The level of interaction between tourists and hosts remains restricted, thus hindering the optimal development of the tourist experience. The host can provide a range of activities such as collaborative cooking, participation in traditional games, and crafting local artifacts.

The efficacy of a tour package in crafting a tourist experience is determined by two primary factors: compelling storytelling and proficient tour guides. The former can influence the mindset of tourists and evoke strong emotions toward the narrative and theme of the tour package. Storytelling can enhance the tourist's memory and engagement with the theme of the tour package, influencing their likelihood of making repeat purchases and

their inclination to recommend the destination to others (Moin et al., 2020). The narrative surrounding the Hatchling tour packages should be constructed robustly to achieve an optimal tourist experience (Jo et al., 2022). Proficient tour guides have a significant impact on the effectiveness of the narrative. They must possess a high level of product or tour package expertise. Integrating information technology into CBT management is essential.

The strategic utilization of technology significantly improves tourism villages' scale and quality. Information technology facilitates efficient and streamlined management, ensuring optimal operations (Sarja et al., 2021). By integrating IT into village management, their competitiveness is strengthened, and their outreach is expanded. The information system in Banaran began to be implemented in 2023. It is an Android-based website called PENAKU (Pesona Banaran Kulonprogo). It was developed in collaboration with Universitas Bina Sarana Informatika through a community service program. The platform realizes digital-based Banaran services. Tourists get the convenience of various transactions, including searching for information, ordering tour packages, and the payment process. The website's availability also makes it easier for tourism managers in Banaran to carry out extensive promotions and reach market segments on a national and international scale. However, the village still experiences limited human resources to manage and maintain the platform. Universitas Bina Sarana Informatika provides periodic assistance.

Collaboration with different parties is crucial for the long-term success of CBT (Manaf et al., 2018). Establishing a robust system among academia, business, community, government, and media is necessary, known as the penta helix. Banaran has partnered with Universitas Bina Sarana Informatika in academics. The collaboration involves the development of information systems and the enhancement of human resource capacity. The latter is achieved by transferring technology or providing intensive mentoring (Juliana et al., 2021). Banaran enhances and broadens its collaboration with other penta helix components to facilitate the rapid growth of the village. Collaborative partnerships can enhance the availability of resources, leading to improved accessibility and amenities in the tourism industry. CBT aims to establish links and matches with the industry through various elements, such as resources, tour packages, IT implementation, service quality, and partnership. Fig. 2.1 presents the CBT management strategy.

Community empowerment-based tourism management, commonly known as CBT, follows traditional practices, which pose challenges in meeting tourists. The community's management system, which is a secondary focus, cannot ensure industry-specific service quality assurance. Fig. 2.1 illustrates the correlation between CBT management and the industry. The former is incorporated into live-in tour packages, which include suitable homestay accommodation. Tourism activities are impacted by providing high-quality

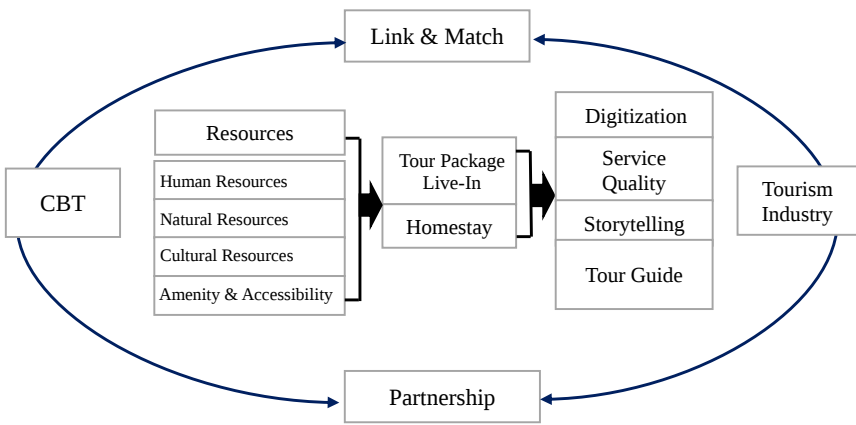


Fig. 2.1. Industry-Based CBT Management Scheme.
Source: Author (2024).

services that adhere to industry standards, enhancing storytelling by tour guides, and utilizing information technology to facilitate tourism business operations. The development of CBT can be accelerated to meet industry criteria by forming partnerships and fostering synergy with different stakeholders. Implementing industry-focused CBT management strategies can enhance the factors that influence tourist satisfaction and their likelihood to return. In the long run, this approach also contributes to sustainable tourism and the betterment of local communities.

CONCLUSION

This chapter emphasizes the urgent need to enhance management practices in Banaran tourism village to meet industry standards and attain long-term sustainability. A key challenge is the limited human resource capacity, as many residents lack formal hospitality and tourism management education. This gap results in inconsistent service quality, adversely affecting tourist satisfaction and the village’s ability to attract and retain tourists. Research shows that targeted capacity-building programs focused on CBT can significantly enhance local involvement and service standards. Thus, it is advisable to establish structured training initiatives in partnership with universities, tourism associations, and government agencies to strengthen residents’ skills in customer service, tourism management, and digital marketing. Furthermore, practical workshops on tourist interaction, sustainable tourism, and entrepreneurship could further empower villagers to manage tourism-related enterprises effectively.

Another key issue is the poor infrastructure and service management in Banaran's homestays. Research shows that these accommodations are crucial for authentic CBT experiences but depend on strict hygiene, comfort, and cultural engagement standards. Currently, Banaran homestays struggle with inadequate ventilation, sanitation issues, and disorganized management, limiting industry compliance. This highlights the need for improved regulations and quality assurance, including regular inspections and standardized operator training. Additionally, a community-driven monitoring system with trained local coordinators could enhance service quality and maintenance, ensuring sustainability.

Launched in 2023, Banaran's PENAKU digital platform facilitates online bookings, promotions, and tourism management. Nonetheless, its potential is hindered by insufficient local expertise in maintaining and optimizing the platform. By integrating digital solutions, the visibility of destinations increases, operations become more efficient, and tourists enjoy a better experience. Village administrators should receive regular training on digital literacy, e-commerce, and social media marketing. Partnerships with technology institutions and tourism agencies can provide ongoing enhancements and technical support.

Enhancing the tourist experience in Banaran through storytelling and tour guiding demands careful consideration. Banaran's distinctive features, such as turtle conservation and traditional arts, provide rich storytelling possibilities. However, many tour guides lack formal training in storytelling techniques and destination interpretation. A professional tour guide certification program should emphasize narrative development, cultural heritage understanding, and interactive engagement strategies. By training more guides to share captivating stories, Banaran's tourism can be elevated, drawing in additional tourists.

Collaborating with external stakeholders such as universities, government bodies, private companies, and NGOs is essential for boosting tourism development in Banaran. Employing a multi-stakeholder strategy, primarily via the Penta Helix Model, can facilitate financial assistance, training, and marketing opportunities. Practical CBT programs depend on solid institutional partnerships that provide technical skills, policy guidance, and market access. Banaran should actively participate in collaborative initiatives like ecotourism and capacity-building workshops to enhance its tourism management framework. Creating formal agreements with tourism boards and travel agencies can further improve market access and competitiveness. Adopting a strategic and research-based approach to tourism village management in Banaran is essential. Addressing human resource capacity, homestay quality, digitalization, storytelling, and stakeholder collaboration will transform Banaran into a sustainable and competitive destination. Future research can explore the impact of these interventions on community participation and economic sustainability.

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Chapter 2

COMMUNITY-BASED TOURISM: A DESIGN APPROACH

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Abstract: Banaran tourism village is a destination managed based on community-based principles. It is located in the buffer area around the Borobudur Super Priority destination in Kulon Progo Regency, Indonesia. The village has great potential to become a competitive destination, but it needs to develop its residents' tourism capacity. Community-based tourism, managed internally, is currently a side business for residents and relies on trial and error, making it challenging to provide the required level of service. Banaran tourism village managers use a community-based strategy linked to local sources, partnerships, live-in, homestay, digitization, service quality, storytelling, and tour guides. **Keywords:** Conservation; empowerment; package; uniqueness; community-based-tourism

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INTRODUCTION

Community-based tourism (CBT) is a management model focusing on empowering communities. The model supports economic progress in rural regions (Tolkach & King, 2015) and relies on local social capital (Diarta & Pitana, 2022). CBT can promote economic development in rural communities through tourism business opportunities, such as lodging, transportation, gastronomy, souvenirs, tour guides, and other services (Hussain et al., 2014, 2017). It is a concept and practice that originates from the community, is organized by the community, and benefits it. As such, the local population plays a significant role in ensuring the village's success. CBT prioritizes participation according to each resident's respective capacity. The community is involved in all stages of the business: planning, management, supervision, and evaluation. Participation in Banaran tourism village is limited to energy and ideas. Little funding is available due to the weak economic conditions (Kriska et al., 2019).

In Yogyakarta, the performance of CBT is measured using eight indicators: institutions, partnerships, environment and preservation, community engagement, accessibility, amenity, and promotion and marketing (Governor Regulation of the Special Region of Yogyakarta Province, 2020). To develop CBT responsibly and sustainably, a village needs an institution to provide the organizing framework. A strong institution needs to meet specific criteria, such as complying with legislative regulations, creating bylaws, ensuring transparency in financial management and reporting, maintaining a tourism database, developing short-, medium-, and long-term plans, and establishing an effective and efficient organizational structure (Khan et al., 2024). A tourism village also requires partnerships to collaborate among many stakeholders. The integration of penta-helix-based collaborations, encompassing academia, media, government, business, and community, can expedite the development of CBT.

The development of a CBT village should promote the recognition and protection of the environment and cultural heritage. These factors are evaluated using indicators such as the creation of an institution with documented policies to regulate environmental and cultural conservation, the provision of facilities that support these efforts, the implementation of ongoing training sessions and events, and a growth in awareness and comprehension of environmental and cultural conservation. CBT requires the participation and active engagement of the community. Indicators include the level of community involvement in management and capital, the number of people employed, and the degree of local empowerment.

Effective tourism management through empowerment necessitates the community's proactive and unwavering involvement in planning and developing initiatives (Koara, 2021). Their engagement in CBT management should include planning, operations, decision-making, and supervision

(Wibowo & Belia, 2023). The extent of community engagement is determined by a minimum of five factors: community comprehension of CBT, awareness of the advantages of CBT management, familiarity with tourism management, robust institutions, and availability of resources (Hamzah & Khalifah, 2009; Kumar et al., 2023).

The management of CBT potential is inherently linked to the unique characteristics of the village, distinguished from other destinations. A thorough understanding of the characteristics reduces the risk of mismanagement and enhances the quality of tourism products. CBT usually demonstrates seven essential characteristics: recognition of resources as integral to the tourist experience; incorporation of education and interpretation into the tourism offering; typically structured for small groups and owned by local individuals; reduce adverse effects on the natural environment, as well as sociocultural aspects; supporting the conservation of natural and cultural areas by promoting economic advantages; offering alternative sources of income and employment for local communities; and enhancing both local and tourist understanding of conservation (Hamzah & Khalifah, 2009).

Attractions are divided into three main groups: natural, cultural, and artificial. Accessibility is one of the most important factors influencing decisions to visit. Several elements contribute to assessing a village's accessibility, including directional signs, an area map, easy contact details, accurate location information, accessibility to the destination, street lighting, gathering points, and services for tourists with disabilities. The amenities are essential to fulfilling the needs of tourists while in the destination. Amenities include secretariat offices, food and beverage providers, accommodation, souvenir shops, internet networks, first aid facilities to handle health problems or accidents during tourism activities, adequate electricity networks, clean water facilities, safe and proper parking areas, and worship facilities. A tourism village also needs promotion and marketing activities to survive. Partnerships with travel agencies and industry associations, alongside digital media and direct promotional activities like B2B meetings, sales trips, expos, tourism forums, and fam trips, can effectively introduce, promote, and market products to target markets.

One method of preserving the environment and culture is through the development of CBT tours, which focus on conservation and education. This approach involves creating tour packages that promote conservation and education (Yunikawati et al., 2021). Cultural and environmental options contribute to a wide range of initiatives to preserve and enhance the quality of rural culture and environment. These packages provide funding and improve the viability of cultural communities and their environment. Such focused tour packages can educate participants about the natural environment and how to protect it. Implementing a conservation-oriented CBT strategy can empower local communities to actively participate in preserving the environment and regional cultural heritage. Conservation

entails the prudent administration of natural resources, the protection of ecosystems, and the mitigation of adverse effects caused by tourism. A primary conservation goal in CBT is cultivating consciousness among tourists and mitigating the potential ecological harm from unregulated tourism expansion. Such CBT initiatives safeguard local traditions, arts, and culture through the active engagement of local communities and tourists.

The proactive involvement of local communities significantly shapes the form of CBT used in a village. The local population plays a pivotal role by engaging in the operation of the destination. A village wishing to start a CBT operation begins by developing a tourism awareness group, comprised of individuals in responsible positions. The groups support and enable community initiatives through day-to-day administration and enhancement of tourism assets and attractions. Such entities are also responsible for promoting community awareness of operational opportunities.

Tourism awareness groups are partners in the management of tourism villages. They build and maintain partnerships with all stakeholders to strengthen existing resources. The established relationships can encourage the improvement of the products offered in the village. The management requires strong regulations to avoid conflicts among community members. These regulations are prepared by the groups together with related stakeholders. Effective regulations must anticipate disputes that may arise in the management of the village.

Managing a village is a complex and multifaceted task involving various internal and external conflicts. These can include disharmony among village institutions, excessive competition, internal disputes within the community, reduced public trust in the government, and other political, social, and economic problems. These conflicts stem from inadequate public understanding of the program, suboptimal planning, lack of adequate regulations, and nontransparent management in the community, lowering public trust in the village and causing various political, social, and economic issues. Conflicts in managing a tourism village come from multiple sources, including poor public understanding of the program, nonoptimal planning, inadequate regulations, and nontransparent management. In remote locations, the accessibility of a village, its amenities, and its promotion determine the sustainability of CBT development. The accessibility and amenities are essential influences on tourists' decisions to visit a destination. Promotional activities can create awareness and convince the market of the value of tourism products. Strategic and streamlined marketing efforts can enhance the branding of communities and entice tourists to visit.

Developing tour packages for CBT exhibits has distinct characteristics compared to other sites. Any tour package combines several attractions into one package and is bundled with a distinctive concept or theme, making it enjoyable and unique. In a CBT package, tourists derive enjoyment by engaging in meaningful exchanges with residents. Tourists may stay in the

homes of residents who rent out a part of their house, commonly called homestay accommodation. The management of a CBT village may face significant challenges in meeting the requirements of tourists.

The main challenge in achieving industry standards is the absence of qualified local staff on a full-time basis. Local communities eager to engage in CBT must take on the responsibilities of professional managers and employees. Additionally, tourists often do not include specific villages in their tour packages. Many communities see tourism as a supplementary activity alongside their primary occupations, like farming or local business work. Consequently, tourists need to arrange their visits ahead of time. As a result, many villages involved in CBT struggle to ensure consistent service quality, making it difficult for travel agents to promote CBT packages. In these situations, villages require support to offer competitive and sustainable tourism options.

BANARAN TOURISM VILLAGE

This chapter examines the opportunities and challenges of meeting the industry's needs. It seeks to provide recommendations to supply a management model for tourism villages to meet the needs of the industry. The data was collected using a qualitative descriptive approach to describe the existing conditions and the opportunities and challenges of the management. The existing conditions of Banaran village provide baseline data that is analyzed to formulate a management strategy that will meet the required criteria. Primary data was collected through interviews with various key informants, strengthened by direct field observation. Secondary data was collected through documentation that was available online and offline. The data was analyzed using thematic analysis and interpretation to provide a narrative of the problem and its solution.

Tourism in Banaran Village

Banaran village is a CBT site in the Kulonprogo Regency of the Special Region of Yogyakarta, Indonesia. Banaran is near Yogyakarta International Airport, a prominent hub for domestic and international flights. Banaran developed its CBT offering in 2023 but has encountered numerous challenges in achieving its objectives. It has experienced challenges, especially in developing tour packages that adhere to industry standards. This destination is unique due to the release of turtle hatchlings. The village is located in the Trisik Beach area, the only conservation area in Kulonprogo Regency. This conservation area is the main attraction and the uniqueness of Banaran. However, this potential advantage has not been successfully developed into a tour package. Tour and travel agents have difficulty selling the packages because they have not been able to meet industry standards.

Trisik Beach has a unique habitat for *Chelonia mydas* (green turtles), which has been developed as an educational and conservation tourist attraction (Darmarani, 2021). The breeding pattern of the beach has excellent potential to be transformed into a thematic tour package focused on conservation and education. The community offers various other opportunities, such as a lagoon, traditional arts, the annual Trisik Festival, natural dye batik, culinary experiences, and a camping ground. The area comprises four lagoons that have been transformed into a mangrove forest area and a location for water rides (Larasati, 2021). Banaran village is between the Progo and Gunsairo Rivers, benefiting from their pristine water and facilitating freshwater fish cultivation. Live-in tour packages for tourists often include freshwater fish farming as a captivating and gastronomic attraction.

Conservation is a fundamental principle of Banaran village, which aims to safeguard the destination's ecological and cultural variety. The destination provides tour packages focusing on conservation, including Green Turtle conservation, mangrove planting, cultural preservation, and natural dye batik. The turtle is a species at risk of extinction and is legally safeguarded. They exhibit a reproductive behavior characterized by the deposition of eggs between May and August. Consequently, local communities can release the hatchlings from July to November. The hatchling release period is incorporated into a tour package focusing on conservation and education. Tour packages have the potential to support conservation programs and boost the income of local communities in nature reserves. The Trisik Beach area frequently suffers from erosion, which has prompted the Banaran community to cultivate mangrove trees. Tour packages that tourists can enjoy are created through the combined efforts of cultivating mangroves and receiving support from the community. The cultivation of mangroves is a valuable use of land to promote the development of integrated villages through tourism activities (Paramita, 2022).

The preservation of cultural heritage in Banaran is achieved through the preservation of local traditional arts and traditional batik. The local conventional arts of *reog* and *jathilan* dance are renowned throughout Java (Larasati, 2021). The distinctiveness of the *reog* dance is attributed to its narrative and the attire worn by the performers. The local art is transformed into an education-focused tour package that promotes the active participation and engagement of tourists with local communities. The Batik Tom studio is dedicated to preserving traditional batik using natural dyes derived from indigo plants. Conservation activities synergize to enhance educational attractions, thereby enriching the tourist experience.

Problems in Banaran Village

Due to its lack of expertise in the field, the Banaran community cannot participate actively in tourism management. Most of the residents are

agriculturalists who have received training unrelated to tourism. Aside from the capacity of human resources, motivation is a key concern in determining the extent of community engagement. The lack of tourism awareness in the village has resulted in a lack of motivation among its residents to participate actively. The residents have yet to witness the beneficial effects of tourism management on cultural and environmental preservation and the enhancement of the local economy.

Community empowerment in tourism management presents a viable method for sustainable development. However, in Banaran, Kulon Progo, challenges persist. A lack of skilled human resources poses a significant barrier to effective CBT management. The proficiency level of these resources directly impacts the success of implementing CBT in this area. These limitations have resulted in subpar tourism services (Smith & Puczko', 2016). The human resource capacity has directly impacted the overall experience and satisfaction level of tourists and the economic opportunities derived from CBT management (Mustaqim, 2023).

Stakeholder Involvement and Strategy

Stakeholders are making various efforts to enhance community involvement in the management of CBT Banaran to achieve sustainable tourism. Enhancing collaborations is one of the initiatives aimed at improving the capacity of human resources. Partners can offer different forms of support to Banaran, such as improving access to resources and enhancing the skills of the local community. Partners provide resource accessibility through implementing corporate social responsibility. Skills enhancement is achieved through diverse partnership programs, including initiatives to promote socialization and raise awareness about tourism, training, and mentoring programs to enhance skills, and efforts to strengthen community organizations that contribute to effective management (Kumar et al., 2020; Santoso et al., 2022).

CBT management is intricately linked to environmental factors, with waste being one of them. Public waste management awareness has become a critical concern due to its low levels (Pramusita & Sarinastiti, 2018). Inadequately managed waste harms the environment and diminishes the comfort of tourists (Kristina et al., 2020). The waste issue encountered by Banaran is primarily caused by congenital waste originating from the Progo River, which is transported by the water current and accumulates in the Trisik vicinity. This inherent inefficiency is an issue that cannot be fully settled due to its unresolved origin from the sender. The community collaborates with multiple entities to conduct periodic sanitation initiatives in the Trisik vicinity.

The Banaran villagers consider tourism a secondary activity; thus, the management cannot create tour packages that tourists can access anytime.

The industry then faces challenges in marketing the village due to the absence of a guarantee that tour services adhere to established standards. The sustainability of tourism and the economic impact on the local community are determined by tour packages that adhere to industry-standard criteria. The CBT management strategy for meeting industry criteria encompasses various elements, such as a robust community commitment to ensuring the quality of tourism products, sufficient human resource capacity, standardized tourism services, thematic tour packages, compelling storytelling, IT implementation, and collaboration with multiple stakeholders. CBT's primary offering is a comprehensive tour package curated from diverse rural resources. The packages are organized thematically to ensure an optimal and immersive tourist experience. Tour packages can be categorized into four types of packaging: natural resource-based, local resource-based, creative tourism-based, and combination-based (Coordinating Ministry of Maritime Affairs and Investment of the Republic of Indonesia, 2021).

Thematic Tour Packages

Banaran has tourism potential that includes nature, culture, history, culinary arts, and crafts and so are offered to the tourism industry. Tour packages are strategically created based on specific themes to attract tourists (Adikampana et al., 2019). Based on observations in the field, various thematic tour packages can be designed, including nature-based, culture-based, culinary-based, education-based, historical-based, and artificial-based tour packages. Nature-based tour packages offer a variety of activities that allow tourists to interact with nature. These activities include enjoying the sunrise at Trisik Beach, walking along the Gonzairo River, exploring the Thousand Cypress area, bird watching, and visiting Saungan. Trisik is home to various migratory bird species, such as small eagles, great crested herons, little egrets, barn swallows, and little egrets. Saungan, located east, is a hidden spot with a stunning view of wave-breaking rocks and the sunset. Culture-based tour packages are designed by packaging various cultural potentials in Banaran into attractive attractions for tourists. These packages include *gumbregan* or *kenduri*, *rasulan*, *kerawitan*, and traditional arts. *Kenduri* is a traditional ceremony of Javanese people, including Banaran villagers, to celebrate various events, such as birth, marriage, and death. *Rasulan* is a traditional celebration after the harvest period is over. *Rasulan* is a form of gratitude to the village farming community for the blessings of the harvest. *Karawitan* attractions are carried out by playing Javanese gamelan, which contains historical and philosophical aspects for the Banaran community's traditional arts offered to tourists in dance, including the *bujang ganong* dance and *Reog wayang*. Culinary-based tour packages are designed as activities that aim to create experiences processing typical culinary in the village. The typical and unique cuisine in Banaran is smoked catfish *mangut*.

The uniqueness of the smoked catfish *magnet* is that the processing is smoked, resulting in a low-fat dish and a distinctive flavor, namely *sangit*.

Other culinary delights offered to tourists include *krasikan* (crispy eel), *geplak* (salted egg), and traditional herbal medicine. Education-based tour packages are designed to create new experiences and add insights related to the superior tourism potential in Banaran. The tour includes various activities, including hatchling release, turtle conservation, mangrove conservation, and *batik tom*. Hatchling Release is the iconic attraction because it is the only potential in the Gunungkidul district. Likewise, *batik tom* is a leading product in the creative economy field because it has uniqueness. It offers batik education using indigo blue natural dyes. History-based tour packages offer activities that provide historical experiences in Banaran. The activities include Banaran footsteps, the history of the Gonzairo River related to the Japanese era government, the history of the formation of agricultural land in the Trisik area, and Tanjungsari village. Tour packages designed based on the potential of nature, culture, cuisine, education, and history are complemented by those created by the manager, namely, artificial tour packages. Activities offered include fishing areas in the lagoon, outbound, camping grounds, and traditional games.

The live-in package requires at least 24 hours and includes homestay accommodation. Homestay is a compulsory lodging option provided in a tourist village. Banaran has eight homestays: Wijaya Kusuma, Tom Batik, Keren Kayu, Pandan Wangi, Roemah Dewo Asri, Tanjungsari Asri, Wong Elok, and Gerbang Trisik. The quantity and quality of homestays still need to be increased. They have yet to cater to the lodging requirements of many tourists. The present homestays need improvement in product, service, and management (Wijayanti & Dewi, 2023), specifically in hygiene, sanitation, air circulation, and lighting. The village is situated in the Trisik region, characterized by a relatively warm and dusty atmosphere, necessitating increased attention to these four components. The level of human resource capacity directly affects the quality of service and management. Banaran needs more expertise in hospitality, particularly in the establishment of homestays. The business remains manual, encompassing booking, payment, financial management, and database administration tasks. The level of interaction between tourists and hosts remains restricted, thus hindering the optimal development of the tourist experience. The host can provide a range of activities such as collaborative cooking, participation in traditional games, and crafting local artifacts.

The efficacy of a tour package in crafting a tourist experience is determined by two primary factors: compelling storytelling and proficient tour guides. The former can influence the mindset of tourists and evoke strong emotions toward the narrative and theme of the tour package. Storytelling can enhance the tourist's memory and engagement with the theme of the tour package, influencing their likelihood of making repeat purchases and

their inclination to recommend the destination to others (Moin et al., 2020). The narrative surrounding the Hatchling tour packages should be constructed robustly to achieve an optimal tourist experience (Jo et al., 2022). Proficient tour guides have a significant impact on the effectiveness of the narrative. They must possess a high level of product or tour package expertise. Integrating information technology into CBT management is essential.

The strategic utilization of technology significantly improves tourism villages' scale and quality. Information technology facilitates efficient and streamlined management, ensuring optimal operations (Sarja et al., 2021). By integrating IT into village management, their competitiveness is strengthened, and their outreach is expanded. The information system in Banaran began to be implemented in 2023. It is an Android-based website called PENAKU (Pesona Banaran Kulonprogo). It was developed in collaboration with Universitas Bina Sarana Informatika through a community service program. The platform realizes digital-based Banaran services. Tourists get the convenience of various transactions, including searching for information, ordering tour packages, and the payment process. The website's availability also makes it easier for tourism managers in Banaran to carry out extensive promotions and reach market segments on a national and international scale. However, the village still experiences limited human resources to manage and maintain the platform. Universitas Bina Sarana Informatika provides periodic assistance.

Collaboration with different parties is crucial for the long-term success of CBT (Manaf et al., 2018). Establishing a robust system among academia, business, community, government, and media is necessary, known as the penta helix. Banaran has partnered with Universitas Bina Sarana Informatika in academics. The collaboration involves the development of information systems and the enhancement of human resource capacity. The latter is achieved by transferring technology or providing intensive mentoring (Juliana et al., 2021). Banaran enhances and broadens its collaboration with other penta helix components to facilitate the rapid growth of the village. Collaborative partnerships can enhance the availability of resources, leading to improved accessibility and amenities in the tourism industry. CBT aims to establish links and matches with the industry through various elements, such as resources, tour packages, IT implementation, service quality, and partnership. Fig. 2.1 presents the CBT management strategy.

Community empowerment-based tourism management, commonly known as CBT, follows traditional practices, which pose challenges in meeting tourists. The community's management system, which is a secondary focus, cannot ensure industry-specific service quality assurance. Fig. 2.1 illustrates the correlation between CBT management and the industry. The former is incorporated into live-in tour packages, which include suitable homestay accommodation. Tourism activities are impacted by providing high-quality

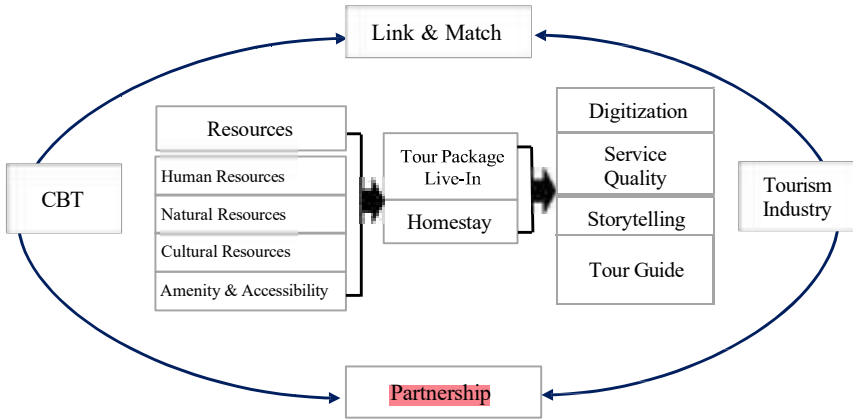


Fig. 2.1. Industry-Based CBT Management Scheme.

Source: Author (2024).

services that adhere to industry standards, enhancing storytelling by tour guides, and utilizing information technology to facilitate tourism business operations. The development of CBT can be accelerated to meet industry criteria by forming partnerships and fostering synergy with different stakeholders. Implementing industry-focused CBT management strategies can enhance the factors that influence tourist satisfaction and their likelihood to return. In the long run, this approach also contributes to sustainable tourism and the betterment of local communities.

CONCLUSION

This chapter emphasizes the urgent need to enhance management practices in Banaran tourism village to meet industry standards and attain long-term sustainability. A key challenge is the limited human resource capacity, as many residents lack formal hospitality and tourism management education. This gap results in inconsistent service quality, adversely affecting tourist satisfaction and the village's ability to attract and retain tourists. Research shows that targeted capacity-building programs focused on CBT can significantly enhance local involvement and service standards. Thus, it is advisable to establish structured training initiatives in partnership with universities, tourism associations, and government agencies to strengthen residents' skills in customer service, tourism management, and digital marketing. Furthermore, practical workshops on tourist interaction, sustainable tourism, and entrepreneurship could further empower villagers to manage tourism-related enterprises effectively.

Another key issue is the poor infrastructure and service management in Banaran's homestays. Research shows that these accommodations are crucial for authentic CBT experiences but depend on strict hygiene, comfort, and cultural engagement standards. Currently, Banaran homestays struggle with inadequate ventilation, sanitation issues, and disorganized management, limiting industry compliance. This highlights the need for improved regulations and quality assurance, including regular inspections and standardized operator training. Additionally, a community-driven monitoring system with trained local coordinators could enhance service quality and maintenance, ensuring sustainability.

Launched in 2023, Banaran's PENAKU digital platform facilitates online bookings, promotions, and tourism management. Nonetheless, its potential is hindered by insufficient local expertise in maintaining and optimizing the platform. By integrating digital solutions, the visibility of destinations increases, operations become more efficient, and tourists enjoy a better experience. Village administrators should receive regular training on digital literacy, e-commerce, and social media marketing. Partnerships with technology institutions and tourism agencies can provide ongoing enhancements and technical support.

Enhancing the tourist experience in Banaran through storytelling and tour guiding demands careful consideration. Banaran's distinctive features, such as turtle conservation and traditional arts, provide rich storytelling possibilities. However, many tour guides lack formal training in storytelling techniques and destination interpretation. A professional tour guide certification program should emphasize narrative development, cultural heritage understanding, and interactive engagement strategies. By training more guides to share captivating stories, Banaran's tourism can be elevated, drawing in additional tourists.

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Pesan Anda tidak terkirim ke **davcornell@pup.edu.ph** karena domain pup.edu.ph tidak dapat ditemukan. Periksa jika ada kesalahan pengetikan atau spasi yang berlebihan dan coba lagi.

Tanggapannya:

DNS Error: DNS type 'mx' lookup of pup.edu.ph responded with code NOERROR DNS type 'mx' lookup of pup.edu.ph had no relevant answers. DNS type 'aaaa' lookup of pup.edu.ph responded with code NOERROR DNS type 'aaaa' lookup of pup.edu.ph had no relevant answers. DNS type 'a' lookup of pup.edu.ph responded with code NOERROR DNS type 'a' lookup of pup.edu.ph had no relevant answers.

Final-Recipient: rfc822; davcornell@pup.edu.ph

Action: failed

Status: 5.4.3

Diagnostic-Code: smtp; DNS Error: DNS type 'mx' lookup of pup.edu.ph responded with code NOERROR

DNS type 'mx' lookup of pup.edu.ph had no relevant answers.
DNS type 'aaaa' lookup of pup.edu.ph responded with code NOERROR
DNS type 'aaaa' lookup of pup.edu.ph had no relevant answers.
DNS type 'a' lookup of pup.edu.ph responded with code NOERROR
DNS type 'a' lookup of pup.edu.ph had no relevant answers.
Last-Attempt-Date: Fri, 26 Apr 2024 01:03:43 -0700 (PDT)

----- Pesan Yang Diteruskan -----

From: Ani Wijayanti <ani.awi@bsi.ac.id>

To: jeetesh.kumar@taylors.edu.my

Cc: Devi Kausar <devikausar@univpancasila.ac.id>, rupam.konar@taylors.edu.my, davcornell@pup.edu.ph, kousalya.emerald@tnq.co.in

Bcc:

Date: Fri, 26 Apr 2024 14:38:09 +0700

Subject: EMERALD BOOK - Theory and Practice in Hospitality and Tourism Research: An ASEAN Context

----- Message truncated -----

Jeetesh Kumar <Jeetesh.Kumar@taylors.edu.my>

26 April 2024 pukul 15.50

Kepada: Ani Wijayanti <ani.awi@bsi.ac.id>

Cc: Devi Kausar <devikausar@univpancasila.ac.id>, Rupam Konar <Rupam.Konar@taylors.edu.my>, "davcornell@pup.edu.ph" <davcornell@pup.edu.ph>

Thanks, files are well received.
We will get back to you in due course.

Thanks & regards,

Jeetesh Kumar, PhD. CHIA
Head of Research (a) - Faculty of Social Sciences and Leisure Management
Senior Lecturer - School of Hospitality, Tourism & Events
Hub Leader - Responsible Tourism for Inclusive Economic Growth" hub under Sustainable Tourism Impact Lab
Associate Director – Centre for Research and Innovation in Tourism (CRiT)

Taylor's University
Lakeside campus | Subang Jaya - 47500 | Selangor | Malaysia
H/p: +6010-2535574 | Tel. No. +603-56295413
Email: jeetesh.kumar@taylors.edu.my
Researchgate | Taylor's Research Expert | LinkedIn | Google Scholar | Scopus

Associate Editor – Asia Pacific Journal of Innovation in Hospitality and Tourism (APJIHT)
Regional Editor (Central, Western, and South Asia) – Event Management

From: Ani Wijayanti <ani.awi@bsi.ac.id>



No. 2

**BUKTI PERMINTAAN
REVISI DAN
PENGIRIMAN REVISI
PERTAMA**

**(11 Juli,
8 & 12 Agustus 2024)**



Ani Wijayanti <ani.awi@bsi.ac.id>

Theory and Practice in Hospitality and Tourism Research: An ASEAN Context - Important Formatting Revisions Required for Book Submission

10 pesan

Jeetesh Kumar <Jeetesh.Kumar@taylors.edu.my>

11 Juli 2024 pukul 16.05

Cc: Rupam Konar <Rupam.Konar@taylors.edu.my>, "davcornell@pup.edu.ph" <davcornell@pup.edu.ph>, "devikausar@univpancasila.ac.id" <devikausar@univpancasila.ac.id>

Dear Authors,

We hope this message finds you well. Thank you for your submission and patience towards the reviewing process. Following a review of your chapters by Professor Jafar Jafari, co-editor of our [book series](#), we are writing to request some important revisions to ensure uniformity. The review committee have emphasised the need for consistency across all chapters, and we kindly ask for your cooperation in making the necessary adjustments.

Please carefully review and implement the following points:

1. Study the Detailed Format Guidelines: Please refer to the attached formatting guidelines and ensure your chapter adheres strictly to these standards.
2. Title and Subtitle Format: Use short, clear titles and subtitles for your chapters.
3. Content Inclusion on the First Page: Ensure that the first page of your chapter includes all essential information, following the format seen in previous volumes.
4. Avoid Lengthy Sections: Break down your chapter into shorter, manageable sections, and avoid using too many sub-headings. Keep sub-headings concise and to the point.
5. Consistency in Heading Styles: Pay attention to the formatting of section headings and sub-headings to maintain consistency throughout the book.

We appreciate your prompt attention to these revisions, which will significantly contribute to the coherence and professionalism of our publication. We are looking forwards to receiving the final revised version of your chapter before or latest by **Wednesday, 17th July 2024**.

for the damage caused by the content of this email.

This message (including any attachments) is intended only for the use of the individual or entity to which it is addressed and may contain information that is non-public, proprietary, privileged, confidential, and exempt from disclosure under applicable law or may constitute as attorney work product. You may not share this message or any of its attachments to anyone except your team on a 'need to know' basis only. Please note that as the recipient, it is your responsibility to check the email for malicious software. If you are not the intended recipient, you are hereby notified that any use, dissemination, distribution, or copying of this communication is strictly prohibited. If you have received this communication in error (i), notify us immediately by telephone and (ii) destroy this message if a facsimile or (iii) delete this message immediately if this is an electronic communication. Finally, the opinions disclosed by the sender do not have to reflect those of the company, therefore the company refuses to take any liability for the damage caused by the content of this email.

Rupam Konar <Rupam.Konar@taylors.edu.my>

8 Agustus 2024 pukul 12.35

Kepada: Ani Wijayanti <ani.awi@bsi.ac.id>

Cc: Devi Kausar <devikausar@univpancasila.ac.id>, "davcornell@pup.edu.ph" <davcornell@pup.edu.ph>, Jeetesh Kumar <Jeetesh.Kumar@taylors.edu.my>

Dear Dr. Ani Wijayanti,

We have received the final round of feedback from the book series editors regarding your chapter. I've attached their comments below for your reference. Please incorporate these revisions into the chapter while maintaining the current formatting. We want to ensure the content aligns perfectly with the series' standards and expectations.

If you have any questions or require clarification on any of the feedback, please don't hesitate to reach out. Thank you for your continued dedication to this book. We look forward to receiving the revised chapter by **13th August**.

COMMENTS:

Chapter 2

- I have edited Chapter 2 to divide it into an introduction that discusses CBT generally. Then I have made the second section about the village specifically.
- Could you ask the authors to check my edits and also to try and provide some sub-headings in both sections. I found the text somewhat repetitive so any revision to remove repetition and add detail would be great.
- The Conclusions section needs to be improved with a summary of specific recommendations for the village and more general conclusions about the usefulness of CBT.

Best Wishes & Stay Safe,



[Kutipan teks disembunyikan]

 **2NS.docx**
170K

Ani Wijayanti <ani.awi@bsi.ac.id>

12 Agustus 2024 pukul 13.34

Kepada: Rupam Konar <Rupam.Konar@taylor's.edu.my>

Cc: Devi Kausar <devikausar@univpancasila.ac.id>, davcornell@pup.edu.ph

Dear Ropam Konar, Ph.D., CHIA

We are sending you the revised article.

[Please kindly check the article.](#)

Best regards

Noted;

I have added sub-headings to the second chapter.

I developed the repetitive text into paragraphs that describe in more detail.

I have added a recommendation narrative to the conclusion

[Kutipan teks disembunyikan]

[Kutipan teks disembunyikan]

Email : ani.awi@bsi.ac.id

www.bsi.ac.id



2NS_Edited by Author_12 August 2024.docx

137K



No. 3

**BUKTI ACTION
REQUEST
(19 Agustus 2025)**



Ani Wijayanti <ani.awi@bsi.ac.id>

Action Required – Complete and Return CTA Form - Theory and Practice in Hospitality and Tourism Research

3 pesan

Rupam Konar <Rupam.Konar@taylors.edu.my>

19 Agustus 2025 pukul 21.46

Cc: Jeetesh Kumar <Jeetesh.Kumar@taylors.edu.my>, Rupam Konar <Rupam.Konar@taylors.edu.my>, "devikausar@univpancasila.ac.id" <devikausar@univpancasila.ac.id>, "davcornell@pup.edu.ph" <davcornell@pup.edu.ph>, Yemaya Marsden <ymarsden@emerald.com>

Dear Chapter Authors,

Many of you shared that the DocuSign link from Emerald did not work for you. To move forward quickly, we will use a manual method. Thank you in advance for your prompt cooperation.

What you need to do (by 22nd Aug. Friday, 6:00 PM):

1. **Open the attached “Exclusive Licence Chapter Agreement (CTA)” form.**
 - On the **first page**, replace the yellow highlight with the **full title of your chapter**.
2. **Provide Author Details.**
 - Insert the **full name, organisation, and email address** of every author.
 - If more than one author, please list in the order you wish your names to appear in the chapter of yours, with the corresponding author listed first.
3. **Go to the last page – “6. AUTHOR AUTHORISATION”.**
 - Type the **full names of all authors** for your chapter **in the correct order** of authorship.
 - **All details must be typed** except the signatures.
 - **Every author must sign with a handwritten-style (insert e-signature). Typed names as a signature will not be accepted.** If any author does not sign properly, Emerald will **not** approve the chapter for publication.
4. **Save and return your file.**
 - File name format: **ShortTitle_FirstAuthorSurname_CTA.pdf** (example: *ServiceQuality_Lim_CTA.pdf*).
 - **Email the completed CTA for your chapter in one email** (do not send multiple emails) by replying to this email.

Checklist before sending (quick yes/no):

- Chapter title entered on page 1.

- Author details (name, organisation, email) filled in, in correct order.
- All author names typed in the Authorisation section.
- Every author has provided a **drawn** signature (no typed signatures).
- File saved as PDF with correct naming format.
- One email per chapter, sent to the contacts above.

We appreciate your quick action so that Emerald can proceed without delay. Thank you for supporting the book and for working as a team to meet this deadline. If you have any confusion, drop us an email, and we would be happy to help you.

Sincerely,

Rupam Konar, Ph.D., CHIA.

Programme Director – [Ph.D. \(Hospitality & Tourism\)](#) and [MSc. \(Tourism\)](#)

Associate Director - [Centre for Research and Innovation in Tourism \(CRiT\)](#)

Managing Editor - [Asia-Pacific Journal of Innovation in Hospitality and Tourism \(APJIHT\)](#)

Certified Microsoft Innovative Educator (MIE)

School of Hospitality, Tourism & Events

Taylor's University (Lakeside Campus)

47500 Subang Jaya, Selangor, Malaysia

email: Rupam.Konar@taylors.edu.my

LET'S STAY CONNECTED

[LINKEDIN](#) | [GOOGLE SCHOLAR](#) | [RESEARCH GATE](#) | [SCOPUS](#)

Dear Rupam Konar, Ph.D., CHIA

Warm regards,
Allow me to send the Document.
Please kindly check.

Many Thanks
Dr. Ani Wijayanti

[Kutipan teks disembunyikan]

--

Dr. Ani Wijayanti, M.M., M.MPar., CHE

**Universitas Bina Sarana Informatika
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HP/WA : 081804112254/ Pin : 797EAFC0
Email : ani.awi@bsi.ac.id**

www.bsi.ac.id

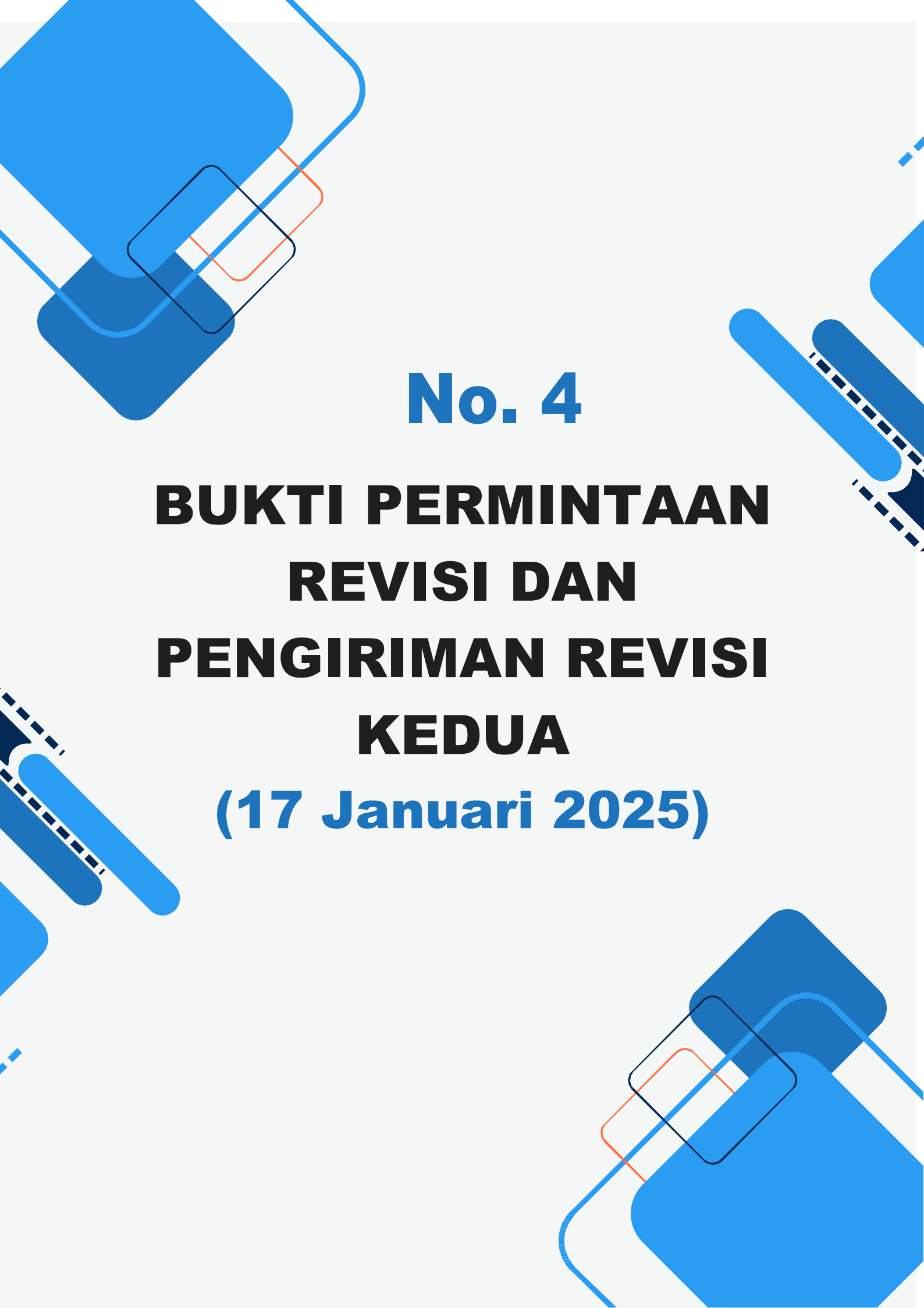


ChallengesandOpportunities_Ani_CTA.pdf
240K

Rupam Konar <Rupam.Konar@taylors.edu.my>
Kepada: Ani Wijayanti <ani.awi@bsi.ac.id>

20 Agustus 2025 pukul 09.19

Dear Dr. Ani,



No. 4

**BUKTI PERMINTAAN
REVISI DAN
PENGIRIMAN REVISI
KEDUA**

(17 Januari 2025)

We recently received comments on your chapter from the series editor, as below. Please use the chapter version attached for further action,

-

The text/texture of this chapter is not smooth.

- The discussion randomly uses “a tourism village” vs “tourism villages”.
- The Introduction section is under-referenced. On many occasions, ideas have been borrowed without naming the source.
- Sometimes, the chapter jumps around with the use of present, past, and future tenses.
- At times, the chapter offers too many details and/or repeats.

The authors are advised to have their chapters polished by an outside copyeditor and keep the changes in track changes.

I am looking forward to having your revised copyedited chapter file by next week, Friday, 17th January.

Thanks & regards,

Jeetesh Kumar, PhD. CHIA

Head of Research - Faculty of Social Sciences and Leisure Management

Senior Lecturer - School of Hospitality, Tourism & Events

Hub Leader - *Responsible Tourism for Inclusive Economic Growth* hub under Sustainable Tourism Impact Lab

Associate Director – Centre for Research and Innovation in Tourism (CRiT)

Taylor's University

Lakeside Campus |Subang Jaya - 47500| Selangor|Malaysia

H/p: +6010-2535574| Tel. No. +603-56295413

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Researchgate | Taylor's Research Expert | LinkedIn | Google Scholar | Scopus

Associate Editor – *Asia Pacific Journal of Innovation in Hospitality and Tourism (APJIHT)*

Regional Editor (Central, Western, and South Asia) – *Event Management*

From: Ani Wijayanti <ani.awi@bsi.ac.id>

Date: Wednesday, 17 July 2024 at 12:23 PM

To: Jeetesh Kumar <Jeetesh.Kumar@taylors.edu.my>

Cc: Emmita devi hari putri <emmita.evr@bsi.ac.id>, atun yulianto <atun.aty@bsi.ac.id>, nyiur.java@gmail.com <nyiur.java@gmail.com>

[Kutipan teks disembunyikan]

[Kutipan teks disembunyikan]

[Kutipan teks disembunyikan]

[Kutipan teks disembunyikan]

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Error! Filename not specified.

[Kutipan teks disembunyikan]

[Kutipan teks disembunyikan]

[Kutipan teks disembunyikan]

[Kutipan teks disembunyikan]

[Kutipan teks disembunyikan]



Chapter 2_JJ to NS Jan 8.docx

106K

Ani Wijayanti <ani.awi@bsi.ac.id>

Kepada: Jeetesh Kumar <Jeetesh.Kumar@taylors.edu.my>

17 Januari 2025 pukul 20.41

www.bsi.ac.id

[Kutipan teks disembunyikan]

Ani Wijayanti <ani.awi@bsi.ac.id>
Kepada: Jeetesh Kumar <Jeetesh.Kumar@taylors.edu.my>

20 Januari 2025 pukul 10.40

Dear Editorial,

Along with this email, I convey the results of the second round of article revisions, as a track record of revisions that have been made.
Please be willing to check.

Best regards,
Dr. Ani

[Kutipan teks disembunyikan]

 **2NS_Edited by Author_12 August 2024(1).docx**
137K

Jeetesh Kumar <Jeetesh.Kumar@taylors.edu.my>
Kepada: Ani Wijayanti <ani.awi@bsi.ac.id>

20 Januari 2025 pukul 14.38

Thank you.

[Kutipan teks disembunyikan]

[Kutipan teks disembunyikan]



No. 5

**BUKTI PERMINTAAN
PROOF FINAL ARTICLE
(26 November 2025)**



Ani Wijayanti <ani.awi@bsi.ac.id>

Gentle Reminder – Submission of Chapter Proof Corrections - Theory and Practice in Hospitality and Tourism Research

1 pesan

Jeetesh Kumar <Jeetesh.Kumar@taylors.edu.my>

26 November 2025 pukul 14.32

Kepada: Rupam Konar <Rupam.Konar@taylors.edu.my>, "devikausar@univpancasila.ac.id" <devikausar@univpancasila.ac.id>, "davcornell@pup.edu.ph" <davcornell@pup.edu.ph>, "Alexander (TNQTech)" <alexander.subbareddy@tnqtech.com>

Dear all,

I hope you are doing well.

This is a gentle reminder to kindly respond to the email sent by @Alexander (TNQTech) regarding the proofs of your chapter for the book *Theory and Practice in Hospitality and Tourism Research*.

Please ensure that your proof corrections are reviewed and submitted before or latest by **05 December 2025** to avoid any delays in the publication timeline.

Thank you for your prompt attention and cooperation.

Thanks & regards,

Jeetesh Kumar, PhD. CHIA

Head of Research - *Faculty of Social Sciences and Leisure Management*

Senior Lecturer - *School of Hospitality, Tourism & Events*

Hub Leader - *"Responsible Tourism for Inclusive Economic Growth" hub under Sustainable Tourism Impact Lab*

Cluster Leader – *Centre for Asian Modernisation*

Taylor's University

Lakeside Campus, Subang Jaya, 47500, Selangor, Malaysia

No. 6

BUKTI INFORMASI

PUBLIKASI ARTIKEL

(17 Januari 2026)



Ani Wijayanti <ani.awi@bsi.ac.id>

Completion of Theory and Practice in Hospitality and Tourism Research – Volume 15

3 pesan

Alexander (TNQTech) <alexander.subbareddy@tnqtech.com>

27 Januari 2026 pukul 13.29

Kepada: Jeetesh Kumar <jeetesh.kumar@taylor.edu.my>, Ani Wijayanti <ani.awi@bsi.ac.id>, Indra Prawira <iprawira@binus.edu>, Fitri Abdillah <fitri.abdillah@podomorouniversity.ac.id>, Ghifari Yuristiadhi Masyhari Makhasi <ghifari.yuristiadhi@ugm.ac.id>, GFardhiyanti@uclan.ac.uk, Rindo Sanjaya <rindo.sanjaya@gmail.com>, Kevin Fuchs <kevin.f@phuket.psu.ac.th>, Samuel Folorunso Adeyinka-Ojo <samuel.adey@curtin.edu.my>, Gopinath Sangaran <gopinath.sangaran@taylor.edu.my>, MONA FAIRUZ RAMLI <munafairuz@umt.edu.my>, sujay vikram singh <sujayvikramsingh@gmail.com>, "Dr. Nor Suzylah binti Sohaimi" <suzysuhaimi@uum.edu.my>, Nazir Khan <nazirkhan730@gmail.com>, Supina Sapri Djalani <sdjalani@ut.edu.sa>, Rupam Konar <rupam.konar@taylor.edu.my>, Devi Kausar <devikausar@univpancasila.ac.id>, davcornell@pup.edu.ph, "Jafari, Jafar" <Jafari@uwstout.edu>, dr.noel.scott@gmail.com
Cc: "Emerald (TNQ)" <emerald@tnq.co.in>

Dear Authors,

I am pleased to inform you that final proofs have now been signed off and submitted to Emerald for printing. This marks the end of our collaboration in Production and it has been a pleasure working with you on your title.

The Emerald team will be in touch to celebrate your book's publication with you following the formal publication date.

Many thanks and congratulations on your book!

Kind regards,
Alexander

Alexander NSR
Project Manager – Books
TNQ Tech Pvt. Ltd.

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Jeetesh Kumar <Jeetesh.Kumar@taylor.edu.my>

27 Januari 2026 pukul 13.34