

RESEARCH COLLABORATION

UBSI & TAYLOR UNIVERSITY MALAYSIA

**PIC PROGRAM:
DR. ANI WIJAYANTI, MM., CHE**



Dokumen Kerjasama Internasional Bidang Penelitian dengan Taylor University Malaysia

No	Nama Dokumen	Tanggal
1	Bukti email permintaan kunjungan ke Taylor University	14 April 2025
2	Bukti Kunjungan ke Taylor University	16 Mei 2025
3	Bukti Press release kunjungan ke Taylor University	30 Mei 2025
4	Bukti Pendaftaran sebagai Member ATRA (ASEAN Tourism Reseach Association)	18 Juli 2025
5	Bukti kunjungan balasan Taylor's ke UBSI	5 November 2025
6	Bukti undangan Annual General Meeting (AGM) Member ATRA	11 Maret 2026
7	Bukti publikasi book chapter bersama ATRA	April 2026



No.1

**BUKTI EMAIL PERMINTAAN
KUNJUNGAN KE TAYLOR
UNIVERSITY**

(14 APRIL 2025)





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

Visit Requisition

10 pesan

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

14 April 2025 pukul 07.23

Kepada: Kandappan Balasubramanian <Kandappan.Balasubramanian@taylors.edu.my>, Linda.Ee@taylors.edu.my

Cc: dendi.fh@taylors.edu.my

Dear Mr. Kandappan Balasubramanian, PhD., CHIA
Associate Professor
Head of School - School of Hospitality, Tourism and Events
Taylor's University

Respectfully,

To strengthen international cooperation relations in the field of tourism higher education, as well as follow-up on the work program of Faculty of Economis and Business, Universitas Bina Sarana Informatika (UBSI), we intend to conduct an Academic and Benchmarking Visitation to Taylor's University as part of the Program activities Internationalisation. This activity will be attended by Vice Rector, Dean, and Head of Program Study.

The visit is planned to be carried out on:

Day, Date : Thursday, May 15, 2025

Time : 14:00 local time until finished

Venue : Taylor University

We sincerely hope that Taylor's University will be pleased to receive this visit and provide an opportunity to explore educational cooperation in the tourism sector.

We hope there is an opportunity to discuss through online Zoom meetings related to the program.

I appreciate your cooperation. I am looking forward to hearing from you soon.

Best regard,

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

Universitas Bina Sarana Informatika
PSDKU Yogyakarta
Jl. Ring Road Barat, Ambarketawang, Gamping, Sleman
Yogyakarta
Office : (0274) 434 2536, 434 2537
Fax : (0274) 434 2599
HP/WA : 081804112254/ Pin : 797EAFC0
Email : ani.awi@bsi.ac.id

www.bsi.ac.id**Visit Requisition to Taylor's University.pdf**

196K

Kandappan Balasubramanian <Kandappan.Balasubramanian@taylors.edu.my>

15 April 2025 pukul 10.10

Kepada: Ani Wijayanti <ani.awi@bsi.ac.id>, Linda Ee Lee Nyiuk <Linda.Ee@taylors.edu.my>

Cc: Dendi Fathul Hadi <dendi.fh@taylors.edu.my>

Dear Dr. Ani Wijayanti

Greetings from Taylor's University, Malaysia !

Thank you for your kind message and for considering Taylor's University's School of Hospitality, Tourism and Events as part of Faculty's internationalisation program. I'm happy to discuss the proposed visitation on May 15, 2025, and will confirm accordingly.

As you mentioned, we can discuss further through online meeting with you and team. I am available on below dates for the online meeting:

- Tuesday, 22 April at 3:00 PM (MYT)
- Wednesday, 23 April at 11:00 AM (MYT)
- Friday, 25 April at 2:00 PM (MYT)

Please let me know which time works best for you and team or suggest an alternative time as per your availability.

Looking forward for your confirmation.

Thanks & Regards

Kandappan Balasubramanian, PhD., CHIA

Associate Professor

Head of School School of Hospitality, Tourism and Events

Faculty of Social Sciences and Leisure Management, TAYLOR S UNIVERSITY. Malaysia

"Every day is a new day with new learning, every new learning imparts new knowledge.

every new knowledge is a new experience, every new experience will give us a ne skillset" Stay Positive Always.

From: Ani Wijayanti <ani.awi@bsi.ac.id>
Date: Monday, 14 April 2025 at 8:24 AM
To: Kandappan Balasubramanian <Kandappan.Balasubramanian@taylors.edu.my>, Linda Ee Lee Nyiuk <Linda.Ee@taylors.edu.my>
Cc: Dendi Fathul Hadi <dendi.fh@taylors.edu.my>
Subject: Visit Requisition

You don't often get email from ani.awi@bsi.ac.id [Learn why this is important](#)

[Kutipan teks disembunyikan]



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.

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

15 April 2025 pukul 13.40

Kepada: Kandappan Balasubramanian <Kandappan.Balasubramanian@taylors.edu.my>

Cc: Linda Ee Lee Nyiuk <Linda.Ee@taylors.edu.my>, Dendi Fathul Hadi <dendi.fh@taylors.edu.my>

Dear Mr. Kandappan Balasubramania, Ph.D., CHIA.

Thank you very much for the quick response and online Zoom meeting offer.

Based on the offering, we prefer to join the online meeting on Tuesday, April 22 at 3:00 PM (MYT)

Best regards

[Kutipan teks disembunyikan]

[Kutipan teks disembunyikan]

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

16 April 2025 pukul 07.41

Kepada: Kandappan Balasubramanian <Kandappan.Balasubramanian@taylors.edu.my>

Cc: Linda Ee Lee Nyiuk <Linda.Ee@taylors.edu.my>, Dendi Fathul Hadi <dendi.fh@taylors.edu.my>

Dear Mr. Kandappan Balasubramania, Ph.D., CHIA.

Respectfully,

Allow me to send a link online Zoom meeting, as below;

UBSI is inviting you to a scheduled Zoom meeting. Topic:

Internationalisation Program

Time: Apr 22, 2025 3:00 PM (MYT)

Join Zoom Meeting

<https://us06web.zoom.us/j/87137847393?pwd=cF5CAz0XnUACV5OGqQ3dbwSCuetcB5.1>

Meeting ID: 871 3784 7393

Passcode: 804905

Best regards,

[Kutipan teks disembunyikan]

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

22 April 2025 pukul 08.39

Kepada: Kandappan Balasubramanian <Kandappan.Balasubramanian@taylors.edu.my>

Cc: Linda Ee Lee Nyiuk <Linda.Ee@taylors.edu.my>, Dendi Fathul Hadi <dendi.fh@taylors.edu.my>

Dear Mr. Kandappan Balasubramania, Ph.D., CHIA.

Respectfully,

Kindly remind you regarding our online meeting today,

Wish to see you soon,

UBSI is inviting you to a scheduled Zoom meeting. Topic:

Internationalisation Program

Time: Apr 22, 2025 3:00 PM (MYT)

Join Zoom Meeting

<https://us06web.zoom.us/j/87137847393?pwd=cF5CAz0XnUACV5OGqQ3dbwSCuetcB5.1>

Meeting ID: 871 3784 7393

Passcode: 804905

Best regards,

Pada Sel, 15 Apr 2025 pukul 10.10 Kandappan Balasubramanian <Kandappan.Balasubramanian@taylors.edu.my> menulis:

[Kutipan teks disembunyikan]

[Kutipan teks disembunyikan]

Kandappan Balasubramanian <Kandappan.Balasubramanian@taylors.edu.my>

22 April 2025 pukul



No.2

**BUKTI KUNJUNGAN KE
TAYLOR UNIVERSITY
(16 MEI 2025)**





UNIVERSITAS BINA SARANA INFORMATIKA

Gedung Rektorat Jl. Kramat Raya No. 98, Senen, Jakarta Pusat 10450
Telp. (021) 23231170 Fax (021) 21236158 e-mail : rektorat@bsi.ac.id

SURAT TUGAS

Nomor : 1120/3.01/UBSI/V/2025

Yang bertanda tangan di bawah ini, Rektor Universitas Bina Sarana Informatika, menugaskan kepada:

No	NIP	Nama
1	199609162	Diah Puspitasari, M.Kom
2	201401008	Dr. Ani Wijayanti, MM
3	201203313	Eka Dyah Setyaningsih, MM
4	201504145	Emmita Devi Hari Putri, MM

Untuk mengikuti kegiatan Program Internasionalisasi Malaysia, yang akan dilaksanakan pada:

Hari/Tanggal : Selasa s/d Minggu, 13 s/d 18 Mei 2025

Waktu : Terlampir

Tempat : Terlampir

Demikian penugasan ini agar dapat dijalankan sebagaimana mestinya. Atas perhatian dan kerjasamanya kami mengucapkan terima kasih.



Jakarta, 9 Mei 2025
Rektor,

Prof. Dr. Ir. Mochamad Wahyudi, M.Kom, MM, M.Pd, IPU, ASEAN Eng.

Tembusan :

1. Divisi SDM
2. Wakil Rektor I & II

UNIVERSITAS



PSDKU

■ BOGOR ■ KARAWANG ■ PURWOKERTO ■ TASIKMALAYA ■ SURAKARTA
■ PONTIANAK ■ TEGAL ■ SUKABUMI ■ YOGYAKARTA





UNIVERSITAS BINA SARANA INFORMATIKA

Gedung Rektorat Jl. Kramat Raya No. 98, Senen, Jakarta Pusat 10450

Telp. (021) 23231170 Fax (021) 21236158 e-mail : rektorat@bsi.ac.id

Lampiran Surat Tugas Nomor : 1120/3.01/UBSI/V/2025 Tanggal : 9 Mei 2025

JADWAL KEGIATAN

Hari/Tanggal	Waktu	Kegiatan	Lokasi
Ke-1 Selasa, 13 Mei 2025	15.20 - 16.00	Pick Up Airport	KL Airport
	16.00 - 17.30	City Tour	Twin Tower, Dataran Merdeka, Central Market
	17.30 - 18.30	Dinner	Tentative
Ke-2 Rabu, 14 Mei 2025	07.00 - 08.00	Breakfast	Hotel
	08.00 - 09.00	Persiapan dan perjalanan	Perjalanan Menuju UNI KL
	09.00 - 12.00	Diskusi program kerja sama	UNI KL
	12.00 - 13.00	Lunch	Resto Near UNIKL
	13.00 - 16.00	Community Services	Kampung Wisata
	16.00 - selesai	City Tour	Shopping Bukit Bintang Area Sunge Wang Plaza
	19.00 - 20.00	Dinner	Sunge Wang Foodcourt
Ke-3 Kamis, 15 Mei 2025	07.00 - 08.00	Breakfast	Hotel
	08.0 - 09.00	Persiapan dan perjalanan	Perjalanan Menuju MSU
	09.00 - 12.00	Sit in Class	MSU
	12.00 - 13.00	Lunch	Resto Selangor
	13.00 - 19.00	City Tour	Istana Negara, Putra Jaya
	19.00 - 20.00	Dinner	Resto Dayang Rose Chinatown/Bukit Bintang
Ke-4 Jumat, 16 Mei 2025	07.00 - 08.00	Breakfast	Hotel
	08.00 - 09.00	Persiapan dan perjalanan	Perjalanan Menuju Taylor's University
	09.00 - 11.00	Penjajakan kerjasama	Taylor's University
	11.00 - 13.00	Drop to Airport	Team Hildiktipari Menuju airport
		Perjalanan menuju UCSI	
13.00 - 16.00	Penjajakan kerjasama	UCSI (Team UBSI)	
Ke-5 Sabtu, 17 Mei 2025	07.00 - 08.00	Breakfast	Hotel
	08.00 - 12.00	Visit industry	Holiday In Hotel
	12.00 - 17.00	Meet Up dengan Industry	
	17.00 - selesai	Free day	
Minggu, 18 Mei 2025	07.00 - 08.00	Breakfast	
	08.00 - selesai	Menuju Airport	



Rektor,

Prof. Dr. Ir. Mochamad Wahyudi, M.Kom, MM, M.Pd, IPU, ASEAN Eng.



PSDKU

■ BOGOR ■ KARAWANG ■ PURWOKERTO ■ TASIKMALAYA ■ SURAKARTA
■ PONTIANAK ■ TEGAL ■ SUKABUMI ■ YOGYAKARTA



DOKUMENTASI KUNJUNGAN KE TAYLOR UNIVERSITY MALAYSIA



ATRA ASEAN TOURISM RESEARCH ASSOCIATION

AMAR PREET KAUR
SECRETARIAT OFFICER

Taylor's University,
No. 1 Jalan Taylor's
47500 Subang Jaya,
Selangor Darul Ehsan
Malaysia

+603 5629 5588

atra.secretariat@gmail.com

atra.secretariat.com

TAYLOR'S UNIVERSITY
Wisdom · Integrity · Excellence

PROF. DR. NEETHIAHNANTHAN ARI RAGAVAN, CHA
Executive Dean
Faculty of Social Sciences and Leisure Management

No.1, Jalan Taylor's
47500 Subang Jaya
Selangor Darul Ehsan
Malaysia

T : +60 3 5629 5000 / 5516
M : +60 19 650 8722
E : neethia.n@taylors.edu.my
W : www.taylors.edu.my





No.3

**BUKTI PRESS RELEASE
KUNJUNGAN KE TAYLOR
UNIVERSITY
(30 MEI 2025)**





Home > Kerja Sama >



KERJA SAMA

Jalin Kemitraan Global, UBSI Lakukan Benchmarking Ke Taylor's University Malaysia



By Lady Agustine

On Mei 30, 2025

BSINews, Malaysia — Jalin kemitraan global, Program Studi (Prodi) Universitas Bina Sarana Informatika (UBSI) yang dikenal sebagai Kampus Digital Kreatif, melakukan kegiatan benchmarking visit ke Taylor's University, Malaysia, Jumat (16/5). Kegiatan ini menjadi bagian dari strategi UBSI dalam meningkatkan mutu pendidikan dan menjajaki kemitraan global untuk mendukung program internasionalisasi kampus.

Rombongan UBSI disambut langsung oleh Executive Dean Faculty of Social Sciences and Leisure Management Taylor's University, Prof. Dr. Neethiahnathan Ari Ragavan, beserta tim akademik. Dalam suasana penuh keakraban, kedua institusi membahas potensi kerja sama strategis di bidang pendidikan, pertukaran pelajar, dan pengembangan kurikulum.

Dekan Fakultas Ekonomi dan Bisnis UBSI, Ani Wijayanti, menyampaikan bahwa benchmarking ini merupakan langkah konkret UBSI dalam menyelaraskan standar akademik dengan kualitas pendidikan global.

UBSI Jalin Kemitraan ke Taylor's University Malaysia

"Kami ingin mahasiswa UBSI memiliki akses terhadap pengalaman belajar lintas negara dan siap bersaing di level internasional," ujarnya.

Sejumlah program unggulan turut dibahas dalam pertemuan ini, antara lain pertukaran mahasiswa

dengan sistem pengakuan kredit penuh, summer programmes yang memadukan pembelajaran tematik dan pengalaman budaya, serta program transfer dan artikulasi internasional bagi mahasiswa yang ingin melanjutkan studi sarjana di Taylor's atau kampus mitra lainnya. UBSI juga mendapat penawaran untuk berpartisipasi dalam American Degree Transfer Program (ADTP), yang menjadi jalur alternatif studi lanjutan ke Amerika Serikat melalui skema pengakuan kredit dari Taylor's.

Wakil Rektor Bidang Akademik UBSI, Diah Puspitasari, menegaskan bahwa kolaborasi ini membuka peluang besar bagi peningkatan kualitas lulusan dan inovasi pendidikan. "Taylor's University adalah mitra potensial yang memiliki visi serupa dalam pengembangan pendidikan berbasis global. Kami optimis kerja sama ini akan membawa dampak positif bagi UBSI," katanya.

Baca juga : Dorong Peningkatan Mutu, Prodi Perhotelan UBSI Kampus Yogyakarta Lakukan Benchmarking ke UCSI Malaysia

Turut hadir dalam kunjungan ini Emmita Devi Hari Putri, Kaprodi Perhotelan Kampus Kota Yogyakarta, serta Eka Dyah Setyaningsih, Kaprodi Manajemen UBSI. Agenda kunjungan meliputi diskusi akademik, tur fasilitas kampus berstandar internasional, serta forum interaktif bersama sivitas akademika Taylor's University.

Melalui benchmarking ini, UBSI berharap dapat memperkuat kerja sama jangka panjang dalam pengembangan kurikulum bersama, program double degree, pertukaran dosen dan mahasiswa, hingga riset kolaboratif lintas negara sebagai bagian dari komitmen UBSI dalam meningkatkan daya saing global.



Lady Agustine 2798 Posts

0 Comments



No.4

**BUKTI PENDAFTARAN
SEBAGAI MEMBER ATRA
(ASEAN TOURISM
RESEARCH ASSOCIATION)
(8 JULI 2025)**





Dr. Ani Wijayanti, SE, MM <dekan.feb@bsi.ac.id>

ATRA Membership Application_Ani Wijayanti_UBSI

2 pesan

Dr. Ani Wijayanti, SE, MM <dekan.feb@bsi.ac.id>

18 Juli 2025 pukul 08.47

Kepada: "atra.secretariat@gmail.com" <atra.secretariat@gmail.com>

Cc: jeetesh.kumar@taylors.edu.my, Kandappan.Balasubramanian@taylors.edu.my

Dear ATRA Secretariat

Along with this email, I intend to submit the ATRA membership application form, including proof of payment. Allow me to have any information after registration.

Looking forward to hearing from you.

Best regards,

--

Dekan Fakultas Ekonomi dan Bisnis
Universitas Bina Sarana Informatika

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



Membership Application_Ani Wijayanti_UBSI.pdf

411K

ASEAN Tourism Research Association <atra.secretariat@gmail.com>

18 Juli 2025 pukul 11.17

Kepada: "Dr. Ani Wijayanti, SE, MM" <dekan.feb@bsi.ac.id>

Cc: jeetesh.kumar@taylors.edu.my, Kandappan.Balasubramanian@taylors.edu.my

Dear Dr. Ani Wijayanti,

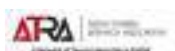
Greetings from ASEAN Tourism Research Association (ATRA) Secretariat!

Good day! Thank you for your email. We sincerely appreciate your interest in becoming a member of the ASEAN Tourism Research Association (ATRA).

Kindly be informed that the ATRA Secretariat will proceed with your submitted application for review and subsequent approval by the Board of Directors. We will revert to your good self as soon as the Board has confirmed the decision on your application.

Your kind understanding is greatly appreciated. Have a pleasant weekend ahead.

Best Regards,



Amar Preet Kaur

ASEAN Tourism Research Association (ATRA) Secretariat

Taylor's University Lakeside Campus

No.1, Jalan Taylor's, 47500 Subang Jaya, Selangor, Malaysia

E: atra.secretariat@gmail.com

W: www.atrasecretariat.com

T: 603-5629 5588

[Kutipan teks disembunyikan]



MEMBERSHIP APPLICATION FORM

TO:

ATRA Secretariat
ASEAN TOURISM RESEARCH ASSOCIATION
Taylor's University, No. 1 Jalan Taylor's, 47500 Subang Jaya,
Selangor Darul Ehsan, Malaysia.
Tel: 03 – 5629 5000 | Fax: 03 – 5629 5522
E-mail: atra.secretariat@gmail.com
URL: <http://www.atrasecretariat.com/>
Facebook: <https://www.facebook.com/asean.atra/>

Hereby apply for membership of ASEAN Tourism Research Association (ATRA) and agreed to abide by the rules of the Association, if admitted as a member. Append are the particulars as follows.

Organization type: Government **Education** Industry Membership
Category: **Institutional membership** Individual membership

Full Name:

DR. ANI WIJAYANTI

Designation:

DEAN OF THE FACULTY OF ECONOMICS AND BUSINESS

Legal Entity Name of Institution:

UNIVERSITAS BINA SARANA INFORMATIKA

Country of Incorporation:

INDONESIA

Company Registration No.:

732/KPT/I/2018. September 3, 2018

Office Address:

Jl Kramat Raya No.98, RT.2/RW.9. Kwitang. Kec. Senen. Kota Jakarta Pusat.

Daerah Khusus Ibukota Jakarta

Postal code:

1045062

Phone (office):

62 21 21231170

Phone (Mobile):

62 8112656851

(fax):

Email:

ani.awi@bsi.ac.id; dekan.feb@bsi.ac.id

Website:

www.bsi.ac.id

Recommendation: NO YES *If yes (person name) *Kandappan Balasubramanian, PhD., CHIA*

RESEARCH INTEREST AND EXPERTISE

Please include a description of your research interest or your organization's involvement in tourism/hospitality education and research:

Based on the institutional research roadmap, the scope of research in the field of tourism and hospitality, including; hotel management, hospitality marketing, tourism management, tourism marketing, community-based and sustainable tourism, educational tourism, health tourism, halal tourism, and other research related to tourism and hospitality.

Please attach the list of researchers from your institution, their research specialization and their emails.

MEMBERSHIP SUBSCRIPTION

	Membership fee	Annual fee
Institution Member Registered educational institutions which possess established faculties conducting tourism related teaching and research	US\$ 150	US\$ 100
Individual Member Individual with interest in Tourism research in ASEAN but not attached to a Registered educational institution	US\$ 50	US\$30

Banking Details:

Bank: Ambank Berhad Malaysia
Account Name: ASEAN Tourism Research Association
Account Number: 888-100-6494628
SWIFT code: ARBKMYKL

For new members, upon joining the Association, the subscription shall be paid in advance prorated on quarterly basis. Thereafter the subscription is payable yearly in advance on 1st January of every calendar year. The ATRA Board reserves the right to vary the mode of collection of the subscription.

ASEAN Tourism Research Association store and handles your personal information in accordance with the Personal Data Protection Act 2010 (PDPA).

I have read and fully understand the content of this form, agree to abide by the terms of this application, and comply with all policies and rules of this Association. By submitting this form, I attest that the information provided and contained in the form is true and accurate.

CONFIRMATION OF APPLICATION

Please sign and date the application. Institutional application must include the institution stamp and official signatory agreement:



Signature of applicant



Institution Stamp/ Official signatory

Name: Dr. Ani Wijayanti

Designation: Dean of the Faculty of
Economics and Business

Date: July 18, 2025

Prof. Dr. Ir. Mochamad Wahyudi, M.Kom., M.M., M.Pd.,
IPU., ASEAN.Eng
Rector

For Office Use Only:

Membership form received on:

Proposed by:

Seconded by:

Membership Approved / Rejected on:

Membership details verified by:

Membership No.:

Secretary
ASEAN Tourism Research
Association Date:

RECEIPT OF PAYMENT



PERMOHONAN PENGIRIMAN UANG
APPLICATION FOR FUND TRANSFER

0342099T S10 00342170133314 4148

Validasi
IDR 4.519.625,00 004411 USU/A

VM150

Tanggal / Date: 17/07/2025

A PENERIMA / BENEFICIARY

NOMOR REKENING PENERIMA / BENEFICIARY'S ACCOUNT NUMBER: 888-100-6494628

NAMA PENERIMA / BENEFICIARY'S NAME: ASEAN Tourism Research Association

ALAMAT PENERIMA / BENEFICIARY'S ADDRESS: Taylor's University, 49500 Subang Jaya, Selangor Darul Ehsan

KOTA / CITY: Subang Jaya

TIPE NASABAH / CUSTOMER TYPE: PERORANGAN / INDIVIDUAL PERUSAHAAN / BUSINESS PERUSAHAAN / BUSINESS PERUSAHAAN / BUSINESS

STATUS / STATUS: PERORANGAN / INDIVIDUAL PERORANGAN / INDIVIDUAL PERORANGAN / INDIVIDUAL

NEGERA BAGIAN / STATE: Malaysia

NEGERA / COUNTRY: Malaysia

KODE NEGERA / COUNTRY CODE: 616

B BANK PENERIMA / BENEFICIARY BANK

NAMA BANK / BANK NAME: Ambank Berhad Malaysia

ALAMAT BANK / BANK ADDRESS: Floor 23, Bangunan Ambank Group, 55, Jl. Raja Chulan, Kuala Lumpur

KOTA / CITY: Kuala Lumpur

NEGERA BAGIAN / STATE: Malaysia

NEGERA / COUNTRY: Malaysia

KODE NEGERA / COUNTRY CODE: 616

SWIFT CODE: ARBKMYKL

C PENGIRIM / REMITTER

NAMA PENGIRIM / REMITTER'S NAME: Universitas Bina Sarana Informatika

NOMOR KARTU IDENTITAS / IDENTITY CARD NUMBER: -

ALAMAT PENGIRIM / REMITTER'S ADDRESS: Jl. Dewi Sartika No. 79, Dewi Usiani, Jakarta Timur

NAMA YANG DAPAT DISUBUNGHI / CONTACT PERSON: -

NO. HANDPHONE / CELLULAR PHONE NO: 08780742392

KOTA / CITY: Jakarta Timur

TIPE NASABAH / CUSTOMER TYPE: PERORANGAN / INDIVIDUAL PERUSAHAAN / BUSINESS PERUSAHAAN / BUSINESS

STATUS / STATUS: PERORANGAN / INDIVIDUAL PERORANGAN / INDIVIDUAL PERORANGAN / INDIVIDUAL

NEGERA BAGIAN / STATE: -

NEGERA / COUNTRY: -

KODE NEGERA / COUNTRY CODE: 342

D DATA / DATA

Hubungan Keuangan / Financial Relationship: Ya / Yes Tidak / No

Tujuan Transaksi / Transaction Purpose: Keanggotaan Instansi Universitas Bina Sarana Informatika

Sumber Dana / Source of Fund: Tunai / Cash Tabung / Savings Account Cek BCA / BCA Check

Biaya dari bank korresponden dibebankan ke rekening: Jaminan / Guarantee Pengira / Estimate Today Value

R 21545766

MATA UANG / CURRENCY	JUMLAH / AMOUNT	KURS / EXCHANGE RATE	JUMLAH RUPIAH / AMOUNT IN INDOONESIAN RUPIAH
USD	250	16.935	Rp 4.108.750
MYR	25	80.000	Rp 2.000.000
		JUMLAH / TOTAL	Rp 6.108.750

TEBING (RUPIAH) / AMOUNT IN FIGURES (INDONESIAN RUPIAH): 6 Miliar Lima Ratus Sembilan Ratus Sembilan Dua Ribu Lima Ratus

Teller: _____ Pemohon / Applicant: _____

Dipindai dengan CamScanner



No.5

**BUKTI KUNJUNGAN
BALASAN TAYLOR
UNIVERSITY KE UBSI
(5 NOVEMBER 2025)**



**DOKUMENTASI KUNJUNGAN TAYLOR UNIVERSITY KE KAMPUS UBSI KALIABANG,
BEKASI, JAWA BARAT**





Home > Berita >



BERITA

Kampus Digital Kreatif UBSI Bawa Suasana Internasional Ke Bekasi Taylor's University Malaysia Bahas Prospek Karier Dunia Event Global

By Ana Ramadhayanti On Nov 7, 2025

BSINews, Bekasi-Universitas Bina Sarana Informatika (UBSI) kembali membuktikan komitmennya sebagai Kampus Digital Kreatif yang aktif menghadirkan pengalaman belajar bertaraf internasional bagi para mahasiswanya. Melalui kegiatan Guest Lecture Internasional bertema *"Career Prospect in International Events Management"*, UBSI menghadirkan dua dosen tamu dari Taylor's University Malaysia untuk berbagi inspirasi dan wawasan global kepada mahasiswa Program Studi Perhotelan (D3), Fakultas Ekonomi dan Bisnis.

Baca juga: UBSI Kampus Yogyakarta Perkuat Kemitraan dengan Hotel Regantris Malioboro, Tingkatkan Kualitas SDM Pariwisata

Kegiatan yang berlangsung di Jayawijaya Ballroom, Kampus UBSI Kaliabang, Bekasi ini menjadi momentum penting bagi mahasiswa dalam memahami peluang dan tantangan karier di industri *hospitality* internasional.

Acara dibuka secara resmi oleh Assoc. Dr. Ani Wijayanti selaku Dekan Fakultas Ekonomi dan Bisnis UBSI. Dalam sambutannya, beliau menegaskan bahwa kegiatan berskala internasional seperti ini merupakan wujud nyata dari komitmen UBSI untuk membekali mahasiswa dengan kompetensi global.

"Kami ingin mahasiswa UBSI tidak hanya memiliki keterampilan teknis, tetapi juga berwawasan

internasional, adaptif terhadap perubahan, serta siap bersaing di dunia industri yang semakin dinamis,” ujar Dr. Ani Wijayanti.

Dua narasumber dari Taylor’s University Malaysia, Dr. Khairiah Ismail dan Ms. Dhiya Hikmana Abdul Razak, memberikan paparan mendalam tentang prospek karier di bidang *international event management*. Mereka juga menyoroti pentingnya komunikasi lintas budaya, profesionalisme, serta inovasi dalam pengelolaan acara di era digital dan globalisasi industri *hospitality*.


Para mahasiswa tampak antusias selama sesi berlangsung. Diskusi interaktif dan sesi tanya jawab berjalan hangat, menandakan tingginya semangat belajar dan rasa ingin tahu mahasiswa UBSI terhadap praktik industri internasional. Acara ini dipandu secara profesional oleh Nova Yudha Andriansyah Putra, sebagai *Master of Ceremony*.

Menutup kegiatan, dilakukan sesi foto bersama antara pihak UBSI dan Taylor’s University Malaysia sebagai simbol sinergi dan semangat kolaborasi lintas negara dalam dunia pendidikan tinggi.

Baca juga: UBSI Tekankan Integritas Bisnis dalam Pariwisata Kreatif Berkelanjutan Lewat Studium Generale Internasional

Melalui kegiatan Guest Lecture Internasional ini, UBSI menegaskan posisinya sebagai Kampus Digital Kreatif yang berorientasi global, konsisten mencetak lulusan profesional di bidang perhotelan yang tidak hanya kompeten secara akademis, tetapi juga siap menembus pasar kerja internasional.





Ana Ramadhayanti · 3813
Posts · 1 Comments



No.6

**BUKTI UNDANGAN ANNUAL
GENERAL MEETING MEMBER
ATRA
(11 MARET 2026)**





Dr. Ani Wijayanti, SE, MM <dekan.feb@bsi.ac.id>

Invitation to Prof Christian Ringle's Workshops

1 pesan

ASEAN Tourism Research Association <atra.secretariat@gmail.com>
Bcc: dekan.feb@bsi.ac.id

16 Maret 2026 pukul 09.27

Dear Esteemed ATRA Colleagues,

Greetings from ASEAN Tourism Research Association (ATRA) Secretariat!

On behalf of our institutional member, we are pleased to share an invitation to a special workshop conducted by **Professor Christian Ringle** at James Cook University, Australia.

You are cordially invited to attend the following session:

Wednesday, 19 March 2026 | 12:00 PM (AEST)

Predictive Model Assessment and Model Comparison to Enhance the Value of Research Results

Zoom Link: <https://jcu.zoom.us/j/81237931026?pwd=xQVfzhdO6uxdgTvf3hu03Fk86Aj1G6.1>

These sessions are offered **free of charge**, and **no prior registration is required**.

Professor Christian Ringle is a leading expert in **PLS-SEM (Partial Least Squares Structural Equation Modelling)**, widely recognized as the co-developer of the **SmartPLS software** and co-author of the influential book *A Primer on PLS-SEM*.

We hope this workshop will be of interest and value to members of the ATRA research community.

Thank you and have a pleasant day.

Best Regards,



Amar Preet Kaur

ASEAN Tourism Research Association (ATRA) Secretariat

Taylor's University Lakeside Campus

No.1, Jalan Taylor's, 47500 Subang Jaya, Selangor, Malaysia

E: atra.secretariat@gmail.com

W: www.atrasecretariat.com

T: 603-5629 5588



Predictive Model Assessment Abstract FINAL 19Mar2026.docx
463K



Dr. Ani Wijayanti, SE, MM <dekan.feb@bsi.ac.id>

ATRA Annual General Meeting (AGM) 2026, and 17th ATRA Tourism Forum (ATF) held on 30 March 2026, Monday at Prince of Songkla University, Phuket, Thailand

5 pesan

ASEAN Tourism Research Association <atra.secretariat@gmail.com> 11 Maret 2026 pukul 10.02

Kepada: Agoes Lis Indrianto <agoes.tinus@ciputra.ac.id>, Agus Riyadi <agus.riyadi@stptrisakti.ac.id>, Mehtab alam <alammehtab56@gmail.com>, "Tang, Allan Paul R." <atang@mc.edu.ph>, boontian.chiew@taylors.edu.my, "Dr. Conrado E. Inigo, Jr., DBE, PhdBM (CEO - University of the Visayas)" <ceo@uv.edu.ph>, "DAISY BETH R. FRAGA (CEO- Executive Secretary)" <daisybeth_fraga@uv.edu.ph>, "Dr. Ani Wijayanti, SE, MM" <dekan.feb@bsi.ac.id>, "Palaroan, Eliza Joyce" <ejepalaroan@slu.edu.ph>, Elise Line Mognard <eliseline.mognard@taylors.edu.my>, ellie.chee@taylors.edu.my, "GEZZEZ GIEZI G. GRANADO" <gggranado@ust.edu.ph>, Imtiaz Muqbil - Travel Impact Newswire <imtiaz@travel-impact-newswire.com>, jacqui.kong@taylors.edu.my, Jeetesh Kumar <jeetesh.kumar@taylors.edu.my>, Jenelyn Magpatoc <jenmagpatoc@e.ubaguio.edu>, joaquimd@sunway.edu.my, Kandappan Balasubramanian <kandappan.balasubramanian@taylors.edu.my>, keiwei.chia@taylors.edu.my, Khairiah Ismail <khairiah.ismail@taylors.edu.my>, Long Fei <longfei5202005@hotmail.com>, mca <marissacosalcantara@gmail.com>, Miguela Mena <mena.miguela@gmail.com>, mlforbes@national-u.edu.ph, "Margie N. Roma" <mnroma@national-u.edu.ph>, Munieleswar Raju <munieleswar.raju@apu.edu.my>, Munieleswar Raju <munieleswar.raju@staffemail.apu.edu.my>, nagathisen.katahenggam@taylors.edu.my, Phuong Le Minh <phuong.leminh@hoasen.edu.vn>, rahmat.hashim@taylors.edu.my, "Dr. Ravindra Kumar Perumal" <ravindra@staffemail.apu.edu.my>, Rupam Konar <rupam.konar@taylors.edu.my>, salini.rajendran@taylors.edu.my, sdjalam@ut.edu.sa, Tourism Board Secretariat <secretariat@tourismindustryboard.org>, shahril.shamsudin@taylors.edu.my, Shantini Thuraiselvam <shantini.thuraiselvam@taylors.edu.my>, sitiramadhaniatun.ismail@taylors.edu.my, Supina Supina <supina@bundamulia.ac.id>, Suresh Kannan <suresh.kannan@taylors.edu.my>, Thanam Subramaniam <thanam.subramaniam@taylors.edu.my>, TIBFI 1980 <tibfi1980@gmail.com>, Maria Kinanti <wanda.kinanti@ciputra.ac.id>

Dear Esteemed ATRA Members,

Greetings from ASEAN Tourism Research Association (ATRA) Secretariat!

Good day! On behalf of the Association, it is our great pleasure to reach out to you once again. We trust that this correspondence finds you in good spirits. We are pleased to formally invite you to attend the upcoming **ATRA Annual General Meeting (AGM) 2026**, and the **17th ATRA Tourism Forum (ATF)**. These important engagements will be hosted by **Prince of Songkla University, Phuket, Thailand**, on **Monday, 30 March 2026**. A calendar invitation has previously been circulated for your convenience.

As the date approaches, we are pleased to provide the key details of the meetings and forum below for your reference and preparation.

ATRA Annual General Meeting (AGM) 2026 (Hybrid)

Date: Monday, 30 March 2026
Time: 11:15 AM – 12:15 PM (GMT+7)
Venue: Feung Fah Meeting Room

17th ATRA Tourism Forum (ATF)

Theme: *From Pressure to Practice: Destination Sustainability, Climate Action, and Waste Management in ASEAN Tourism*

Date: Monday, 30 March 2026
Time: 2:00 PM – 4:00 PM (GMT+7)
Venue: Ketho Meeting Room

For your convenience, the following documents are enclosed for reference:

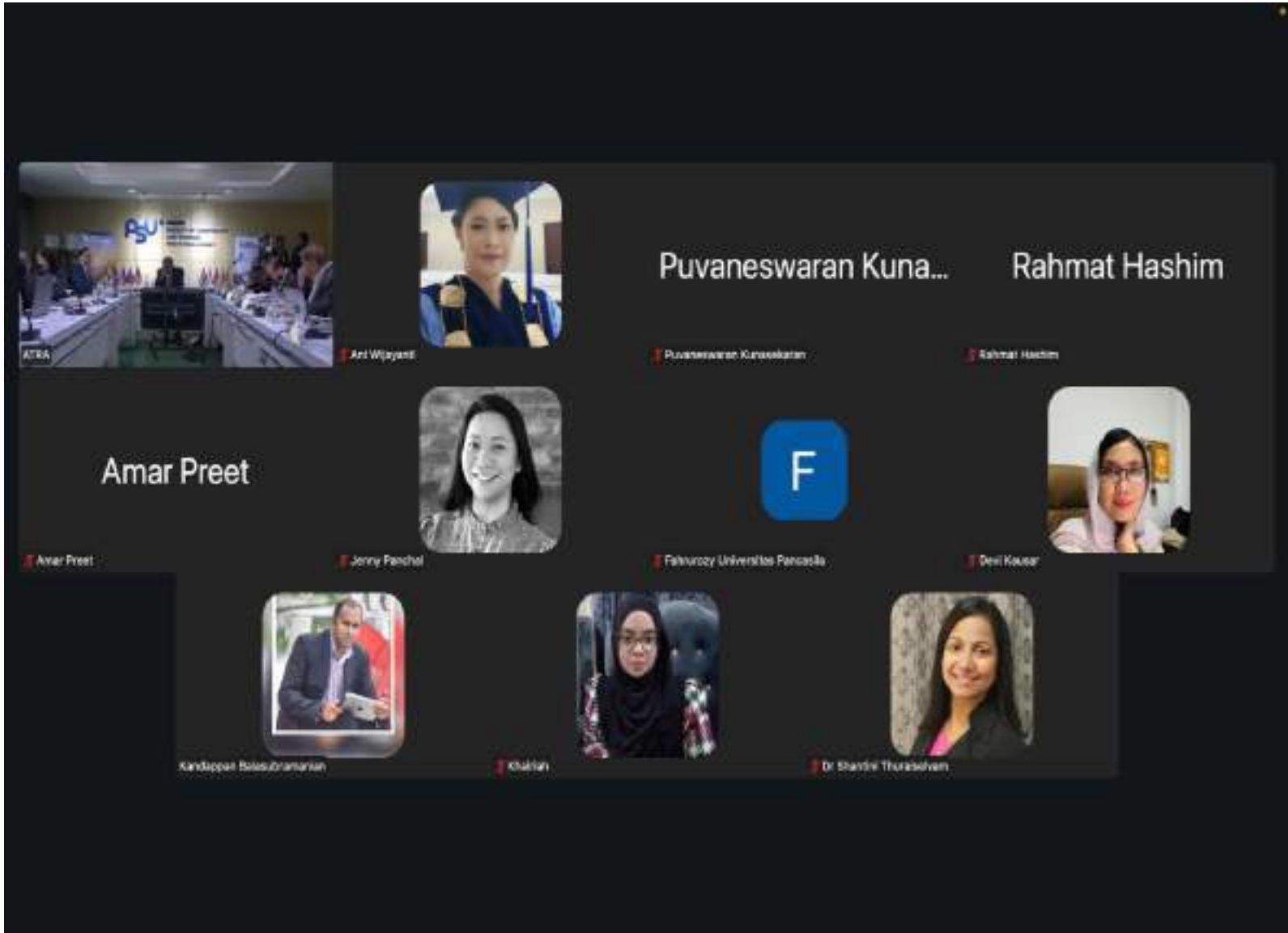
1. Notice of ATRA Annual General Meeting 2026 (including Proxy Form)
2. Event Programme

Your presence and valued contributions to the deliberations of the **AGM** are greatly appreciated. Should you wish to propose any agenda items for consideration, kindly submit them to the Secretariat by **12:00 PM (GMT+8) on Monday, 16 March 2026** to facilitate their inclusion in the meeting agenda. To assist the Secretariat in ensuring quorum requirements and logistical arrangements, we respectfully request that you **confirm your attendance** at the AGM, and ATF by **Friday, 20 March 2026**, indicating whether you will participate **in person or virtually**. In the event that you are unable to attend the **AGM**, you may appoint a proxy. Completed **Proxy Forms should be submitted to the Secretariat by 16 March 2026** via email at atra.secretariat@gmail.com.

Should you require any additional information or assistance, please do not hesitate to contact the Secretariat. We sincerely appreciate your continued support and look forward to your esteemed participation in these important engagements.

DOKUMENTASI ZOOM MEETING AGM 2026

30 Maret 2026





No.7

**BUKTI PUBLIKASI BOOK
CHAPTER BERSAMA ATRA
(APRIL 2026)**



CALL FOR BOOK CHAPTERS

Theory and Practice in Hospitality and Tourism Research: An ASEAN Context

Editors



Jeetesh Kumar, PhD
Taylor's University, Malaysia



Devi Kausar, PhD
Universitas Pancasila, Indonesia



Rupam Konar, PhD
Taylor's University, Malaysia



Daryl Ace V. Cornell, PhD
Polytechnic University
of the Philippines,
Philippines

Proposed topics but not limited to; ·

- The ASEAN Paradigm in Hospitality and Tourism·
- Technology & innovation in hospitality & tourism·
- General aspects of theories for tourism and hospitality research·
- Relationship of theories to practice for tourism and hospitality research·
- The contribution of internship in developing industry-relevant operation management
- Experiential learning approaches for tourism and hospitality · Hotel/ restaurants Theming
- Tourism Knowledge Translation (TKT) framework,
- Human Resource Management in Hospitality and Tourism
- Practical Issues in Hospitality and Tourism· New Opportunities in Hospitality and Tourism
- New Challenges in Hospitality and Tourism
- Case studies - theories (travel motivation/ TPD/ Maslow's hierarchy of needs theory/ Plog's allocentric/psychometric model)
- ASEAN Case studies - Hospitality and its practices, including customer service, cleanliness, comfort, safety, communication and quality of service.
- ASEAN Case studies - Importance and growth of entrepreneurship and startups

Important Dates

- Chapter Abstract Submission Deadline: 31st January 2024
- Chapter Abstract Acceptance Notification: 15th February 2024
- Full Chapter Submission Deadline: 30th April 2024
- Review of Chapters: Within 2 weeks of Submission
- Submission of Revised Chapter Deadline: 15th June 2024
- Proposed Book Release: January 2025

Special Requirements:

- Contributors should be from the ASEAN Region
- Each chapter should be contributed by minimum of one academician and one industry professional.

Submission Procedure

Researchers and practitioners are invited to submit a chapter proposal of 300 words clearly explaining the mission and concerns of the proposed chapter on or before 31st January 2024 by email to any of the editors, jeetesh.kumar@taylors.edu.my; rupam.konar@taylors.edu.my; devikausar@univpancasila.ac.id; davecornell@pup.edu.ph



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

Series Editors:

Jafar Jafari

Department of Hospitality and Tourism, University of Wisconsin-Stout, USA.

Email: Jafari@uwstout.edu

Noel Scott

School of Tourism, Edith Cowan University, Australia.

Email: dr.noel.scott@gmail.com

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

EDITED BY

JEETESH KUMAR

Taylor's University, Malaysia

RUPAM KONAR

Taylor's University, Malaysia

DEVI KAUSAR

Universitas Pancasila, Indonesia

And

DARYL ACE V. CORNELL

Polytechnic University of the Philippines, Philippines



United Kingdom – North America – Japan
India – Malaysia – China

Emerald Publishing Limited
Emerald Publishing, Floor 5, Northspring, 21-23 Wellington Street, Leeds LS1 4DL

First edition 2026

Editorial matter and selection © 2026 Jeetesh Kumar, Rupam Konar, Devi Kausar, and Daryl Ace V. Cornell.

Individual chapters © 2026 The authors.

Published under exclusive licence by Emerald Publishing Limited.

Reprints and permissions service

Contact: www.copyright.com

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. Any opinions expressed in the chapters are those of the authors. Whilst Emerald makes every effort to ensure the quality and accuracy of its content, Emerald makes no representation implied or otherwise, as to the chapters' suitability and application and disclaims any warranties, express or implied, to their use.

British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

ISBN: 978-1-83662-203-1 (Print)

ISBN: 978-1-83662-202-4 (Online)

ISBN: 978-1-83662-204-8 (Epub)

ISSN: 2042-1443 (Series)



EMERALD PUBLISHING

CONTENTS

<i>About the Editors</i>	ix
<i>About the Contributors</i>	xi
<i>Foreword</i>	xxiii
Chapter 1 Introduction: A Tapestry of ASEAN Hospitality and Tourism	1
<i>Jeetesh Kumar, Rupam Konar, Devi Kausar and Daryl Ace V. Cornell</i>	
Chapter 2 Community-Based Tourism: A Design Approach	7
<i>Ani Wijayanti, Atun Yulianto, Emmita Devi Hari Putri and Edi Yulianto</i>	
Chapter 3 Empowering Village Tourism	19
<i>Indra Prawira, Nur Afny Catur Andryani, Devi Fitriannah, Santy Li and Didik Ciptadi</i>	
Chapter 4 Indigenous Gastronomy: From Practice to Tourism Learning	35
<i>Fitri Abdillah, Sri Fajar Ayuningsih and Wiwin Indarti</i>	
Chapter 5 Tourism Villages Surviving COVID-19	53
<i>Ghifari Yuristiadhi Masyhari Makhasi and Supriyanto</i>	
Chapter 6 ASEAN Integration and Tourism: Postpandemic Era	65
<i>Gabriella Fardhiyanti and Agita Pasaribu</i>	

Chapter 7 Migrant Workers in Bali	73
<i>Rindo Bagus Sanjaya, Nagathisen Katahenggam and I Nyoman Sujana</i>	
Chapter 8 Soft Power Strategies in Destination Attractiveness	89
<i>Kevin Fuchs and Connor Brannum</i>	
Chapter 9 Equity and Inclusion in ASEAN Tourism	101
<i>Samuel Adeyinka-Ojo, Blessing Adeyinka-Ojo, Malini Sathappan, Mahadi Hasan Miraz and John Teo</i>	
Chapter 10 Hospitality Sector Employee Attraction and Retention Strategies	111
<i>Gopinath Sangaran, Gobinath Selvanayagam, Devendren Sathasivam, Sarthinathan Rajasamy and William Quah Lee Poh</i>	
Chapter 11 Value-Driven Risk Management in Tourism	121
<i>Mona Fairuz Ramli, Diana binti Mohamad, Nor Rabiatul Adawiyah Binti Nor Azam and TPr Amelia Neoh Siew Yin</i>	
Chapter 12 India-ASEAN Cultural Tourism: 30 Years of Exchange	137
<i>Sujay Vikram Singh, Rashmi Jha, Premendra Sahu, Pravin Chandra Singh, Abhishek Kumar Pandey, Parag Shukla and Sudhanshu Dubey</i>	
Chapter 13 Sustainable Development Challenges	149
<i>Nor Suzylah Sohaimi, Nor Rabiatul Adawiyah Binti Nor Azam and Muhamad Syukri Sohaimi</i>	
Chapter 14 Responsible Practices in Malaysia	161
<i>Nazirullah, Ahmad Puad Mat Som, Irfan Nawaz, Hazim Ryad Momani, Saaherah Basil Alkilany, Yb Khairul Firdaus Akbar Khan and Sabeeha Rahman</i>	
Chapter 15 Digital Technology Adoption in ASEAN	173
<i>Supina Supina, Parameth Voraseyanoth and Abuelhassan Elshazly Abuelhassan</i>	

Chapter 2

COMMUNITY-BASED TOURISM: A DESIGN APPROACH

Ani Wijayanti

Universitas Bina Sarana Informatika, Indonesia

Atun Yulianto

Universitas Bina Sarana Informatika, Indonesia

Emmita Devi Hari Putri

Universitas Bina Sarana Informatika, Indonesia

Edi Yulianto

Indonesia

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

Theory and Practice in Hospitality and Tourism Research

Bridging Tourism Theory and Practice, Volume 15, 7–18

Copyright © 2026 Ani Wijayanti, Atun Yulianto, Emmita Devi Hari Putri and Edi Yulianto

Published under exclusive licence by Emerald Publishing Limited

ISSN: 2042-1443/doi:[10.1108/S2042-144320260000015044](https://doi.org/10.1108/S2042-144320260000015044)

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

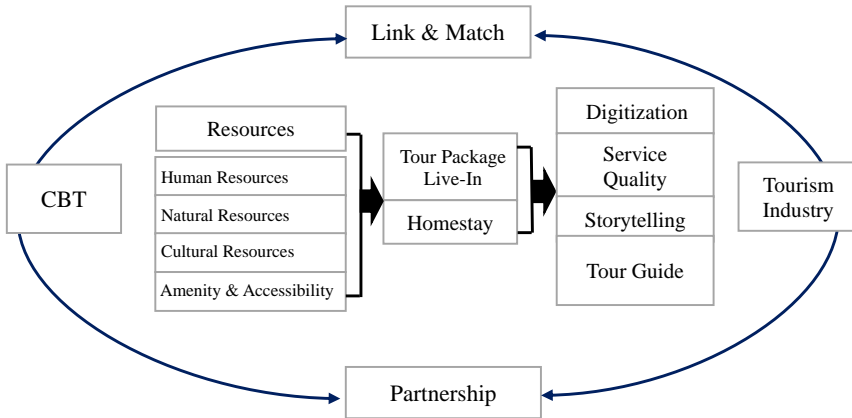


Fig. 2.1. Industry-Based CBT Management Scheme.

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.