

DEVELOPMENT STRATEGY OF MOUNTAIN VILLAGE SALAK REGENCY OF TABANAN-BALI AS SUSTAINABLE TOURISM VILLAGE

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I. INTRODUCTION

Tourism has a significant role in economic, social and environmental development. Tourism is expected to generate the greatest foreign exchange after petroleum as a contribution to state revenues. On the social aspect, tourism growth is able to absorb more manpower and reduce poverty (Bintara, 2005). In addition, tourism can also maintain the traditions and culture of the nation, while from the aspect of the environment, tourism is expected to lift tourism products and services that include the wealth and uniqueness of nature. Thus, the growth of tourist villages is expected to preserve the environment and traditional cultural arts that exist in each region (Putra, 2006).

The development of tourist villages is influenced by the rising level of tourist attraction to the natural environment, the authenticity of customs in the village. It was caused in reaction to the negative impacts resulting from global tourism (Gumelar, 2010). Tourism in areas that are still natural have begun to be liked and sought by tourists who tend to seek uniqueness, not anymore in the form of mass tourism. Areas that are still classified as natural conditions have experienced an increase in popularity kususnya in global developments that focus on environmental awareness (Son, 2006).

The tourist village was developed by the Indonesian government in response to global tourism. As a world tourism destination has shown signs of degradation resulting from overuse. Therefore, the tourist village in this

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case can be said as one of the sustainable alternatives besides to state the tourist visit that has the uniqueness of nature, environment and culture as well as a weapon to revitalize the village economy (Syafi 'I and Suwandono, 2015).

Some tourist villages with various varieties and uniqueness in Bali, one of which is Mount Salak Tourism Village located in District Selemadeg Timur, Tabanan regency. Gunung Salak Tourism Village has been declared as one of the tourist villages in Bali by the government that put forward the natural scenery with exotica rice terraces, waterfalls, and local culture of society which will be developed in the frame of tourism. Declaration as a tourist village will certainly encourage the development of Gunung Salak Tourism Village into an attractive tourist destination and sustainable in Bali.

However, the development of Gunung Salak Tourism Village is certainly not easy. In addition to still be infant, the tourist village certainly has the problems and challenges faced, both internal and external. The observations made clearly show the main problems faced in the development of Gunung Salak Tourism Village, among others: community empowerment that has not been optimal, and availability and connectivity of infrastructure is still not adequate. Meanwhile, in the development of tourist village, the elements that are prioritized are the uniqueness that is owned, the potential of natural attractions, cultural peculiarities of society, the availability of basic facilities and infrastructure, and supporters (Gumelar, 2010)

The problems and challenges facing Gunung Salak Tourism Village motivate to conduct in-depth study in order to obtain strategic alternatives for the development of better and sustainable tourist villages. Based on the background that has been described above, it can be formulated the problem of this study are as follows:

1. What are the main indicators for the development of Gunung Salak Tourism Village in Tabanan Regency?
2. How is the development strategy of Gunung Salak Tourism Village in Tabanan Regency?

The research objectives to be achieved can be delivered as follows:

1. To identify the main indicators of the development of Gunung Salak Tourism Village in Tabanan Regency
2. To know the development strategy of Mount Salak Tourism Village in Tabanan Regency.

This research is expected to be useful for the Local Government of Tabanan Regency and the manager of the tourist village in giving suggestions or inputs of various alternative strategies for the development of Gunung Salak Tourism Village that is more optimal and sustainable.

II. THEORY

Tourism Village

Tourist village is a village that has unique potential and unique tourist attraction, either in the form of physical character of the natural environment of rural and socio-cultural life of community that managed and packaged in an interesting and natural with the development of supporting facilities tourism, in a harmonious environmental order and good management and planned so as to be ready to receive and mobilize tourist visits to the village, and able to move tourism economic activities that can improve the welfare

and empowerment of local communities (Muliawan, 2008, Bintara, 2005). According to Muliawan (2008) the principle of developing a tourist village is as one alternative tourism products that can provide a boost for sustainable rural development and has the principles of management, among others:

- Utilizing facilities and infrastructure of local communities,
- Benefit the local community,
- Small scale to facilitate the establishment of mutual relationships with local communities,
- Involve the local community,
- Implement rural tourism product development.
- The criteria of the tourist village can be described as follows (Muliawan, 2008):
- The unique potential and power of a typical tourist tank (as a tourist attraction), both in the form of physical character of the natural environment of the countryside as well as social and cultural life of society,
- Have support and readiness of tourism support facilities related to rural tourism activities, which may include: accommodation / lodging, community interaction with tourists, or other supporting facilities.
- Have interaction with the market (tourists) which is reflected from the tourist visit to the location of the village.
- The support, initiative and participation of the local community towards the development of the village is related to tourism activities (as a tourist village).

Components of Tourism Village Development

The components in developing tourist villages according to (Gumelar, 2010; Syafi'I and Suwandono, 2015) are:

- Attractions and tourist activities, tourist attractions can be art, culture, historical heritage, traditions, natural wealth, entertainment, services and others that is a tourist tank power. This attraction gives a characteristic of the area that underlies the interest of tourists to visit the place. Tourist activities are what the tourists do or what the motivations of tourists come to the destination is where they are there in half a day to weeks.
- Accommodation, accommodation in a tourist village that is part of the residence of local residents and or units - units that develops over the concept of residential residents.
- The institutional and human resources elements, in the development of the tourist village managing institutions must have a reliable organizational capability with the support of competent human resources.
- Other tourism support facilities, tourism village development shall have facilities and supporting facilities, such as communication facilities.
- Other infrastructure, other infrastructure is also very important to be prepared in the development of tourist villages, such as drainage system.

- Transportation, transportation is very important to facilitate the access of tourists to the location.
- Natural and socio-cultural resources.
- Society, community support is very big role, both in maintaining cleanliness of environment, security, and hospitality

Strategy

Strategy can be interpreted as a comprehensive and integrated plan that links the organization's strategic advantages with environmental challenges and is designed to ensure that the organization's main objectives can be achieved through proper implementation (Husein, 2005). In addition, Hitt et al. (2011) reveals that strategy is an overall plan in utilizing resources to obtain a profitable position. Further disclosed, strategy is a theme that provides unity of direction for decision making within the organization.

The main purpose of strategy is to guide management decisions in order to establish and maintain competitive advantage, so as to achieve success. Strategy has many role in organization, that is: 1) strategy as supporter for decision making, 2). strategy as a means of coordination and communication, and 3) strategies as targets, in this case the concept of strategy will be combined with the vision and mission to determine where the organization will be in the future (Hitt et al., 2011).

Strategy Formulation

According to Hitt et al. (2011), the formulation of strategies concerning a series of strategic decisions undertaken by the strategy planner team in choosing the main pattern of action (strategy) to realize the vision of the organization. In order to compile the strategy of Gunung Salak Tourism Village in Tabanan District, analysis of external and internal environment factors to identify the opportunities and threats of external environment, and strengths and weaknesses of the internal environment or known as SWOT analysis (Strengths Weaknesses Opportunities Threats).

In the SWOT analysis can be used to analyze a condition where a plan will be made to do something, for example, work program (Rangkuti, 2003). Furthermore Rangkuti (2003) conveyed that SWOT analysis is the systematic identity of various factors to formulate strategies that maximize the opportunities of their strengths, while simultaneously minimizing the weaknesses and threats of existing forces.

III. RESEARCH METHOD

Situation Analysis of Gunung Salak Village

The results of the study of several literatures, topography of Mount Salak Village in Tabanan District is a hilly area with an altitude of approximately 300 - 400 meters above sea level. The administrative boundaries of Gunung Salak Village can be described as follows (Figure 1): Northside is bordered by Dalang Village; to the east by Tukad Yeh Lambuk; in the south is bordered by Megati Village, and the west is bordered by Tukad Bunuhan. The total area of Gunung Salak Village is 1,014 hectares, divided into five Banjar districts, including: Banjar Dinas Gunung Salak, Banjar Dinas Bangkiang Sidem, Banjar Dinas Apit

Yeh, Banjar Dinas Kemetug Desa, Banjar Dinas Kemetug Kanciana.



Figure 1.
Map of Gunung Salak Village, Tabanan Regency

Land use, land for settlements in Gunung Salak Village covering 48 hectares, 193 hectares of paddy field, dry / plantation / 218.7 hectares of land, fishing and livestock area of 150 hectares, and other uses (public facilities, temples, grave / mausoleum, road, field and so on) covering an area of approximately 0.94 hectares. Meanwhile, road infrastructure owned by road along 22.075 km, with 5.150 km of asphalt condition, 2,550 km of concrete, 1.400 km of rocky road and 5.775 km of dirt road.

Socio-cultural condition of Gunung Salak Village

Villagers of Gunung Salak based on 2014 data are 1,668 people consisting of 539 families with 842 male and 826 female inhabitants. In terms of population structure, the level of community education in the village of Gunung Salak based on age level, namely: aged 7 years s / d 16 years as many as 217 people who follow primary school education and middle is 215 people. While those who follow the education at age over 16 years is as many as 35 people. This information indicates the low quality of human resources in Gunung Salak Village, due to the limited educated community in addition to the low level of education owned. Meanwhile, on the employment side found that 81.88% of the working age population in which 47.55% of the labor force and 52.45% are not labor force.

In their daily life, most of the population in Gunung Salak Village as farmers (86.08%). This information indicates that most of the people depend on their livelihoods in the agricultural / plantation sector. In addition, the livelihood population as traders is 0.54%, and other sectors (such as: public servants and private employees) are 13.38%. On the other hand, the cultural area of Gunung Salak Village is inseparable and colored by Hindu culture (99.7% of the population is Hindu) by promoting the concept of Tri Hita Karana, which is harmonious conception of harmony and balance between man and his God, man and man with its environment).

Economic condition of Gunung Salak Village

The economic structure of Gunung Salak Village, Tabanan Regency is still an agrarian style that focuses on

agriculture and plantation sectors. In this sector, commodity that stands out as a mainstay is rice and coconut. In addition to agriculture and plantation sectors classified as economic base are trade and home industry. Commodities that are traded in this sector are mostly crops. While in the household industry sector, commodities produced from the processing of local produce include carving, sewing, carpentry, and painting.

In the service sector, the role of cooperatives and village credit institutions (LPDs) that grew as institutions / micro finance institutions in supporting the economy of Gunung Salak Village. These conditions provide hope of bringing a positive impact on the development of the village economy as a whole.

Institutional and organization of Gunung Salak Village
 Institutional structures in Gunung Salak Village, in addition to the administrative institutions of Village Governance and institutional Desa Adat / Pekraman, there is also an institution that emerges or driven its existence from economic, cultural, health, education and social political motives

The existing institutions in the village administration are: Village Government, BPD, LPM, Village PKK, and PKK Dusun (as many as 5 hamlets), while for economic institutions, for example: cooperatives, LPDs, small business groups, and livestock farmer groups. Institutions in the field of education, such as: school committee, as well as in health, for example: Posyandu and Polindes. On the cultural side, the existing organization in the village of Gunung Salak, such as: sekehe gong, sekehe angklung, sekehe santi and sekehe arja. In the field of social and political, institutions that exist, such as youth cadets, subak institutions and subak abian.

Mount Salak Village Potential as a Tourism Village

Some potential villages that can be used as a basic capital for the development of Mount Salak Village as a tourist village, can be described as follows:

a. Religious and Cultural Affairs

Mount Salak Village consists of 5 (five) Pakraman Village, namely: 1) Desa Pakraman Mount Salak; 2) Desa Pakraman Bangkiang Sidem; 3) Pakraman Apit Yeh Village; 4) Desa Pakraman Kemetug, and 5) Desa Pakraman Kanciana. Communities in the village of Mount Salak who dominantly adheres to Hinduism (almost 99.9% of the total population of 1 668 inhabitants) certainly have a religious life that exists related to religious execution. Based on the religious life in the community of Gunung Salak Village, the development of groups with arts and cultural activities to support religious ceremonies or yadnya, such as: (a) Sekehaa Gong (5 groups); (b) Sekehaa Santi (4 groups); (c) Sekehaa Arja (1 group); (d) Sekehaa Angklung (2 groups), and (e) Rejang Dewa (existing in Banjar Gunung Salak).

b. Tourism Potential

The village of Mount Gunung which has a topography with hills and terraces are very beautiful terraces of course provide an exotic natural scenery and very potential to be developed into tourist destinations.

Tourism destinations that can be offered Village Gunung Salak, including: tracking and off road tours, agro tourism, culinary tours, and religious tourism.



Figure 2.
 Tourism Potential in Gunung Salak Village,
 Tabanan Regency

With the hospitality of the people, Gunung Salak Tourism Village also offers attractions and potential attractions, such as: waterfalls (Tibu Sampi, Batu Tumpuk, and Batu Sangian); springs considered sacred (Dedari spring, Gemelem springs, Mumbul springs, Keris springs, and Sudamala springs); cave protected in the environment of Banjar Gunung Salak; views of rice terraces and natural plantation areas; Sanggar Lukisan Kresnadana; as well as Traditional Dance Okokan Mebarung in Banjar Apit Yeh.

Analysis and Discussion

The data collected from the in-depth interviews and direct observation support to the field were then analyzed qualitatively, either through transformation, descriptive or narrative. The result of qualitative analysis from transformation of data conducted obtained the important indicators for the development of tourism village in Gunung Salak Village, Tabanan as shown in Table 1 below.

Table 1.
 Main Indicators of Village Tourism Development
 in Gunung Salak Village, Tabanan

No.	Village Tourism Development Indicators	Score (%)
1	Environmental Aspects	Sightseeing and tourist attractions
		Availability of infrastructure
		Transportation facilities
2	Social and Culture Aspects	Public acceptance
		Institutional and human resources
3	Aspects of Facilities and Infrastructure	Accommodation and restaurant
		Trade and souvenirs

Source: Data processed

The information obtained from Table 1 above can be identified seven main indicators in the development of tourist villages in the village of Gunung Salak, Tabanan, namely: 1) Tourism and tourist attractions; 2) Availability of infrastructure; 3) Transportation facilities; 4) Public acceptance; 5) Institutional and human resources; 6) Accommodation and restaurant; and 7) Trade and souvenirs.

In addition, the most important tourist attraction and tourist attraction (25% weight) of the identified indicators are shown. Furthermore, the seven indicators are extracted into three key aspects for the development of tourist villages, namely: 1) Environmental Aspects; 2) Social and Cultural Aspects; and 3) Aspects of Facilities and Infrastructure.

In formulating and formulating alternative strategies for the development of Gunung Salak Tourism Village, the SWOT analysis is used. The results of the analysis are able to offer various alternative strategies based on strengths, weaknesses, opportunities, and threats that exist in the area of the tourist village. The following SWOT analysis results are presented on the SWOT matrix (Table 2).

Table 2. SWOT Matrix as a Strategy Determination

Internal Analysis	Strength (S): 1. The attraction of natural and exotic attractions 2. A typical tourist attraction 3. Public acceptance of visitors 4. The attitude of the people who support tourism 5. There is already an embryo for the birth of a conscious tour group	Weakness (W): 1. Community participation is still passive 2. Community education background is still low 3. Community knowledge about the narcotics is still limited 4. Limited capital / fund 5. Promotional activities are still not optimal
External Analysis		
Opportunity (O) 1. Government regulations supporting development in Gunung Salak Village 2. There is concern for related parties through CSR activities 3. There have been domestic and foreign tourists visit 4. Bali wisatadi market is still wide open	Strategi S-O 1. The development of a typical tourism village destination program, and in accordance with the natural and cultural potential of the community 2. Community involvement in any tourism village development activities 3. Establishment of community based tourism village management 4. Implement integrated tourism village promotion activities	Strategi W-O 1. Assistance to the community in the process of development of tourist village 2. Increasing the knowledge and skills of the community, especially in tourism, governance, and services
Threat (T): 1. Lack of coordination among agencies in government 2. Lack of government response to village development needs 3. Weak coordination of government apparatus with the community	Strategi S-T 1. Improve coordination among related government agencies through a single door 2. Building coordination of government with the community through strengthening the capacity of village tourism management institutions	Strategi W-T 1. Provide counseling, explanation, and guidance to the community about the value and important benefits of tourism and tourist villages in improving the welfare of the community

Source: Data processed

SWOT analysis results presented in Table 2 above can be obtained 9 (nine) alternative strategies recommended for the development of Gunung Salak Tourism Village, Tabanan District with the following exposure:

- The development of a typical tourism village destination program, and in accordance with the natural and cultural potential of the community. By optimally utilizing all the power of Gunung Salak Tourism Village is very likely to be developed as an attractive tourist destination package, thus drive to arrival of tourists visiting. The model of

tourism village destinations needs to be further developed based on the natural and cultural potentials that are owned by involving stakeholders (government, travel agencies, universities, local communities, and so on).

- Community involvement in any tourism village development activities. Community involvement and empowerment is very important in developing and ensuring the sustainability of tourist villages. Therefore, the community is important to be involved in all aspects of village tourism development activities, from the planning, implementation, to the evaluation phase.
- Establishment of community based tourism village management. In the management of a good and optimal tourist village needs to be formed a community-based institutions, namely Village Owned Enterprises (BUMDES). BUMDES is expected to be able to manage tourism village activities professionally in realizing the advanced village and prospering the community. Based on the series of explanations above, it can be arranged institutional for the development of tourist villages in the village of Gunung Salak (Figure 3).
- Implement integrated tourism village promotion activities. This promotional activity aims to provide information for tourists (domestic and foreign), travel agents / travel agents, and the public about the existence of Gunung Salak Tourism Village, as well as attraction and attractions owned. Community-based promotional activities are conducted through:
 - Print media; This promotion is done by making banners, banners, brochures, and information in newspapers and magazines related to tourism.
 - Electronic media; this promotion is done through broadcasting on television and radio about the existence and important events held in Gunung Salak Tourism Village, Tabanan. In addition, Internet media can be used to create a website, as well as sites that inform the natural and cultural exoticism in Mount Salak Tourism Village, Tabanan.
 - Other media: This promotion is done by holding or organizing events or festivals regularly, such as: arts and cultural festivals, culinary festivals, sport activities, and so forth. This activity cooperates with related parties (government, travel agency, college, tourism organization, media, etc.).
- Assistance to the community in the process of developing a tourist village. The role of the government in accompanying the process of developing a tourist village is very important. This needs to be done by the government of Tabanan Regency, especially the Department of Tourism to provide assistance to the existing tourism awareness group to guard the process of developing the village tour in the village of Mount Salak. This assistance is done by experts who are competent in their fields by facilitating and fostering the community to be knowledgeable, skilled, and independent.
- Increasing community knowledge and skills through training activities, particularly in tourism, governance, and services. Efforts in improving the ability and quality of community (HR) in Gunung Salak Village, it is necessary to implement training programs, namely:
 - Excellent service training program in tourism business field.

- b. Tourism tourism management training program
- c. Village business development training program
- d. Local capacity building program, both local art and culinary
- e. Community security and order maintenance program, and disaster management
- Improve coordination among related government agencies through a single door. Efforts to build good coordination among government agencies (Dinas Pariwisata, Dinas Pertanian dan Kehutanan, and other SKPD) related to tourism village development through the appointment of one SKPD that is directly responsible to the Bupati as the coordinator.
- To build government coordination with the community through strengthening the capacity of village tourism management institutions. Strengthening the institutional capacity aims to produce efficient outcomes in terms of time and use of resources to effectively achieve the goal of developing a tourist village.
- Provide counseling, explanation, and guidance to the community about the value and important benefits of tourism and tourist villages in improving the welfare of the community. By conducting extension activities, explanations, and guidance to the community of Gunung Salak Village about maintaining and maintaining the village environment, as well as increasing public awareness of village development as a tourist village.

IV. CONCLUSION

Based on the results of studies conducted in the development of tourist villages in the village of Mount Salak, Tabanan can be summarized as follows:

1. In order to develop a tourist village in the village of Gunung Salak, Tabanan can be identified seven main indicators, namely: 1) Tourism and tourist attractions; 2) Availability of infrastructure; 3) Transportation facilities; 4) Public acceptance; 5) Institutional and human resources; 6) Accommodation and restaurant; and 7) Trade and souvenirs. Furthermore, the seven indicators are extracted into three key aspects for the development of tourist villages, namely: 1) Environmental Aspects; 2) Social and Cultural Aspects; and 3) Aspects of Facilities and Infrastructure.
2. Some alternative strategies that can be offered in the development of tourist villages in the village of Gunung Salak, Tabanan, namely:
 - a) There are 4 (four) alternative strategies to exploit the opportunity of the power possessed (S-O), namely: (1) Development of a typical tourism village destination program, and in accordance with the natural and cultural potential of the community; (2) Community involvement in any tourism village development activities; (3) Establishment of community based village management institutions; and (4) Implementing integrated tourism village promotion activities.
 - b) 2 (two) alternative strategies are offered to exploit the opportunities of existing weaknesses (W-O), namely: (1) Assistance to the community in the process of developing tourist village; and (2) Increasing

- community knowledge and skills, especially in tourism, governance, and services.
- c) There are 2 (two) alternative strategies in overcoming the challenges of the power possessed (S-T), namely: (1) Improve coordination among related government agencies through a single door; and (2) Developing government coordination with the community through strengthening the capacity of village tourism management institutions.
- d) Alternative strategies that can be offered in facing challenges with weaknesses (W-T) is Providing counseling, explanation, and guidance to the community about the value and important benefits of tourism and village tourism in improving the welfare of the community.

Suggestion

In accordance with the results of the study conducted, it can be given suggestions related to the development of tourist villages in the village of Gunung Salak, Tabanan is as follows:

- 1) It takes a great commitment from the government of Tabanan Regency in the development of Gunung Salak Village to become a tourist village, both in terms of coordination and the preparation of the right plan. Based on these efforts the village of Gunung Salak is able to explore and strengthen its resources to be competitive to attract tourists.
- 2) Relevant institutions (government, universities and private) are expected to undertake the development of human resources in Gunung Salak Village through training and coaching activities, especially in tourism, governance and services, thereby promoting the success of being a sustainable tourist village.
- 3) Village community organizations / organizations have an important role in the management for the sustainability of tourist villages. In this case it is important to establish a Village Owned Enterprise (BUMDES) that comes from elements or communities that exist in the village community of Gunung Salak.
- 4) Establish partnerships with broader stakeholders and integrated activities related to the promotion of Gunung Salak Tourism Village, Tabanan.
- 5) Conducting close cooperation between local governments, universities and village government in the preparation and implementation of village tourism development program.
- 6) It is expected that the community and tourists who participate in environmental conservation, as well as cultural values and customs that exist.

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