



## INTEGRATED TOURISM DEVELOPMENT: AN INSTITUTIONAL MANAGEMENT PRIORITY STUDY

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**Abstract:** At least 200 people per day visit the hilly area of Matakando which has the potential for culinary tourism, rice fields, and education that are very likely to be developed. The purpose of this study is to find a management pattern for the development of tourism centers that can integrate the three types of tourism. The criteria and alternative indicators were obtained from the Focus Group Discussion (FGD) held in August 2022. Using the Analytical Hierarchy Process (AHP) method, we confirmed that culinary tourism is a priority, which will be developed into integrated rice field tourism and education. Alternative development strategies that need to be carried out are rearranging the structure and management of tourism, training in the management of tourism institutions, increasing creativity for business actors, developing infrastructure, increasing marketing capabilities, compiling strategic plan documents, and enforcing green zones.

**Keywords:** Institutions; Matakando; Tourism

### INTRODUCTION

The Government of Indonesia has formulated guidelines for planning, implementing, and evaluating programs and activities carried out to achieve the vision and target of increasing the quantity and quality of tourism through the Regulation of the Minister of Tourism and Creative Economy concerning the Strategic Plan of the Ministry of Tourism and Creative Economy/Tourism and Creative Economy Agency for 2020-2024 (Pemerintah Indonesia, 2020). With the role of regulation, local governments have the responsibility to manage and develop tourism resources as effectively as possible to improve the welfare of the community (Wibowo & Ronggowulan, 2021; Hardinandar & Pratama, 2019; Saputra & Rodhiyah, 2016). In this regard, the potential of natural resources and cultural diversity in eastern Indonesia is very potential to support this target. The diversity of natural resources in the eastern part of Indonesia has always been an attraction for tourists, both local and foreign tourists (Atmoko 2021; Kusniasanti, 2019; Sumarsono et al., 2020). However, not all tourism is managed and developed properly. One of the obstacles is the low awareness of the community to participate (Asiabar, et al., 2021; Zhou et al., 2021). Human awareness and consolidation to promote the economy collectively, especially in human relations with nature is the basis for the realization of sustainable tourism (Sumarsono, et al., 2020; Indarti & Munir, 2016).

As a service city with an average of around 64 percent of the regional economy contributed by the trade and service sector (BPS Kota Bima, 2020), as well as a strategic area with accessibility on the primary arterial route across Sumbawa-Flores-Komodo Island, Bima City is very likely to be designed to grow into a tourism buffer city that utilizes minimal resources (Ahmad & Argubi, 2018). The tourism sector of the city of Bima has grown very rapidly. It is recorded that until 2021 the number of tourists visiting has reached 70,152. This figure is indeed much smaller than the previous year, which was 72,165 tourists (BPS Kota Bima, 2020). This is the impact of the pandemic that has hit the world, and the tourism sector is one of those affected. However, if you look at the trend, Bima City tourism visits from 2016 to 2021 have increased by an average of 36% per year. Meanwhile, tourist visitors are still dominated by domestic tourists by 98% and

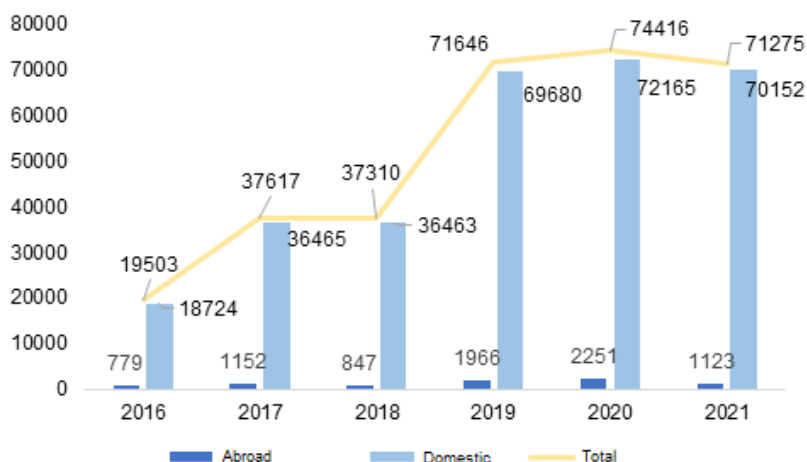
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foreign tourists by 2% during the period 2016 to 2021 (BPS Kota Bima, 2020; Ahmad & Argubi 2018). The trend of the number of tourists in Bima City can be seen in Figure 1.



**Figure 1. Graph of Bima City Tourism Visits**

Source: (BPS Kota Bima, 2020)

Generally, tourism must be supported by the availability of infrastructures such as roads, accommodation, restaurants/restaurants, hotels, services, and triggering activities such as art and cultural events or performances (Salamzadeh et al., 2021; Sesotyaningtyas & Manaf, 2015). Until 2021 there are at least 218 restaurants/eateries and the number has increased from 2019, which only had 205 restaurants/eateries in Bima City. While the area of the tourist object is 1,902.29 acres with 34 tourist objects consisting of beach, mountain, cultural and historical tourism (BPS Kota Bima, 2020). Unfortunately, tourism is always associated with spending large budgets, industrial development, and the like (Saputra & Rodhiyah 2016; Kusniasanti 2019). Even though tourism development can be started from the closest thing to the surrounding community. This means that tourism development is an effort to utilize the potential, capabilities, or resources that are around which are then processed (downstream) to attract the attention of the general public (Wibowo & Ronggowulan, 2021; Wiloso, 2019) One example is the Matakando sub-district in Bima City which has the potential to be developed to improve the economy of the surrounding community.

Matakando is one of the sub-districts in Mpunda District, Kota Bima with an area of 1.87 km<sup>2</sup> or 12.24 percent of the outside area of Bima City. The Matakando area itself is 126 hectares of plantations, 37 hectares of yards, and 34 hectares of paddy fields. The area of paddy fields in the Matakando sub-district is the third largest after the sub-districts of Panggi and Sambinae. There are 345 families of food crop farmers in Matakando Village with a corn planting area of 123 hectares or the largest food crop area. However, referring to the Regional Regulation of the City of Bima No. 4 of 2012 concerning the 2011 – 2031 Regional Spatial Plan that the city's strategic areas for the leading tourism sector are in Dara Village, and Kota Village, while several other urban villages are not included in it, including Matakando Village (Pemerintah Kota Bima, 2012). Although not included in the tourism planning area for Bima City, the growth of culinary tourism in the area around Matakando hill has had a significant impact on the surrounding community. At least up to 200 people visit Matakando Village to enjoy food and beverage dishes served by the three culinary attractions in Matakando Village with natural nuances above the Matakando peak, namely Kedai Teko with a modern-millennial feel, Rainbow Cafe with family food segmentation, and Bukit Cafe.

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Matakando is conditional with its simplicity. These three places are right above the Matakando hill area which is one of its attractions. Several other potentials revealed by Mr. Maskur as head of the Matakando Village Head are the potential for tourism in rice fields and cashew plantations. The integrated tourism development pattern for the Matakando area is a progressive step to maximize the effect of backward and forward linkages to trigger the growth of other sectors in the Matakando Village. Theoretically, the economic growth of the city of Bima is also determined by the size of the traffic activity.



**Figure 2a. Matakando Hills Area**  
Source: Processed by the author (2022)



**Figure 2b. Matakando Pelangi Cafe**  
Source: Processed by the author (2022)



**Figure 2c. Matakando Teras Kopi**  
Source: Processed by the author (2022)



**Figure 2d. Paddy Fields & Cashew Gardens**  
Source: Processed by the author (2022)

One effort to attract traffic is to develop tourism potential in an area (Sumarsono et al., 2020). The Focus Group Discussion (FGD) in the Matakando tourism management seminar which was held on August 18 2022 was attended by the Bima City BAPPEDA, the Bima City Tourism Office, Matakando Village, tourism practitioners, academics from the Bima Muhammadiyah University and STISIP Mbojo Bima illustrated that culinary tourism, cashew-rice fields, coupled with educational tours can be integrated into the Matakando Village tourism center through directed institutional arrangements. Of course, assistance from the government and academia is needed to make it happen. Educational tourism is a type of tourism that is designed in such a way as to increase the selling value of culinary tourism and rice field tourism. The design of this educational tour offers learning packages to design businesses, market, learn to plant and harvest rice and cashews in the fields and gardens, as well as learn history from folk stories that have long existed in the Matakando area. The segmentation of this type of tourism targets students and students through the independent learning campus program. So, besides visitors enjoying food and drink dishes at the top of Matakando and in the rice fields, interested visitors will also be spoiled with educational tours.



Several studies have been conducted by previous researchers with different objects and practical interests. We use the results of previous studies as a reference to enrich the basis of the research we propose. Studies conducted in Iran in the field of tourism economy show that the main obstacles to tourism growth are the lack of trained resources to manage tourism and the low participation of the government in assisting (Salamzadeh et al., 2021). oranges in Banyuwangi Sub-district stated that it was necessary to carry out regular recruitment to increase human resources for agro-tourism managers (Kusniasanti, 2019). Then a study conducted in Kendal, Central Java recommended increasing the participation of the surrounding community through the role of government policies to increase their tourism productivity (Sesotyaningtyas & Manaf, 2015). The tourism development study conducted in Bima City as a transit area recommended one of them, namely improvements in measurable planning aspects, as well as improvements in governance, security, and infrastructure improvements (Ahmad & Argubi 2018).

This research is the second part after the FGD which was conducted as a series to find patterns or strategies for tourism development. Of course, this study aims to find priorities and management of governance as the basis for tourism development in Matakando Village.

## METHODS

There are two general sources of data used in this study, first to determine criteria and alternative development strategies taken from the results of FGDs/seminars sourced from the presentation of the Head of Dinas Pariwisata Kota Bima, Head of the BAPPEDA Kota Bima, Tourism consultants/practitioners as well as STISIP Mbojo Bima academics, Universitas Muhammadiyah Bima, Head of Matakando Village. From the results of the presentation in the FDG, important points were taken as shown in Table 1. After the indicators from the criteria and alternatives were obtained, questionnaires were distributed with a Likert scale of 1-9 for pairwise comparisons to eight key persons. Resource persons involved academics, tourism practitioners, local government, sub-districts, and youth groups, including (1) Head of BAPPEDA Kota Bima; (2) To the Dinas Pariwisata Kota Bima; (3) Lecturer at Universitas Muhammadiyah Bima/Team for the Acceleration of Regional Development and Innovation (TPPID) Kota Bima In 2018; (4) Lecturer at STISIP Mbojo Bima/consultant and tourism practitioner; (5) Head of Matakando Village; (6) Head of the Matakando Village Pokdarwis; (7) Head of Pemuda Matakando; (8) Head of the Karang Taruna Matakando.

**Table 1. Preferred Indicator**

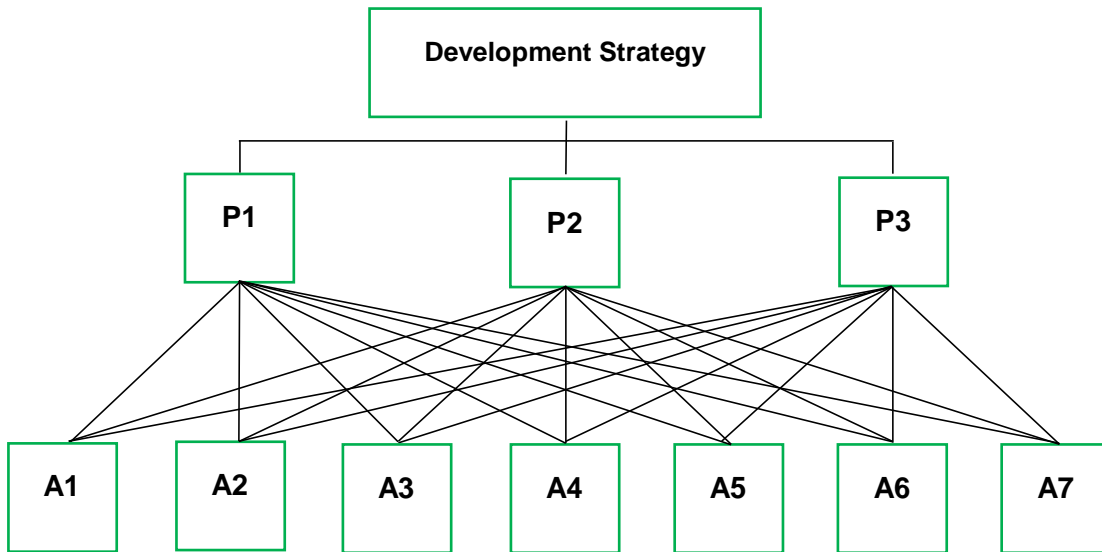
Hierarchy	Code	Indicator
Alternative	P1	Culinary Tourism
	P2	Rice Field Tourism
	P3	Educational Tourism
Criteria	A1	Planting tree seeds
	A2	Formation of a team to formulate the Matakando tourism development plan
	A3	Formation and training of tourism managers
	A4	Mentoring business groups in tourism services
	A5	Physical development of supporting infrastructure
	A6	Training and assistance in managing the Matakando village website for tourism marketing needs
	A7	Expansion of the partnership network with the government and the private sector

Source: Processed data (2022)



### Analysis Tools

This study uses the Analytical Hierarchy Process (AHP) method which in its application is used as a problem-solving method with the advantages of (1) Having a hierarchical structure; (2) taking into account validity up to the inconsistency tolerance limit as the criteria chosen by decision-makers; (3) Taking into account the durability of the analysis output. decision-making sensitivity (Stefan et al., 2021). The concept of AHP is to use a pairwise comparison matrix to generate relative weights between criteria and alternatives. The priority hierarchy for the development of integrated tourism in Matakando Village is as follows:



**Figure 3. Development Strategy Priority Hierarchy**

Source: Processed data (2022)

The matrix will undergo a normalization process using the eigenvector method. The iteration process will last until the difference in eigenvalues between the iteration results reaches a relatively small value ( $< 0.000010$ ). Consistency in the use of AHP must be maintained so that the resulting solution is optimal. To determine the level of consistency, the results of using the AHP method will be measured by the consistency index. If the ratio with the standard random index  $\leq 0.10$ , it can be concluded that the degree of consistency is satisfactory, meaning that the AHP method produces the optimal solution. However, if  $> 0.10$  then there is inconsistency in determining the comparison that allows the AHP method not to produce useful solutions (Saaty, 2002). Or it can be formulated as follows:

$$CI = (\delta_{\max} - n) / (n - 1)$$

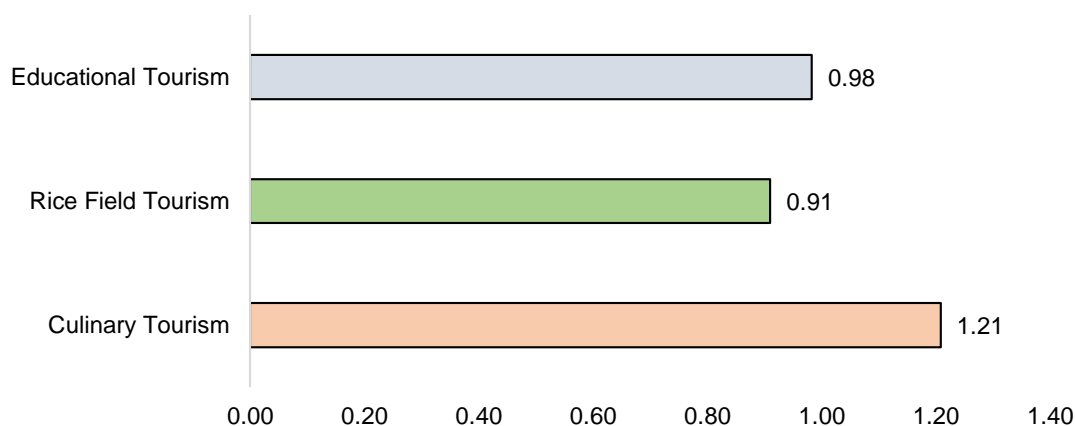
Where CI is the ratio consistency index,  $\delta_{\max}$  is the maximum value of the eigenvalues, and  $n$  is the number of matrices used. So,  $CR = CI/RI$ , where CR is the consistency ratio, CI is the consistency index, and RI is the random consistency index (Asiabar, et al., 2021; Saaty, 2002). Thus,  $[(H_0=0 \leftrightarrow CI \leq 0.10) \cap (H_0 \neq 0 \leftrightarrow CI > 0.10)]$ .



## RESULTS AND DISCUSSION

### Criteria Interpretation

As previously discussed, referring to the results of the FGD/seminars, it has been stated that three types of tourism are very likely to be developed in Matakando Village, namely culinary tourism, rice fields, and education. As for the plan, the three types of tourism do not yet have a plan in the form of strategic plan documents, guidelines, and the like, so several alternatives are determined which are shown in Figure 1. Exploration using the AHP method shows that culinary tourism ranks first with an eigenvector value of 120.8 percent, then followed by educational tourism at 98.31 percent, and rice field tourism at 91.04 percent. This means that culinary tourism is a top priority that will be developed in the Matakando village. This sector will be upstream of the next two sectors, namely the education sector and rice fields. Then the value of the consistency ratio of the criteria items is less than 10% ( $0.09 < 0.1$ ). So, it can be said that the answers from each respondent (key person) are consistent.



**Figure 4. Eigen Value Vector Item Criteria**

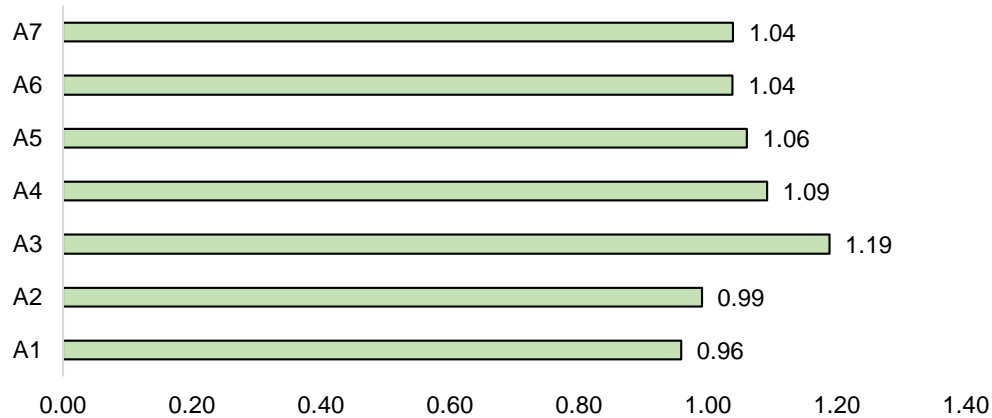
Source: Processed data (2022)

### Alternative Development Interpretation

The AHP calculation for alternative items in culinary tourism shows that key persons believe the aspect of forming tourism managers and training (A3) is a top priority in the development of Matakando culinary tourism, followed by business group assistance (A4) and the development of physical infrastructure supporting culinary tourism (A5). As it is known that culinary tourism in the Matakando Village has been formed by the initiative of the surrounding community as an individually managed business. So, what needs to be done is to form groups or restructure existing tourism managers so that they are focused on management. The need for the formation of managers formed by government institutions (in this case the Matakando sub-district) namely to ensure that tourism managed in the Matakando sub-district runs its business with quality services.

With good quality, a brand image will be created and consumer trust will increase (Hasibuan, et., 2022; Sesotyaningtyas & Manaf, 2015; Siswanto & Moeljadi, 2015). Where tourism managers become guides for achieving the vision of sustainable Matakando tourism. Not only does it try to increase profits, but tourism that is developed must also leave a positive mark on consumers (Saputra & Rodhiyah 2016; Mangiri, et al., 2020). On this basis, tourism management training needs to be carried out

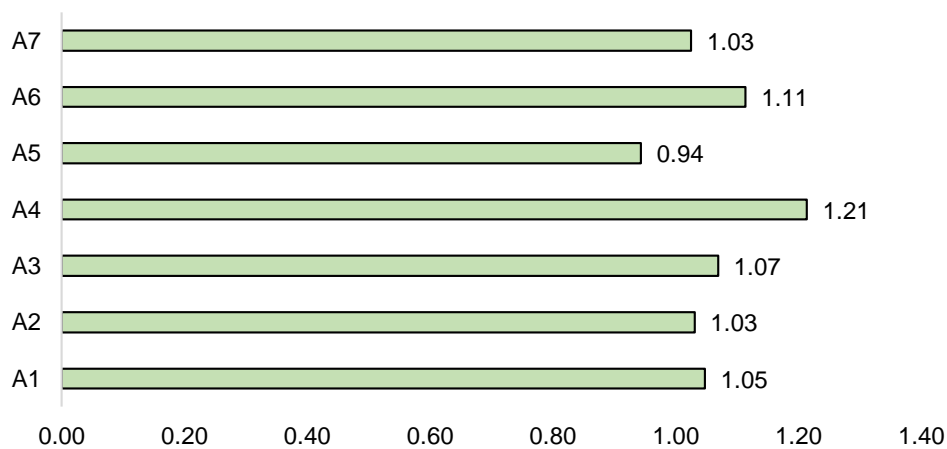
(Sumarsono, et al., 2020; Indiarti & Munir 2016). Then the value of the consistency ratio of the criteria items is less than 10% ( $0.05 < 0.1$ ). So, it can be said that the answers from each respondent (key person) are consistent.



**Figure 5. Culinary Tourism Alternative Item Vector Eigenvalues**

Source: Processed data (2022)

Then the alternative items on rice field tourism show that key persons believe the aspect of business group assistance (A4) is a top priority in developing Matakando rice field tourism, followed by training and marketing assistance with village websites (A6), and the formation of tourism managers (A3). In the area around the planned rice field tourism object, there are many outlets, and sellers of ready-to-eat food, pastries, and other grocery businesses that have been formed for a long time as the livelihood of the surrounding community in addition to making bricks and tiles and farming. Therefore, assistance to this basket business group is a priority because of the need to provide knowledge of services for tourism needs (Stefan et al., 2021; Indiarti & Munir 2016). In addition, this training serves to continue to stimulate innovation and creativity from the Bakulan business groups around the rice field tours as well as patterns of using social media for marketing needs. Then the ratio consistency value of the criterion items is less than 10% ( $0.06 < 0.1$ ). So, it can be said that the answers from each respondent (key person) are consistent.

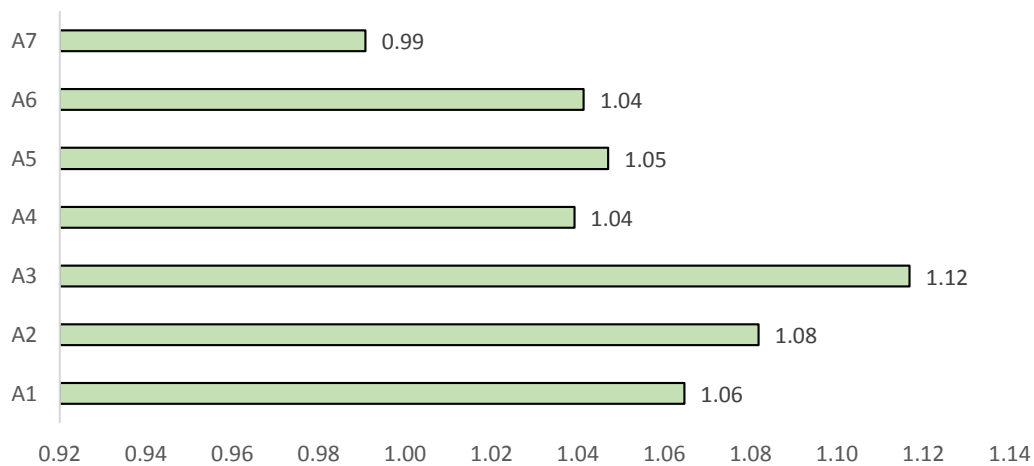


**Figure 6. Alternative Eigenvalues of Field Tourism Alternative Items**

Source: Processed data (2022)



Finally, the alternative item on educational tourism shows that key persons believe that the formation of tourism managers and training (A3) is a top priority in developing Matakando educational tourism, followed by the formation of a team to formulate a tourism development plan (A2), and planting tree seedlings (A1). Educational tourism is a type of tourism that is designed in such a way as to increase the selling value of culinary tourism and rice field tourism. The design of this educational tour offers learning packages for business design, marketing, learning to plant and harvest rice and cashew nuts in the fields and gardens, as well as learning the history of folk tales that have long existed in the Matakando area. Of course, to be able to realize this, it is necessary to conduct training, guidance, and mentoring aimed at finding unique, targeted, and memorable patterns to increase the selling value of tourism services (Zhou et al., 2021; Damanik & Iskandar, 2019; Saputra & Rodhiyah, 2016). Then the value of the consistency ratio of the criteria items is less than 10% ( $0.05 < 0.1$ ). So, it can be said that the answers from each respondent (key person) are consistent.



**Figure 7. Eigenvalues of Alternative Educational Tourism Items**

Source: Processed data (2022)





## Integrated Tourism Development Action Plan

Table 2. Action Plan

Criteria	Eigen Vector	Alternative	Eigen Vector	Action Plan	Stakeholders
Culinary tour	1,21	A3	1,19	1. Formation of tourism managers, the structure of the Formation of tourism managers, organizational structures, and institutional administrative hearts; 2. Management training, SOP, and other institutional aspects for managers; 3. Service training and increasing the creativity of business actors and guides; 4. Construction of road signs, entrances, neon boxes, street lights, and road asphalt; 5. Signing of an MoU between the government and the private sector for expanding the network of cooperation, marketing, structuring tourism administration, and others; 6. Search Engine Optimization (SEO) training, digital marketing, and website management; 7. Training and assistance in making Strategic Plans, Operational Strategic, and business cooperatives (Matakado tourism); 8. Planting tree seeds and implementing a green zone in the Matakando hill area.	1. Matakando village office; 2. Dinas Pariwisata Kota Bima; 3. BAPPEDA Kota Bima; 4. Dinas PUPR Kota Bima; 5. Dinas kominfotik Kota Bima; 6. Akademisi; 7. Youth groups & organizations, family community leaders; 8. Pusat Layanan Usaha Terpadu (PLUT) Kota Bima; 9. Nearby business actors; 10. Owners of rice fields and cashew nuts; 11. Historian & culturalist. Nearby business actors;
		A4	1,09		
		A5	1,06		
		A7	1,04		
		A6	1,04		
		A2	0,99		
		A1	0,96		

Source: Processed data (2022)

### CONCLUSION

Priority tourism is aimed at developing culinary tourism. Things that need to be done as a development strategy are: (1) rearranging the structure and management of tourism in Matakando Village as well as institutional administration; (2) holding management training, SOPs, and other institutional aspects for tourism managers who have formed; (3) service training and increasing creativity business actors and guides; (4) construction of physical infrastructures such as road signs, entrances, neon boxes, street lights, and road asphalt; (5) expansion of partnerships with government and private parties; (6) Search Engine Optimization (SEO) training, digital marketing, and website management to increase tourism productivity; (7) training and assistance in making Strategic Plans, operational strategic, and business cooperatives; (8) planting tree seedlings and enforcing the green zone in the Matakando hill area. This priority tour will then be developed into an integrated educational tour and paddy field tour. However, the process of integrating the three types of tourism will not be realized without management as outlined in the action plan.



Recommendations are intended for local governments, where Matakando tourism must be supported by training plans, structuring, and business assistance. Spending the budget for Matakando tourism during the Regional Spatial Planning (RTRW) period is not possible, because Matakando is not included in the tourism designation area. So, it needs support from the government in the form of assistance and consulting support.

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