

THE ROLE OF TOURISM VILLAGES IN TOURISM DEVELOPMENT AS PROMOTERS OF RURAL ECONOMIC SUSTAINABILITY

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ABSTRACT

The covid 19 pandemic caused a massive economic downturn especially to our tourism. In order to rebuild tourism industry, the tourism development paradigm has shifted from quantity-based visitor strategy to quality and sustainability-based visitor strategy such as the strategy we use in tourist villages. Central Java consists of more than 353 tourist villages which still require a lot of improvement and development. This research explains how we are going to rebuild and develop all of these tourism villages. This research uses case study of tourist villages located in Central Java based on its primary data and secondary data. We use participatory interactive workshop BMC method to collect primary data. Our goal is to identify the potentials of these tourist villages through semi-structured interviews with several village stakeholders. The secondary data we use consist of Village Potential Statistics, Village Medium-Term Development Plan (*RPJMDes*), basic laws / bylaws (*AD/ART*) of village own enterprises, and other additional documents which are collected from Statistics Indonesia. The indicator we use in this research is Tourism GDP with external audiences to promote the community-based tourism villages through the village development plan. The model output used in this research is Technology Readiness Level (TRL) which can be applied by our local community, government, private sectors, and academics.

Keywords: development plans, tourist villages, sustainability-based visitor strategy.

1. Introduction

Regional development is carried out inseparably from the smallest unit, namely the village. Villages are a vital part that cannot be separated in the hierarchy of state structures because, in essence, there will be a country with minor details, which in the context of the Indonesian state are commonly called villages. Villages or other various designations are referred to as *self-governing communities* because, in Indonesia, they were initially local communities with territorial boundaries, inhabited by some residents, and had customs to manage their areas (Sofyan, 2023). Based on Law Number 6 of 2014, a village is a legal community unit that has territorial boundaries that are authorized to regulate and manage government affairs and the interests of the local community based on community initiatives, origin rights, and traditional rights that are recognized and respected in the government system of the Unitary State of the Republic of Indonesia.

The rural economy is a community activity in developing the village economic system. According to Lincoln Arsyad, rural economic development is a process where the village

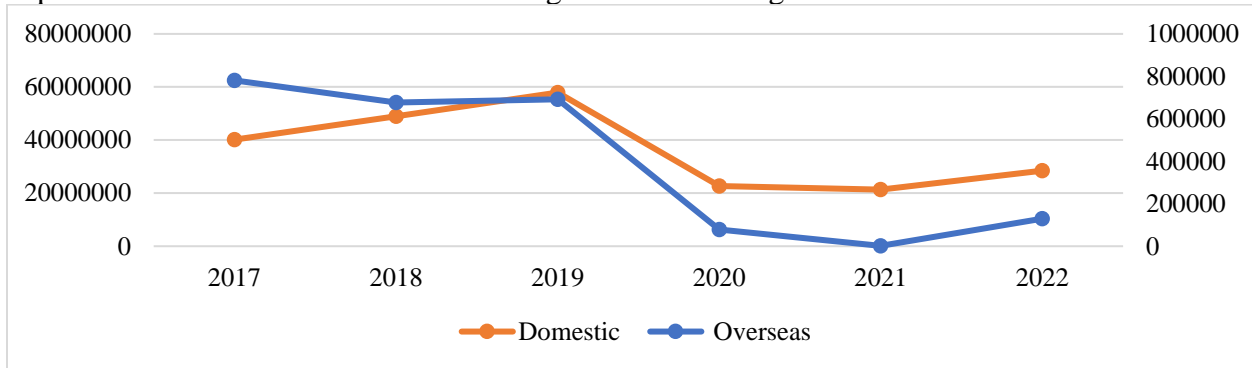
government and the community manage existing resources and form a partnership pattern between the village government and the private sector to create new jobs and stimulate the development of economic activities (*economic growth*) in the region. The concept of village development has become a priority in national development. Efforts to empower villages and their communities continue to be implemented by the government and related parties. In addition, Village Sustainable Development Goals are needed for towns throughout Indonesia for medium-term development. The Ministry of Villages, Development of Disadvantaged Regions, and Transmigration seek integrated development in a village for the community's welfare. The Village SDGs program is a long-term program that is a role of sustainable development and is included in the priority program for using the Village Fund in 2021. All expenditures in the village fund must be used to implement the Village SDGs. The Village SDGs are an integrated effort to realize a village without poverty and hunger, an economic village that grows evenly, a village that cares about health, and a village that cares about the environment. This town cares about education and is a women-friendly, networked, and culturally responsive village.

Village tourism is a familiar term for developing rural economic sustainability. Tourism villages, which are part of tourism, continue to receive attention because tourism is a sector that positively impacts development. Some benefits of developing the tourism sector are creating jobs, improving community welfare, and increasing regional economic income (Department of Culture and Tourism & WWF Indonesia, 2009; Ernawati et al., 2006).

The development of village tourism in Indonesia has also started since the 1970s. At that time, tourists began looking at other alternatives for traveling, namely rural objects or attractions and inland areas far from the hustle and bustle of cities. Tourist travel is part of leisure activities, rest, and relaxation and has also developed into a new adventure to recognize and learn traces of world civilization. With the increasing number of visits to rural areas, each village began to prepare itself and subsequently developed the idea of a tourist village, which grew around 2000 (Andjelicus, 2021). According to Hadiwijoyo (2012), a tourist village is a rural area that offers an overall atmosphere that reflects rural authenticity, both from socio-economic life, socio-culture, customs, and daily life, has a distinctive building architecture and spatial structure, or unique and exciting economic activities and has the potential to develop various tourism components such as attractions, accommodation, food and beverages, and other tourism needs.

A tourist village is one of the rural tourism objects that offers tourist attractions, provides accommodation, and other supporting facilities (Triyanto et al., 2018). Rural-based tourism appeals to tourists because it has its characteristics, namely blending with the nature and culture of the village. Tourists who come to a tourist village not only enjoy the attractions offered but also get to know, learn, and appreciate the characteristics of the local village community. The types of tourists that are potential for tourist villages are foreign tourists, student tourists, and tourists who have the potential to learn the culture of the village community. These tourists are aware of maintaining the rural environment, appreciate the local community's culture, and are willing to interact with the local community (Giampiccoli & Saayman, 2018). In addition, in recent years, village tourism has become a popular destination in several countries in Asia and Europe (Ciolac et al., 2017). Tourist villages provide business opportunities for local communities and increase their income (Ciolac et al., 2017). One of the well-known tourist villages in Indonesia comes from Central Java Province. In addition, the Ministry of Tourism and Creative Economy also created a prestigious national event for tourist villages such as *Anugerah Desa Wisata (ADWI)* to advance tourist villages in Indonesia.

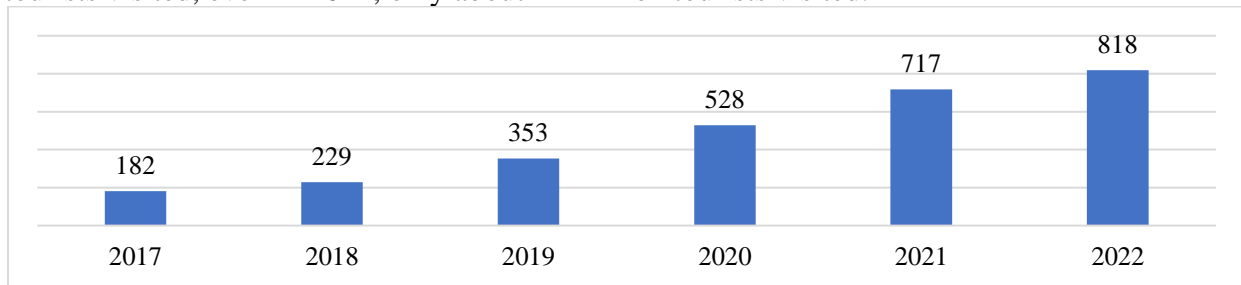
Following the 2020-2024 *RPJMN*, the Ministry of Tourism and Creative Economy targets 244 tourism villages and 71,381 digital villages certified as independent tourism villages by 2024. Based on the mandate of the President of the Republic of Indonesia, the Indonesian tourism sector is expected to continue to be strengthened and developed into a leading sector and core business of national development. As a leading sector, innovation and design of various superior tourism products are needed. One of them is by developing rural tourism. Rural tourism development is expected to be an alternative tour for foreign tourists visiting Indonesia.



(Source: *Disporapar* of Central Java Province, 2022)

Figure 1. Number of Domestic and Foreign Tourists to Central Java Province 2017 - 2021

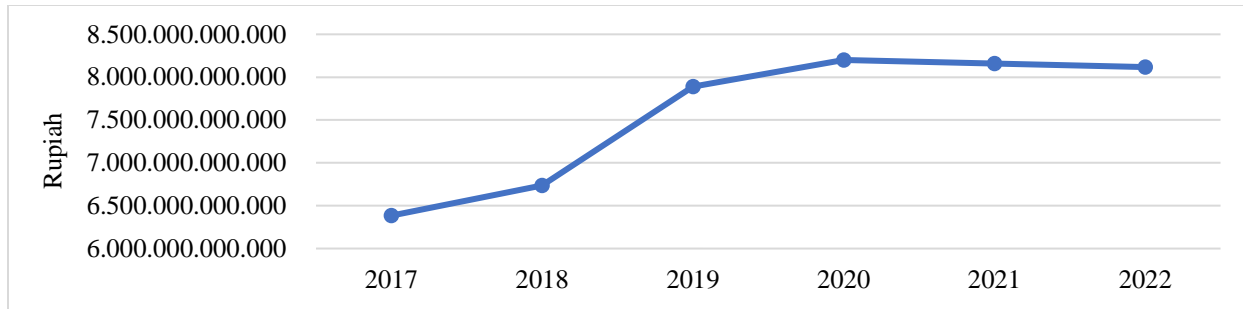
The tourism sector was most affected during the Covid-19 pandemic that hit all countries, including Indonesia. **Figure 1** shows the number of tourists who dropped dramatically due to this pandemic in 2020. From 2017 to 2019, tourists visiting tourist villages in Central Java continued to increase by almost 10 million tourists each year, which provided optimistic hope for the government, local village communities, and business actors in the tourism village economy in Central Java because tourists continued to arrive. However, in 2020, when the Covid-19 pandemic occurred so quickly, the number of tourists fell by more than 35 million or only about 22 million tourists visited, even in 2021, only about 21 million tourists visited.



(Source: *Disporapar* of Central Java Province, 2022)

Figure 2. Number of Tourism Villages in Central Java 2017 - 2022

The decline in the number of tourist visits reached 80%, and many tourism village managers, especially the pilot category, stopped their tourism operations. Related to this problem, the government continues to prepare for the adaptation of new habits in tourism destinations, which continue to grow every year because villages in Central Java continue to explore their potential. **Figure 2** shows that in 2020 there were only 717 tourist villages in Central Java; in 2022, there were 818 tourist villages. This number has exceeded the target in the Regional Medium-Term Development Plan (*RPJMD*) of Central Java Province in 2023, which is 500 tourist villages. Even so, many tourist villages in Central Java still need optimization, especially in the pilot and developing tourist villages. In contrast, the advanced and independent categories are expected to maintain their potential and characteristics.



(Source: *DJK* Ministry of Finance, 2022)

Figure 3: Village Funds in Central Java 2017 - 2022

After Village Law No. 6/2014 was enacted, the government launched the Village Fund Program. In 2015, the government began disbursing village funds directly transferred from the center to the village. To make the village fund successful, the Ministry of Rural Development and Transmigration launched four flagship programs: *BUMDesa* Development, Rural Areas Product Development, Village *Embung*, and Village Sports Facilities. Furthermore, after the Covid-19 Pandemic hit, the Central Java Provincial Tourism Office provided stimulant financial assistance to village governments through village funds. In **Figure 3**, it can be seen that village funds for Central Java province from 2017 to 2022 tend to increase, and the increase occurred quite drastically during the early days of the Covid-19 pandemic, namely in 2020, which touched IDR 8.2 billion. The district receiving the largest budget in 2020 was Brebes Regency, IDR 495 million. In addition, the Central Java *Disporapar* budgeted IDR 18.5 billion for 100 villages, and in 2021, the amount budgeted reached IDR 32 billion for 260 villages. Furthermore, in 2022 there is a change in the number of stimulants provided, where Rp1 billion is for developed category tourist villages, Rp500 million for developing category tourist villages, and Rp100 million for pilot category tourist villages. Through the tourism village development fund, the village's potential can continue to be explored and become a number of tourism offerings. (Jatengprov, n.d.).

The assistance provided by the Central Java Provincial Government will be optimally utilized by the actors involved in the tourism village if tourism planning and development is based on tourism village management that carries the concept of *Community Based Tourism* (CBT). This CBT concept can optimize tourist villages' potential and accelerate rural communities' welfare. The management is also in accordance with the principles of sustainable tourism because of the small scale but able to provide significant benefits. (Kontogeorgopoulos, 2005). In addition, the local community's role is quite significant because of the management and provision of facilities needed for visiting tourists.

As a province with many tourist villages, Central Java still experiences several obstacles in its development, especially during and after the pandemic. Planning and taking strategic steps in the form of appropriate innovation are needed. Based on the problem description, this research raises the title "The Role of Tourism Villages in Tourism Development as Promoters of Rural Economic Sustainability." This research aims to determine the current conditions and the strategic plan for developing tourist villages in Central Java through the nine blocks of the Business Model Canvas. The Business Model Canvas approach aims to facilitate the preparation of strategic plans through each component or block in the business model. This research is expected to be utilized as a consideration for managing tourist villages in Central Java in determining plans to develop the potential of tourist villages, especially after the Covid-19 pandemic.

2. Literature Review

2.1 Tourism Development

According to Barreto & Giantari (2015), tourism development is an effort to develop or advance tourist attractions so that the tourist attraction is better and more attractive in terms of places and objects to attract tourists. Tourism development is a form of effort to improve the quality of tourism. Tourism development is carried out based on evaluations carried out with current conditions. One of the objectives of tourism development is to develop tourist attractions so that tourists are increasingly interested in visiting (Muhammad Diaudin & Nasikh, 2022). Research Malba & Taher (2016) mentioned that tourism could be one of the steps that can be applied to overcome poverty in an area. Tourism development needs to pay attention to the surrounding conditions to have a good influence on the region in the future.

The *Five A's of Tourism Development* should be noticed. According to Findiracom (2023), some of the A5s are; (i) *accessibility* as the ease of being visited, feasible, safe, comfortable, reachable, and the road can be passed by vehicles or transportation, (ii) *accommodations* as the ease of getting / there is a decent lodging place clean, and meet the requirements of health / healthy sanitation, (iii) *attraction* as the ease and safety of seeing typical attractions at tourist sites, (iv) *activities* as a convenience and the presence of facilities to carry out activities that are fun and safe and can be monitored for safety in the tourist area, (v) and the last is *amenities* as other facilities that support tourist trips, such as money changers, atm, shops, souvenirs, toilets, restaurants, telephone networks, and the internet.

According to Sastrayuda (2010), tourism development planning includes *a participatory* approach, potential and characteristics, community empowerment, territoriality, and potential optimization. Tourism development requires several parties: the local community, the private sector, and the government. The existence of optimal support and cooperation by these three parties will significantly affect village tourism development so that it can carry out development strategies appropriately. In addition, tourism development also needs to be carried out sustainably for the benefit of the future and to protect resources from negative externalities. Tourism development hopes to improve the economic and social welfare of the surrounding community while preserving culture and the environment.

2.2 Business Model Canvas

According to Osterwalder & Pigneur (2012), Business Model Canvas is a common language for describing, visualizing, assessing, and changing business models. BMC can also be interpreted as a tool to help see accurately what a business is being or will be undertaken. According to Athia et al. (2018), BMC is one of the most popular business models in entrepreneurship because it can describe a business's essential components on one canvas sheet. There are nine components or blocks of BMC itself, where these can emerge strategies for developing a business in various fields, including tourist villages in Central Java. The nine blocks are:

- Customer Segments

Customer Segments (CS) is the determination of target customer segments from both internal and external. In developing tourist villages in Central Java, this block displays various visitors who may be the target range in marketing their products/services.

- Value Proposition

Value Proposition (VP) estimates customer needs identified in the customer segment or explains the advantages of the product/service offered to attract customers. In tourism development, this block displays a tourist village's advantages over competitors.

- **Customer Relationship**

Customer Relationship (CR) defines the relationship between business actors and customers. The purpose of this block is to maintain old customers and get new customers. This block in the development of tourism village tourism by explaining how the management of the tourist village builds and maintains good relationships with domestic and foreign tourists.

- **Channels**

Channels (CH) is a way to reach customers. This block in the development of tourism village tourism by how the tourist village manager communicates, offers products/services and conveys its VP. So that tourists can understand the products/services offered and make it easy to buy them.

- **Revenue Stream**

Revenue Stream (RS) is a representation of the revenue stream that will be received from each customer segment. This block will explain what sources provide income to the tourism village.

- **Key Resource**

Essential Resource (KR) is the main resource that explains the most important assets needed in creating a business model. This block will explain what resources are owned and needed by the tourist village to run its business.

- **Key Activities**

Key Activities (KA) are the main activities or determinants of business model success. This block will explain the key activities or activities that can create VPs in the tourism village.

- **Key Partnerships**

Key Partnership (KP) is a key partnership that describes the network of suppliers and partners. Tourism village managers in this block must mention which partners and establish good relationships with partnerships so that they can run or operate effectively and efficiently.

- **Cost Structure**

Cost Structure (CS) is a cost structure that describes all costs incurred where the determination of costs must be in accordance with the given VP. Cost Structure can be used to analyze company expenses, making it easier to evaluate and develop. In this block, the tourism development of the tourist village will explain what costs are needed by the tourist village to run its business.

3. Research Methodology

The method in this research is descriptive qualitative. The descriptive qualitative method was chosen with the aim that the research could describe the condition of tourist villages in Central Java. This research is located in Central Java province, with around 353 tourist villages still needing optimization. The selection of the research site was based on the consideration that tourist villages in Central Java continue to grow but still need to be more optimal in management and business and have been affected by the Covid-19 pandemic quite drastically by the reduced number of tourists. In addition, tourist villages in Central Java have the potential to be developed through the right strategy and innovation of the times.

Primary data was conducted by conducting surveys using BMC workshops to identify the potential of the village tourism sector. Then the secondary data used include Village Potential Data, Village Medium-Term Development Plan (*RPJMDes*) Data, Village Medium-Term

Development Plan, *BUMDES* Articles of Association/Bylaws (*AD/ART*), and other supporting documents obtained from BPS and several other agencies.

The presentation of data in this study uses the BMC approach, which includes *Customer Segments*, *Value Propositions*, *Channels*, *Customer Relationships*, *Key Activities*, *Key Partnerships*, *Key Resources*, *Cost Structures*, and *Revenue Streams* to determine and describe the condition of tourist villages in Central Java. And finally, the conclusion is drawn by developing a strategic plan for developing the Tourism Village that was obtained through analysis in the previous stage.

4. Results

Tourism villages in Central Java offer a variety of exciting tourist attractions, even though the number of domestic and foreign tourists has experienced a drastic decline during the Covid-19 pandemic. Of 818 tourist villages in Central Java in 2022, around 353 still need optimization, especially for tourist villages in the pilot and developing categories. This category is determined by the Ministry of Tourism and Creative Economy's *Jadesta* (Tourism et al.) platform by analyzing data and profiles for classification. One of the strategies for developing tourism villages as promoters of the village economy is using BMC analysis. BMC has nine indicators that this research will describe in more detail.

4.1 Business Model Canvas of Tourism Village in Central Java Province

Table 1. Business Model Canvas of Tourism Villages in Central Java

<i>Key Partnerships</i>	<i>Key Activities</i>	<i>Value Propositions</i>	<i>Customer Relationship</i>	<i>Customer Segments</i>
<ul style="list-style-type: none"> • Kemendagri • Central Java Provincial Government • Regent/Mayor • Tourism Office • Public Works Department • LH Department • Agriculture and Food Security Office • Industry and Trade Office • Transportation travel agency • School • Farmers • MSME players • Private (Hotel, Restaurant, Villa) 	<ul style="list-style-type: none"> • Marketing • Tourist services • Maintenance of natural resources and supporting facilities • Branding management through various platforms 	<ul style="list-style-type: none"> • Natural attractions are very much even continue to grow every year • Cultural, artificial, and unique interest attractions • 8 Tourism Villages in Central Java have been certified by the Ministry of Tourism and Creative Economy 	<ul style="list-style-type: none"> • <i>Face to face</i> • <i>Online platform</i> • <i>Tourism influencer</i> 	<ul style="list-style-type: none"> • Domestic (students, societies, students, group associations, MICE) • Overseas • Foreigners from 169 countries are visa-free for tourist visits to Indonesia for 30 days.
<i>Key Resources</i>			<i>Channels</i>	
	<ul style="list-style-type: none"> • Tangible (land, buildings, human resources, natural resources, culinary, and financial resources) • Intangible (local wisdom culture and skill proficiency) 		<ul style="list-style-type: none"> • Direct travelers • Travel agent • Travel and transportation bureau • School and Foundation • Online media 	
<i>Cost Structure</i>		<i>Revenue Streams</i>		
<ul style="list-style-type: none"> • Fixed cost • Variable cost 		<ul style="list-style-type: none"> • Natural/artificial/cultural/special interest tourism ticket sales • Land, building, and hall rental • Education and experience packages • Lodging (homestay, villa, hotel) 		

- Customer Segments

Customer Segments or visitors from tourist villages in Central Java Province can be seen in **Table 1**, namely all tourists from both domestic and foreign countries. In addition, tourists are not limited to age or all levels of society.

- Value Propositions

Value Propositions that are the advantages of tourist villages in Central Java Province for tourists are complete tourist attractions where most are natural attractions. According to data from the Central Java *Disporapar*, every year, natural tourism in Central Java continues to grow; in 2014, there were only 148 natural attractions; now, in 2022, there will be 454 natural attractions. This means that the potential for nature tourism is superior and can continue to be explored. Furthermore, tourist attractions in the fields of culture, artificial, and particular interest are no less competitive because they always increase every year. 8 Tourism Villages in Central Java have been certified by the Ministry of Tourism and Creative Economy

- Customer Relationship

Customer relationships for tourist villages in Central Java communicate with their tourists through face-to-face and indirect media. Face-to-face can be done when tourists visit with relationships between guides, farmers/artisans, with guests. Through social media, various online platforms can be used by actively utilizing activities on online media, reposting tourist uploads that make tourists feel close, and utilizing influencers currently trending.

- Channels

Channels to promote and convey the VP of tourism villages in Central Java to tourists are through direct and indirect marketing. Direct marketing can be face-to-face with tourists, travel agents, transportation service bureaus, schools, and foundations. Then indirect marketing can be through online media such as e-magazines, e-newspaper, google, Instagram, WhatsApp, Facebook, Twitter, TikTok, and other online platforms.

- Revenue Stream

Revenue streams from tourism villages in Central Java are sourced from the sale of natural/artificial/cultural/special interest tourism entrance tickets, land rental, education, experience packages, building/hall rental, and lodging such as homestays.

- Key Resource

Key resources of tourist villages in Central Java are natural and artificial, human, culinary, physical, and financial resources. Natural resources come from the potential of villages with beautiful natural scenery and panoramas. Artificial resources come from historic buildings and museums; human resources come from the actors of tourist village services, starting from local leaders and communities who develop cultures such as dances, Etc. Culinary comes from MSME actors. Culinary comes from MSME players. Physical resources come from land and land in the tourist village. And financial resources come from village funds.

- Key Activities

Key Activities of tourism villages in Central Java are through marketing and services. Marketing is carried out by branding following the Bergen event organized by the Ministry of Tourism and Creative Economy and the Central Java Provincial Tourism Office. Massive marketing through face-to-face or social media continues to be carried out—moreover, services in the form of providing tourist attraction packages well.

- Key Partnerships

Key Partnerships for tourism villages in Central Java uphold the Village SDGs point 17, namely partnership and village development. Kemenparekraf, Central Java Provincial

Government, Regent/Mayor, Tourism Office, Public Works Office, Environment Office, Agriculture, and Food Security Office, Industry and Trade Office, Transportation travel service bureau, Schools, Farmers, MSME actors, Private (Hotels et al.).

- **Cost Structure**

The cost structure needed by tourist villages in Central Java is fixed costs and variable costs. Fixed costs include employee salaries and taxes, and levies. Variable costs include electricity costs, maintenance and repair of facilities in the tourist village, and marketing costs.

5. Discussion

5.1 Strategies and Development Examples for Each Business Model Canvas Block

- **Customer Segments**

Customer Segments or visitors from tourist villages in Central Java Province are domestic tourists such as students, students, groups, and MICE. As for foreign tourists, they can be from all countries and are very potential to have visa-free travel to Indonesia for 30 days, namely 169 countries. During the holiday season, domestic tourists surge to visit tourist villages that offer natural scenery and other tourist attractions. Data from the Ministry of Tourism and Creative Economy recorded a 100 percent increase in homestay occupancy in tourist villages around Borobudur Temple. Although there was a Covid-19 pandemic that made foreign tourists drop dramatically, customer segmentation remains optimistic about coming from abroad. And in 2021, Magelang Regency received the most foreign tourist visits, namely 902 foreign tourists. These foreign tourists, of course, visit tourist villages around the world-recognized historical site of Borobudur Temple. Furthermore, the second position is Klaten Regency which receives 463 foreign tourists, where there is a lot of artisan cultural education such as making hand-written batik, shadow puppets, traditional umbrellas, ancient locomotives, traditional village clean ceremonies, weaving crafts, horn, and turtle crafts, to visiting Prambanan Temple Tourism Park, one of the famous temples after Borobudur in Indonesia. The strategy can be to take advantage of specific periods, such as holidays, to attract tourists. In addition, it can also provide the best service to impress the tourists. Research Ambar & Sari (2021) explains that if a customer gets an exciting impression of a product or service, the customer will tell it to people around so that they will be interested in buying the product or service.

- **Value Propositions**

Value Propositions that are the advantages of tourist villages in Central Java Province, for example, are in Banyumas Regency, which has become an area in Central Java Province with the most tourist attractions since 2020. In addition, the presence of tour guides in each tourist village is also an additional point because tourists will learn to go directly to participate in community activities, participate in maintaining local nature and culture, and have local wisdom that has been passed down from generation to generation from the tourist village. In addition, the village funds budgeted by the Central Java Provincial Government since 2020 have reached more than 8.1 billion, one of which is for road infrastructure access. Now visiting tourist villages in Central Java can handle inadequate access. More than that, the Ministry of Tourism and Creative Economy has created a prestigious event, namely *ADWI* or *Anugerah Desa Wisata*, throughout Indonesia with several categories. *ADWI* 2021 Central Java Province was able to donate awards for three of its tourist villages, namely, the homestay category won by Sangiran Tourism Village, Sragen as fifth place, and the Souvenir category won by Sumberbulu Tourism Village, Karangayar as first place, and Cikakak Tourism Village, Banyumas as third place. *ADWI* 2022 has Sembungan Tourism

Village, Wonosobo, the best pilot category village, first place in Indonesia. Branding the achievements of this tourist village is a great potential for tourists to glance at the advantages of Central Java's tourist villages. The strategy can be to promote VP with prestigious branding to attract domestic and foreign tourists.

- **Channels**

Channels to promote and convey the VP of tourist villages in Central Java to tourists are marketing through online media, making it easier for tourist villages in Central Java to be accessed by tourists, and the information provided becomes more and more accessible. For example, Lerep Tourism Village in Semarang Regency, which is categorized as developed, is very active in promoting its tourism villages such as educational and tour packages, tourist attractions, lodging facilities, village activities, culinary, and documentation of the tours it manages on social media Instagram and YouTube channels. His Instagram now has more than 5000 followers, and his YouTube channel has more than 1900 subscribers. Moreover, external mass media have covered Lerep Tourism Village several times, such as CNN Indonesia, Indonesia Travel, Sonora, Kompas, and many more. In addition, Kandri Tourism Village from Semarang City is also in the advanced category and is very active on social media. The strategy that can be done for future planning for tourist villages in Central Java is to make the most of the available social media. As a result of the Covid-19 pandemic, people are now required to be literate about various changes, including adapting to social media. Apart from Instagram and YouTube, there is also Tiktok which is currently significantly trending among young people, with its virtue called For Your Page (fyp). According to Astini & Suyuthie (2021), Tiktok is one of the most popular applications, has many active users, and can be utilized as a marketing medium with various features to attract the attention of target tourists.

- **Customer Relationship**

Customer relationships in this block for tourist villages in Central Java, in addition to face-to-face and online platforms managed directly by the tourist village manager, also need to partner with tourism influencers through social media platforms to promote the products/services of the tourist village. Influencers are considered trustworthy, and brands use these influencers to spread product and brand awareness. Are followed by many users on online social networks. (De Veirman et al., 2017).

- **Revenue Stream**

Revenue streams from tourist villages in Central Java, for example, such as Pekunden Creative Tourism Village in Banyumas Regency, which won first place in the 2022 Central Java Tourism Village Title, where the income earned comes from educational tourism attractions to tourism products and homestays with tariffs of IDR 50,000 to IDR 2,000,000. Kandri Tourism Village from Semarang City also won the Tour Package category. Then the homestay and clean toilet categories were won by Karangrejo Tourism Village in Magelang Regency. The strategy that can be done is to increase income from ticket sales, educational packages, land rent, buildings, Etc., and homestay or lodging rent by increasing the number of visitors.

- **Key Resource**

Key resources through the potential of villages with the most beautiful natural scenery, such as Curug Pangleburgongso, owned by Gondang Tourism Village in Kendal Regency. There is also Dieng Kulon Tourism Village in Banjarnegara Regency which has been branded with the nickname "Land Above the Clouds," offering natural resources in the form of beautiful and exciting panoramas, namely "Chasing Sunrise on Mount Prau Hill," or you can also visit Sikidang Crater. In addition, human resources in Dieng Kulon Tourism Village can offer an unforgettable

experience, namely the Dieng Culture Festival as a cultural heritage. They can even directly learn to make typical Dieng souvenirs. Sangiran Tourism Village in Sragen Regency is no less; this village is even included in the Sangiran Cultural Heritage Area, designated by UNESCO in 1996 as a world cultural heritage because of the Museum of World History of Ancient Humans. Not to forget the culinary specialties of Sangiran Tourism Village, namely processed bukur, gender pecel, and baling kethek. Physical resources obtained from land in Central Java for tourism villages are rice fields amounting to 38.62 percent of the total land of Central Java. This rice field has good irrigation techniques, so it can be planted with rice more than twice, amounting to 69.56 percent. In addition to the agricultural sector, rice fields can be utilized for tourism villages as educational tourism. Moreover, it can also be by utilizing empty land around the tourist area to become an *Instagramable* photo spot. Research Untari & Fajariana (2018) explained that Instagram is one of the most effective online marketing tools with its features.

- **Key Activities**

Key Activities through maintenance of the products or services offered, for example, in the Kakilangit Mangunan Tourism Village, which rents out traditional house homestays, must be well maintained to satisfy tourists. Services provided can also be through well-maintained, clean, safe, natural resources that uphold sustainability principles. For example, Candirejo Tourism Village in Magelang Regency offers adrenaline tour packages through rafting around Kali Progo. This rafting is different from most that use rubber boats; the rafting offered by Candirejo Tourism Village uses rafts made of bamboo. To uphold the Village SDGs, natural cleanliness and tourist safety are key activities highly considered for tourist villages in Central Java. The strategy in this block is maintenance, service, and massive promotion through various platforms.

- **Key Partnerships**

Key Partnership, in this block, the strategic plan for the development of tourist villages in Central Java in addition to partnering with Kemenparekraf, Central Java Provincial Government, Regent/Mayor, Tourism Office as a tourism partner, Public Works and Spatial Planning Office as a partner in accessibility and public facilities, Environment Office as a partner in environmental cleanliness and sustainability, The Department of Agriculture and Food Security as a partner in handling plantations as educational tourism, the Department of Industry and Trade as a partner in promotion through exhibitions and awards, transportation travel service bureaus, schools, farmers, and MSME players, it is also necessary to partner with the private sector (hotels, restaurants, resorts, villas). This is because although tourist villages are required to maintain their local wisdom, there is nothing wrong with accepting investment from the private sector, which can later make an MoU as an agreement between the management of the tourist village and the private sector, which must still be based on the Village SDGs and local wisdom.

- **Cost Structure**

Cost structure, in this block, strategies can be carried out by reducing variable costs according to priority needs. It could also be with a budget that must always be transparent so that the costs incurred can be criticized to optimize the parts of the tourist village that need more budget or savings.

6. Conclusion

The government continues to develop the Super Priority Destinations launched by inviting investment. Nationally, the village economy is transformed through developing tourism villages, digital villages, superior village products, rural area development, and increasing the role of Village-Owned Enterprises (BUMDes). The strategic plan for tourism villages for rural economic

sustainability in this study uses descriptive BMC analysis because this method can invite the community to identify and analyze the driving factors and resource factors owned and determine strategic steps to manage tourism villages in the long term. Thus, the results of this BMC analysis are significant and can be used by tourist village managers in Central Java and related parties to carry out mapping or strategy as a supporting tool for analyzing the development of tourist villages in tourism development.

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