Received: February 21, 2026
Accepted: March 19, 2026
Published: April 15, 2026

Homepage: http://trj.stptrisakti.ac.id/index.php/trj/index
DOI: https://doi.org/10.30647/trj.v10ii.294

(TRJ) Tourism Research Journal
E-ISSN: 2598-9839
2026, Vol. 10 No. 1

From Culture to Economy : The Role of Community Based Tourism in Kediri's Tourism Villages

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Abstract

This research examines the development of tourism villages in Kediri through the lens of community-based tourism (CBT) as a means to promote sustainable economic growth and social cohesion. Using a qualitative descriptive approach, data were collected through interviews, observations, documentation, and Focus Group Discussions with stakeholders and community members, and analyzed with descriptive and SWOT methods. The findings show that villages such as Kampung Madu, Jambu, and Keling offer strong natural, cultural, and educational attractions that create jobs, raise local incomes, and enhance community solidarity. Despite these benefits, key challenges include limited human resources, inadequate infrastructure, and environmental management issues. The research highlights the importance of government support and institutional collaboration in overcoming these barriers. Overall, Kediri's tourism villages demonstrate significant potential to serve as a replicable model of inclusive and sustainable CBT, provided that empowerment efforts and policy support are consistently reinforced.

Keywords: tourism villages, sustainable tourim, community empowerment, economic growth

A. Introduction

Tourism has become one of the key drivers of sustainable development, cultural preservation, and economic growth in Indonesia. The government, through the *Rencana Pembangunan Jangka Menengah (RPJMN) 2020-2024*, emphasizes the development of tourism villages as a mechanism to reduce regional disparities and strenghthen rural economies. Empirical studies confirm that tourism villages significantly contribute to job creation, income generation, and local empowerment when managed sustainably (Pickel-Chevalier et al., 2021). In this context, community-based tourism (CBT) has emerged as a relevant approach that aligns economic development with social inclusion and environmental sustainability (Giampiccoli et al., 2020). Currently, there are more than 3.500 tourism villages across the archipelago with Java Island having the largest proportion. East Java, despite having a smaller population compared to Central Java leads in the number of superior tourism villages, showing the region's strong potential for community based tourism development.

Kediri Regency represents one of the regions actively developing tourism villages by leveraging cultural and natural resources. Villages such as Jambu, Bringin, and Keling have implemented tourism initiatives emphasizing community participation in planning, management, and benefit-sharing. Previous studies highlight that active community involvement is a critical determinant of tourism village success, particularly in strengthening local identity and resilience (Ginting et al., 2023). However, the extent to which these initiatives contribute to sustainable economic transformation in Kediri remains underexplored (Hariyadi et al., 2024). Kediri Regency, with its cultural wealth and diverse natural landscape has emerged as one of the active regions in promoting community based tourism (CBT). Villages such as Jambu, Bringin, and Keling have developed tourism initiatives that highlight not only natural and cultural attractions but also local participation in planning, managing, and benefiting from tourism activities. This aligns with the principle that rural tourism must serve as an instrument for both cultural preservation and community empowerment.

Despite its potential, tourism village development often faces structural and managerial challenges. Common issues include limited infrastructure, low human resource capacity, weak institutional coordination, and inadequate access to capital. Similar findings are reported in other regions, where sustainability is constrained by insufficient innovation and limited stakeholder collaboration (Pantiyasa et al., 2023). The progress tourism village development in Kediri faces several challenges. Some villages have succeeded in creating new economic opportunities but others struggle with inadequate infrastructure, limited innovation, weak institusional support and insufficient funding. Fragmented programs and lack of coordination among stakeholders further hinder sustainability (Rouf et al., 2023). Moreover, limited access to training and managerial capacity has reduced the competitiveness of local communities in running tourism enterprises effectively. These challenges indicate that

successful tourism village models cannot be generalized without considering local capacities and governance structures.

Previous studies have extensively examined tourism villages in regions such as Bali, Malang, and Aceh, highlighting the role of CBT in poverty reduction, cultural preservation, and economic diversification (Firdaus et al., 2021), The rise of community awareness regarding the importance of local culture and environmental preservation through tourism is a striking phenomenon in Kediri. Community based tourism has opened employment opportunities, especially for youth and women while fostering creative industries and strengthening local identity (Tresiana & Kartika, 2024). Villages like Jambu demonstrate how agro tourism and cultural events can attract significant visitors and support local livelihoods (Yusrizal et al., 2025). However, the long term sustainability and replicability of these practices remain underexplored in academic studies.

This research contributes novelty by proposing a model of community based tourism in Kediri that integrates economic, social, and cultural dimensions with an emphasis on sustainability. Unlike previous research that primarily evaluated tourism villages in general, this research identifies the specific strenghths, weaknesses, opportunities, and threats faced by Kediri's tourism villages. It highlights best practices, the role of institutions such as *Pokdarwis* and *BUMDes*, and collaborative strategies between government, private sector, and local communities. The model developed is expected to serve as a prototype for other rural areas in Indonesia aiming to implement sustainable community based tourism.

The purpose of this research is to evaluate the strengths and weaknesses of tourism villages in Kediri, analyze how community based tourism supports local employment and economic growth, identify barriers that hinder sustainability, and formulate a community based tourism model that can be replicated elsewhere. Furthermore, this research seeks to analyze the role of stakeholders, including local communities, organizations, and government policies in ensuring the long term success of tourism villages in Kediri.

B. Literature Review

Community Based Tourism (CBT) and Sustainable Rural Development

Community-Based Tourism (CBT) has been widely recognized as an inclusive approach that integrates economic development with social empowerment and environmental sustainability. Rather than positioning local communities as passive beneficiaries, CBT emphasizes their active role as planners, managers, and primary beneficiaries of tourism activities. Empirical evidence across various regions indicates that CBT contributes not only to income generation and employment creation but also to strengthening local identity and social cohesion. This multidimensional impact demonstrates that tourism, when community driven, can function as both an economic instrument and a mechanism for cultural preservation and resilience (Giampiccoli & Saayman, 2018).

Recent research shows that CBT can increase household income, create new jobs, and strengthen local cultural identity (Lecomte et al., 2020). In Indonesia, the CBT concept is widely adoptes in the development of tourism villages because it aligns with the principles of sustainable development and rural community empowerment (Andjanie et al., 2023). At the same time, the effectiveness of CBT is highly contingent upon institutional capacity and the quality of local governance. Studies suggest that community participation alone is insufficient without adequate organizational structures, leadership, and access to resources. In many cases, local institutions such as Tourism Awareness Groups (Pokdarwis) play a pivotal role in translating community potential into viable tourism products (Pangga et al., 2025). However, recurring challenges including limited managerial skills, weak digital literacy, and financial constraints often hinder their performance. This indicates that sustainable CBT development requires not only participation but also continuous capacity building and institutional strengthening (Bambang Hengky Rainanto et al., 2023).

Pokdarwis (Tourism Awareness Groups) are key actors in tourism village governance. These groups participate in exploring local potential, running attractions, and establishing partnerships with the government and the private sector. Recent studies have shown that Pokdarwis can improve the quality of tourism services and create community based innovations (Bambang Hengky Rainanto et al., 2023). However, the success of Pokdarwis is often hampered by limited capital, management, and digital capacity (Pangga et al., 2025). Therefore, strengthening institutional capacity is a strategic factor in the cessation of tourism villages.

Tourism Villages as Drivers of Local Economic Transformation

The concept of tourism villages reflects a broader shift toward sustainable and experience based tourism, where authenticity, local culture, and environmental stewardship are central elements. In this model, rural areas are transformed into integrated tourism destinations that combine natural attractions, cultural heritage, and community based activities. Previous studies consistently show that tourism villages can stimulate rural economies by diversifying income sources, reducing unemployment, and encouraging micro enterprise development. At the same time, they contribute to the preservation of local traditions and ecological sustainability when managed responsibly (Adiyoso et al., 2023).

Tourism villages are understood as rural areas that offer natural attractions, culture, and local community activities packaged into a tourism experience (UNWTO, 2019). This concept is relevant to sustainable tourism trends that prioritize authenticity, education, and environmental preservation (Adiyoso et al., 2023). Studies in East Java and Bali show that tourist villages are not only a source of local economic growth but also a means of preserving traditional values (Astawa et al., 2020). The success of tourist villages depends

heavily on accessibility, human resource capacity, digital promotion, and synergy between stakeholders (Pickel-Chevalier et al., 2021).

Nevertheless, the success of tourism villages is not uniform across regions. Comparative research highlights that structural factors such as infrastructure availability, accessibility, human resource quality, and stakeholder collaboration significantly influence outcomes. In many developing tourism villages, limitations in these areas result in uneven growth and reduced competitiveness. This suggests that tourism village development should not be understood as a one size fits all model but rather as a context dependent process that requires adaptive strategies aligned with local conditions (Pantiyasa et al., 2023).

Synthesis of Previous Studies on Tourism Villages and Identification of Research Gap

Several recent studies have confirmed the potential of tourism villages to drive local economic and social development. (Firdaus et al., 2021) research in Pujon Kidul Village demonstrated that the implementation of CBT successfully reduced poverty and increased village income. (Yusrizal et al., 2025) emphasized the importance of synergy between stakeholders in maintaining the sustainability of tourism villages. (Tresiana & Kartika, 2024) studi highlighted the role of local wisdom in creating adaptive governance, while (Rouf et al., 2023) emphasized the need for digital innovation in promoting tourism villages.

However, challenges such as limited infrastructure, access to capital and low digital literacy remain common obstacles (Pantiyasa et al., 2023). This reinforces the need for new research aimed not only at achieving success in tourism villages but also at developing community based development models that can be replicated in other regions. Moreover, there remains limited empirical research that systematically compares multiple tourism villages within a single regional context while simultaneously employing strategic analytical tools such as SWOT to generate actionable development models. In particular, the case of Kediri has received relatively little scholarly attention, despite its growing prominence in tourism village development. This gap highlights the need for a more integrative and context-sensitive approach that not only evaluates existing practices but also formulates a structured and replicable model for sustainable CBT implementation (Pickel-Chevalier et al., 2021).

C. Research Methodology

This study employs a qualitative exploratory approach to obtain an in-depth understanding of the dynamics of community-based tourism (CBT) in Kediri's tourism villages. A qualitative design is appropriate because it enables the exploration of social interactions, perceptions, and meanings constructed by local communities and stakeholders. Such an approach is widely used in tourism research to capture complex socio-economic and cultural phenomena that cannot be quantified easily (Creswell, 2017).

The research was conducted in selected tourism villages in Kediri Regency, namely Desa Jambu, Desa Bringin (Kampung Madu), and Desa Keling. These sites were chosen using purposive sampling based on three criteria: (1) active implementation of community-based tourism, (2) the presence of distinctive natural or cultural attractions, and (3) varying levels of tourism development. This selection allows for comparative analysis across different development stages, thereby enhancing the analytical depth of the study (Patton, 2015).

Data were collected through multiple techniques to ensure richness and comprehensiveness. First, semi-structured interviews were conducted with key informants, including village leaders, members of Tourism Awareness Groups (Pokdarwis), local entrepreneurs, and government representatives. These interviews allowed participants to express their experiences and perspectives in detail. Second, participant observation was carried out to examine tourism activities, community participation, and interactions between visitors and residents. Third, document analysis was conducted on policy documents, tourism reports, and promotional materials to provide contextual and institutional insights. The use of multiple data sources strengthens the credibility of qualitative findings (Yin, 2018).

The data analysis process followed a thematic analysis approach, which enables the identification, analysis, and interpretation of patterns within qualitative data. This study adopts the six-phase framework proposed by (Braun, V. and Clarke, 2006), which is widely recognized in qualitative research. The stages are as follows: (1) Data Familiarization: All interview transcripts, field notes, and documents were read repeatedly to gain a comprehensive understanding of the data. Initial observations and reflections were recorded during this stage; (2) Generating Initial Codes: Relevant data segments were systematically coded to identify meaningful units related to tourism development, community participation, and economic impact. Coding was conducted inductively to allow themes to emerge from the data; (3) Searching for Themes: Codes were grouped into broader categories to form potential themes, such as economic benefits, institutional challenges, and sustainability practices; (4) Reviewing Themes: The identified themes were refined by examining their consistency with the dataset. Irrelevant or overlapping themes were merged or discarded to ensure coherence; (5) Defining and Naming Themes: Each theme was clearly defined to capture its essence and analytical relevance. This stage ensured that themes accurately represented the underlying data; (6) Producing the Report: The final stage involved integrating themes into a coherent narrative, supported by empirical evidence and linked to existing literature.

This systematic approach enhances analytical rigor and ensures that findings are grounded in the data (Braun, V. and Clarke, 2006). To ensure the trustworthiness of the research, validity strategies were applied systematically based on qualitative research standards. Credibility was achieved through data triangulation by comparing findings from interviews, observations, and

documents. Additionally, member checking was conducted by returning key interpretations to participants for confirmation, ensuring that the findings accurately reflect their perspectives. Dependability was enhanced by maintaining a clear audit trail documenting data collection and analysis procedures. Confirmability was ensured through researcher reflexivity, where the researcher continuously reflected on potential biases and maintained neutrality during interpretation. Finally, transferability was supported by providing detailed contextual descriptions, allowing readers to assess the applicability of findings to other settings (Creswell, 2017).

Overall, this methodological framework ensures that the study produces credible, systematic, and analytically robust findings. By combining rigorous thematic analysis with well established validity strategies, this research is able to capture the complex interactions between community participation, institutional dynamics, and sustainable tourism development in Kediri.

D. Result

The analysis reveals that the development of tourism villages in Kediri is shaped by three interrelated themes: economic transformation, institutional capacity, and sustainability challenges. These themes emerged consistently across the three case studies Kampung Madu, Jambu, and Keling indicating a shared pattern of community based tourism (CBT) development. While each village demonstrates unique characteristics, the findings suggest that CBT functions as both an economic driver and a socio cultural mechanism that strengthens local resilience, consistent with previous studies (Hariyadi et al., 2024). Kampung Madu has developed into a niche destination for honey based education and agro tourism. Its thematic identity around beekeeping distinguishes it form other villages. However, management capacity remains limited and overreliance on honey related activities risks reducing viditor diversity.

Jambu is widely recognized for its successful agrotourism model. With more than 20% of households cultivating avocado and longan, visitors can directly engage in fruit picking and learn about cultivation techniques. The village has diversified attractions, from traditional markets (*Pasar Papringan*) to river-based ecotourism (*Sungai Sejuta Ikan*). Jambu has also built strong social cohesion, demonstrated by interfaith cooperation during cultural festivals. Keling represents a case of tourism village development through phased planning: awareness-building, capacity development, and empowerment. While its progress is slower than Jambu, it demonstrates a structured approach that could serve as a blueprint for emerging tourism villages.

From an economic perspective, tourism villages have created diversified income sources, including agro-tourism, educational tourism, and small scale enterprises. For instance, Desa Jambu demonstrates a successful integration of agricultural production with tourism experiences, allowing visitors to engage in fruit harvesting and processing activities. As one informant stated: "*Tourism has not replaced farming, but it has increased the value of what we already produce*." This

finding reinforces the argument that CBT enhances value-added economic activities rather than displacing traditional livelihoods (Firdaus et al., 2021).

The data collected from Desa Wisata Kampung Madu (Bringin), Desa Wisata Jambu, and Desa Wisata Keling in Kediri provide an overview of the development, growth, and challenges of community based tourism (CBT) in the region. Desa Wisata Jambu experienced a steady increase in the number of attractions between 2019 and 2025. Attractions expanded from traditional farming and handicrafts to diverse educational and recreational activities such as fruit picking, livestock care, handicraft production, and river tubing.

Desa Wisata Kampung Madu

The Kampung Madu Tourism Village offers a unique and different tourism experience from other tourist destinations. This uniqueness lies in the combination of the natural beauty of the countryside and the honeybee cultivation activities that are an integral part of the village community's life. According to (Apriyanti et al., 2023), a tourism village, in the context of rural tourism, is a tourism asset that relies on the unique potential of the village and its attractions, which can be utilized and developed as a tourism product to attract tourists to visit the village. One of the main strengths of Kampung Madu Tourism Village is its extensive land availability. Although the land is not officially owned but is borrowed from an activist, it still provides space for tourism activities. Another strength of Kampung Madu Tourism Village is the availability of potential human resources (HR) from the village youth.

According to Law Number 2009 concerning Youth, youth are citizens aged 16-30 years, both male and female. Furthermore, according to the Kediri Regency Statistics Agency (BPS) regarding the 2019 Population Projection of Badas District, the number of youth in Bringin Village is 13,546 men and women. With the active involvement of village youth in the management and promotion of the tourism village, Kampung Madu Tourism Village can utilize their potential in designing innovative tourism programs, developing attractive tourism products, and improving the image and reputation of the tourism village in the eyes of tourists. According to Asshofi, et al. (2023) in order to achieve thorough readiness to manage a tourism village, it must be accompanied by the support of human resources (HR) who are capable of working in it.

A weakness that needs to be addressed is the inconsistent quality of service and experience. The human resources of the Kampung Madu Tourism Village only act as tour guides during visits and return to their respective jobs when there are no visitors. This differs from other tourism destinations that operate daily and have personnel specifically trained in the tourism industry. This limitation can impact the availability of services and the tourist experience, as well as the overall operational sustainability of the tourism village. According to (Marpaung et al., 2025), the diversity of a tourist attraction will be useless if the human resources are not equipped with sufficient skills to manage the tourism village. This tourist village does not yet support several facilities and

infrastructure such as pick-up from the terminal, special toilets for tourists, and the absence of a craft center.

According to Law No. 9 of 1990 concerning Tourism, Article 22 states that tourism facility businesses include the development, management and provision of facilities, as well as services required in organizing tourism. Furthermore, Article 33 also states that tourism facility businesses can include types of businesses providing accommodation, providing food and beverages, providing tourist transportation, providing water tourism facilities, and even tourism areas.

Significant opportunities are created through government support, both at the village level and through the Tourism and Culture Office. This support can take the form of budget allocations for tourism infrastructure development, technical assistance in managing and promoting tourist destinations, and policies that support the growth of the tourism industry as a whole.

According to Government Regulation of the Republic of Indonesia Number 43 of 2015 concerning Villages, Article 124 affirms that the Village Government is responsible for managing village potential to achieve the objectives granted within the framework of village autonomy. Law Number 6 of 2014 concerning Villages states that villages have the right and authority to regulate and govern their communities based on local customs and cultural values. Tourism villages can receive support in various aspects through the active participation of local communities, from environmental management and tourism promotion to tourism product development.

According to (Ginting et al., 2023), tourism development requires active community participation and support in sustainable tourism development efforts. It is important to consider the position, potential, and role of the community, both as subjects, actors, and beneficiaries of tourism development. According to (Wijaya et al., 2020), tourism villages are the result of community empowerment and creativity through the tourism sector, in which village communities are the primary actors. In this context, communities are empowered comprehensively across social, economic, and cultural aspects.

Collaboration with this community can provide access to in-depth knowledge and skills about honeybee cultivation and facilitate the integration of local honey products into the tourism experience. Members of the honeybee community will have the opportunity to provide guest lectures on a rotating basis, preserving local wisdom. The bee education materials will include the history of the honey village, bee species, harvest simulations, and bee products. According to (Hariyadi et al., 2024), to maintain the sustainability of local wisdom values in tourism areas, active community participation in the development of community-based tourism is crucial.

Kampung Madu Tourism Village has the opportunity to collaborate with other local tourist attractions, such as historical sites (Tegowangi Temple and Surowono Temple), natural attractions (Surawana Cave, Grojong Wariti Water Park, Manggis Gadungan Nature Reserve, etc.), or cultural attractions in the surrounding area. This collaboration can create more attractive and diverse

tourism packages for visitors, as well as expand market reach through joint promotions. According to Astari and Rochman (2023), in tourism development, social capital is a positive force in the form of social networks between parties that build trust to cooperate and establish mutually beneficial relationships, such as collaboration to promote tourist destinations.

Kampung Madu Tourism Village faces increasing competition from other surrounding tourist villages. With the growing tourism industry, many villages around Kediri are developing similar destinations. This competition is not only limited to villages offering similar natural attractions, but also to those offering superior tourism products that appeal to tourists. Research by (Utama & Mawardi, 2023) shows that diverse tourism sectors, including nature tourism, man-made tourism, cultural tourism, educational tourism, culinary tourism, religious tourism, historical tourism, and cultural heritage tourism, compete with each other in Gresik Regency.

Desa Wisata Jambu

Jambu Village comprises six hamlets: Jambu, Semut, Suren, Sumberjo, Kedungcangkring, and Semanding. The current population of Jambu Village is 5,917 and is diverse. Jambu Tourism Village is a unique village developing community-based tourism through the development of nature, education, and cultural tourism concepts managed by the Village Government. Jambu and Bumdes Jaya Makmur. In its development, Bumdes Jaya Makmur also manages the buying and selling of fruit seedlings as a way to increase profits.

(Spillane, 1994) stated that there are five elements that must be met in developing a tourist area: Attractions; Facilities; Infrastructure; Transportation; and Hospitality (Visitor Comfort). The development of Jambu Village's tourist attractions from 2019 to 2023 has continued to experience quite positive developments, including the Papringan Market, Nursery Education, Etawa Goat Milking Education, Longan Picking Education, Yogurt Processing Education, River of a Million Fish Education, Ask Craft Education (Wood Waste Processing), the Wiwit Padi Tradition, and other educational activities.

Tourist visits fluctuated due to external factors such as the COVID-19 pandemic. In 2019, Desa Wisata Jambu received 210.000 visitors, dropping sharply to 45.000 in 2020. Recovery began in 2021 with numbers steadily rising until 220.000 visitors in 2025.

Table 1. Development of the Number of Visitors to Jambu Tourism Village (2019-2025)

Year	Number of Visitors (people)	Change (%)
2019	210.000	-
2020	45.000	-78.6
2021	70.000	+55.6
2022	105.000	+50.0
2023	150.000	+42.9
2024	185.000	+23.3
2025	220.000	+18.9

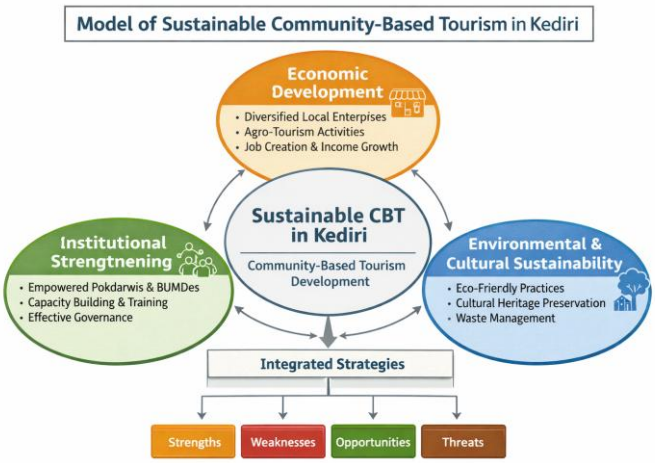
Source: Jambu Tourism Village (2025)

The empowerment of Desa Jambu residents was structured into three stages following Wrihatnolo and Dwidjowijoto's framework. Raising consciousness about the economic potential of tourism, training and skill development for local residents, independent management of tourism facilities and services. Analysis highlighted multiple barriers limiting tourism village sustainability in Kediri. These included infrastructure limitations, low human resource capacity, weak digital promotion, lack of product diversification, financial constraints, and environmental sustainability risks.

Table 2. Obstacles and Constraints in the Development of Kediri Tourism Village

No	Barries	Description	Impact
1.	Limited Infrastructure	Damaged roads, minimal public facilities	Reduce accessibility and number of visits
2.	Low Human Resource Capacity	Limited tourism and digital skills	Inconsistent secvice, weak management
3.	Financial Constraints	Minimal budget and access to capital	Innovation and promotion are hampered
4.	Weak Promotion	Low utilization of social media	Limited market visibility
5.	Lack of Product Diversification	Focus on a single tourist attraction	Short visit duration, low competitiveness
6.	Environmental Issues	Waste, resource exploitation	Reduces long term tourism quality
7.	Weak Coordination	Low synergy between stakeholders	Projects are hampered and fragmented
8.	Socio Cultural Barriers	Conflicting interests, resistance to change	Decreasing participation, slow development

Source: Author's (2025)



Picture 1. Sustainable tourism model in Kediri
Source: Author's (2025)

E. Discussion

The findings of this study demonstrate that community-based tourism (CBT) in Kediri functions as a hybrid development model that integrates economic, social, and cultural dimensions. Rather than replacing traditional livelihoods, tourism activities complement existing economic practices, particularly in agriculture-based villages such as Jambu. This indicates that CBT operates as a value-enhancement mechanism, where local resources are reconfigured into tourism products. Such a pattern confirms previous arguments that sustainable tourism is most effective when embedded in local production systems (Hariyadi et al., 2024).

Underscore the crucial role of community based tourism (CBT) in fostering sustainable economic growth and cultural preservation in Kediri's tourism villages. Across the cases observed such as Kampung Madu, Desa Jambu, and Desa Keling has emerged not only as a driver of local employment but also as a means of strengthening social cohesion and sustaining indigenous knowledge systems. The emphasis on cultural festivals, environmental education, and agro tourism reflects an integrative model that blends economic gain with ecological stewardship. However, the study also reveals that the success of CBT is uneven across villages. This variation is not primarily determined by resource availability but by differences in institutional capacity and governance quality. Villages with structured organizations such as active Pokdarwis and BUMDes demonstrate stronger coordination, innovation, and adaptability. In contrast, villages with weaker institutional arrangements experience fragmented development and inconsistent service delivery. This finding extends prior research by showing that institutional effectiveness is not only a supporting factor but a central determinant of sustainability (Pangga et al., 2025).

The SWOT analysis further highlights that strengths and opportunities alone are insufficient to ensure sustainable development. While Kediri's tourism villages benefit from strong community participation and policy support, these advantages are often offset by internal weaknesses, particularly limited human resource capacity and inadequate infrastructure. This imbalance suggests that CBT development requires a more integrated strategy that simultaneously addresses internal constraints and external opportunities. In this regard, the findings refine earlier studies by emphasizing the interaction between structural limitations and strategic potential, rather than treating them as separate factors (Pantiyasa et al., 2023).

From a theoretical standpoint, these results reinforce the proposition that CBT is most effective when rooted in local ownership and decision making processes. This aligns with the core principles of sustainable tourism theory which stress inclusivity, empowerment, and intergenerational equity. The Kediri case validates prior studies suggesting that participatory governance enhances both the legitimacy and resilience of rural tourism models. However, the findings also disconfirm the assumption that all communities can achieve equal

levels of sustainability with limited resources, disparities in infrastructure, human capital, and managerial skills reveal uneven capacities across villages.

Practically, the study carries several implications. First, it highlights that while CBT initiatives in Kediri have created new income streams such as homestays, handicrafts, and culinary tourism these benefits remain vulnerable to external shocks, including global crises and competitive pressures from more established destinations. Second, the lack of systematic promotion, digital integration, and institutional support hampers scalability. These gaps suggest that government policy must move beyond symbolic support toward substantive investment in infrastructure, training, and marketing strategies. Third, the study points to the necessity of collaborative governance, where government, local organizations (Pokdarwis, BUMDes), and community groups operate synergistically to maintain tourism viability.

Another important insight concerns the vulnerability of tourism villages to external shocks. The fluctuation in visitor numbers, especially during the COVID-19 period, demonstrates that reliance on physical tourism flows can undermine economic stability. This finding suggests that resilience should become a central component of CBT strategies, including digital promotion, product diversification, and hybrid tourism models. While previous studies acknowledge the importance of innovation, this research highlights resilience as a critical dimension of sustainability in tourism villages (Rouf et al., 2023).

Overall, the findings indicate that CBT in Kediri is not a uniform model but a dynamic process shaped by local capacity, institutional arrangements, and external pressures. This reinforces the view that sustainable tourism development requires context-specific strategies rather than generalized frameworks. By integrating economic diversification, institutional strengthening, and sustainability practices, Kediri's tourism villages illustrate a more adaptive and grounded approach to rural tourism development (Tresiana & Kartika, 2024).

The Kediri model contributes to the broader discourse on sustainable rural development by demonstrating that tourism, when properly aligned with community aspirations, can serve as both an economic engine and a vehicle for cultural resilience. The significance of these findings lies not only in their immediate application to local development but also in their transferability as a replicable model for other regions. By integrating cultural heritage, environmental stewardship, and participatory governance, Kediri's tourism villages exemplify a living laboratory for community-based tourism that bridges theory and practice.

F. Conclusion

This study concludes that community-based tourism (CBT) in Kediri has significant potential to promote inclusive economic growth, strengthen social cohesion, and preserve cultural heritage. The findings show that tourism villages can generate diversified income sources and enhance local participation when supported by strong institutional structures and community engagement.

However, persistent challenges particularly in human resource capacity, infrastructure, and coordination limit the overall effectiveness and scalability of these initiatives. The main contribution of this study lies in the development of a contextualized and integrative CBT model based on SWOT analysis and comparative case studies. Unlike previous research that focuses on isolated success factors, this study demonstrates how internal and external elements interact to shape tourism village sustainability. It also introduces resilience as a key dimension, emphasizing the need for adaptive strategies in response to external shocks. By focusing on Kediri, this research expands the geographical scope of CBT studies and provides empirical insights that are applicable to emerging tourism regions.

Despite these contributions, this study has several limitations. First, the research is based on a limited number of case studies within a single region, which may restrict the generalizability of the findings. Second, the qualitative approach relies on subjective interpretations of participants' perspectives, although efforts were made to ensure validity through triangulation and member checking. Third, the study does not incorporate quantitative impact measurement, such as income changes or economic multipliers, which could provide a more comprehensive evaluation of tourism outcomes.

Despite these contributions, this study has several limitations. First, the research is based on a limited number of case studies within a single region, which may restrict the generalizability of the findings. Second, the qualitative approach relies on subjective interpretations of participants' perspectives, although efforts were made to ensure validity through triangulation and member checking. Third, the study does not incorporate quantitative impact measurement, such as income changes or economic multipliers, which could provide a more comprehensive evaluation of tourism outcomes. Future research is therefore recommended to adopt mixed-method approaches, expand the geographical scope, and explore the long-term impacts of CBT using longitudinal data. Such efforts would strengthen the empirical foundation of community-based tourism studies and support the development of more robust and scalable models.

G. Conflict of Interest

The authors disclose no financial interests or non-financial relationships that could compromise their independent assessment of community-based tourism development in Kediri's tourism villages.

H. Declaration of AI Use

During language revision, the authors used ChatGPT by OpenAI to correct spelling and improve sentence clarity. They compared the suggested changes with the original manuscript to ensure that the revised wording preserved the intended meaning, research terminology, and interpretation of the findings. The authors approved all final revisions and remain fully responsible for the manuscript's accuracy, originality, references, and academic integrity.

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