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Community-Based Tourism as a Driver of Rural Transformation: A Qualitative Study of Cibeber Village, Purwakarta, West Java Province, Indonesia

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Abstract

The development of emerging tourist villages has become a crucial strategy for promoting local economic growth through a Community-Based Tourism (CBT) approach. This study aims to analyze the transformation process of Cibeber Village into an emerging tourist village, identify supporting and inhibiting factors, evaluate the role of the community and local institutions, and formulate sustainable development strategies. The research employed a qualitative approach, with data collected through in-depth interviews, field observations, and documentation. The findings indicate that the village transformation occurs gradually, influenced by natural and cultural potential, active community participation, and the role of institutions such as village-owned enterprises (BUMDes) and tourism awareness groups (Pokdarwis). Supporting factors include community initiatives, village government support, and unique tourism potential, whereas major obstacles involve community capacity limitations, infrastructure, and coordination among stakeholders. Recommended development strategies include enhancing community capacity, strengthening institutions, developing infrastructure, digital promotion, and preserving local wisdom. This study provides a theoretical contribution in the form of an integrative CBT framework at the emerging stage and offers practical implications for village managers, policymakers, and tourism practitioners in developing sustainable tourist villages.

Keywords: emerging tourist village, community-based tourism (CBT), community participation, village institutions, sustainable development

A. Introduction

The development of tourist villages has become an important strategy to promote locally based economic growth, particularly through a community-based tourism (CBT) approach. In recent years, research trends have shown that CBT not only contributes to increasing community income but also strengthens social, cultural, and environmental sustainability. A bibliometric analysis of hundreds of Scopus-indexed articles indicates that the CBT theme has grown rapidly, with a focus on community empowerment, sustainability, and innovation in rural tourism (Nguyen & Nguyen, 2026). This suggests that tourist villages are no longer viewed merely as destinations but as complex socio-economic systems.

Empirically, various studies demonstrate that the success of tourist villages largely depends on the participation of local communities. Research by Pasaribu et al. (2025) found that community involvement in decision-making is a key factor for the sustainability of tourist villages, although in practice, limitations in participation still affect the equitable distribution of economic benefits. Meanwhile, Nguyen (2024), in a study in Vietnam, emphasized that the dynamic relationship between local communities and tourism development generates significant socio-economic changes but also poses challenges related to human resource capacity and governance. Both studies highlight that the transformation of villages into tourist villages is a complex and contextual process.

Tourist village development in Indonesia also faces several challenges, especially in villages that are still in the emerging stage. Cibeber Village is one such village with significant potential for nature-based tourism, agrotourism, and SME empowerment, yet it remains in the early development phase. This situation raises important questions regarding how the village transformation process occurs and what factors support or hinder it.

The research problem lies in the limited understanding of the transition process of villages into emerging tourist villages comprehensively, particularly encompassing social aspects, village institutions, community participation, and locally implemented development strategies. Most previous studies tend to focus on evaluating the success or impact of already developed tourist villages rather than the initial formation phase.

A closer review reveals several research gaps. First, Raynaldi et al. (2023) show that CBT implementation in tourist villages still faces challenges in economic aspects and community participation but does not deeply explore the transition process from ordinary villages to tourist villages. Second, Purnomo and Djunaedi (2019) developed a community-based CBT model but focused more on conceptual formulation than practical field implementation. Third, Riyanto et al. (2023) highlighted CBT's role in poverty alleviation, yet their focus was more on outcomes than the development process.

Fourth, Maulani & Fakhruddin (2024) found that community participation is key to the success of tourist villages, but their study did not

examine the dynamics of the early formation of tourist villages. Fifth, Hartanto & Bangsu (2026) investigated the adoption of digital marketing in CBT and highlighted resource limitations in technology-based tourist village development but did not link it comprehensively to the emerging stage of tourist villages. Sixth, a bibliometric study of CBT in Indonesia by Fahmi et al. (2025) showed that research is still dominated by empowerment and sustainability themes, while studies on challenges and strategies in the early development stage remain limited.

Seventh, a quantitative study by Hadingsih & Eddyono (2025) on community quality of life in the CBT context focused more on final impacts than on the development process. Eighth, a study by Ariyanto et al. (2025) on integrating local products and tourism highlighted the importance of local economic synergy but did not specifically examine villages at the emerging stage. Consequently, it can be concluded that a research gap remains regarding the holistic transformation process of villages into emerging tourist villages.

Based on these gaps, the novelty of this study lies in an in-depth analysis of the transition process of Cibeber Village as an emerging tourist village using a qualitative approach, which not only examines outcomes or impacts but also explores social dynamics, the roles of local actors, development strategies, and challenges faced in the early stage. This study also offers an integrative perspective that combines community empowerment, village institutions, and local economic potential into a single analytical framework.

The objectives of this study are to: (1) analyze the transformation process of Cibeber Village into an emerging tourist village; (2) identify supporting and inhibiting factors in tourist village development; (3) examine the role of community and local institutions in community-based tourism development; and (4) formulate strategies for sustainable tourist village development.

B. Literature Review

Community-Based Tourism (CBT) in Tourist Village Development

Community-Based Tourism (CBT) is a tourism development approach that positions local communities as the primary actors in managing and utilizing tourism resources. This concept has emerged as a response to conventional tourism models, which tend to be exploitative and uneven in distributing economic benefits. In CBT, communities are not merely recipients of impacts but also planners, managers, and decision-makers in tourism activities.

Research by Purnomo & Djunaedi (2019) shows that implementing CBT requires a systemic approach involving interactions among local actors, institutions, and supporting policies. The model emphasizes the importance of collaboration between communities, government, and the private sector in creating a sustainable tourism ecosystem. Additionally, a bibliometric study by Fahmi et al. (2025) revealed that CBT has become the dominant approach in tourist village research in Indonesia, with a primary focus on community empowerment and sustainability. Therefore, CBT functions not only as a

tourism development strategy but also as an instrument for socio-economic empowerment of rural communities.

Community Participation in Tourist Villages

Community participation is a key element in the success of CBT-based tourist village development. The level of community involvement determines the sustainability of programs and the equitable distribution of benefits. Participation is not limited to physical involvement but also includes contributions in decision-making, planning, and evaluating tourism activities. Amalia & Ilyas (2024) identify four main dimensions of community participation in tourist villages: involvement in decision-making, program implementation, benefit distribution, and evaluation. This finding is supported by Gustaman et al. (2024), who state that the success of tourist villages is strongly influenced by community involvement in managing resources and local infrastructure development.

However, several studies indicate that community participation still faces challenges, such as limited capacity, low education levels, and inadequate access to information (Dai & Kurniansah, 2025; Jamilah et al., 2024; Azizah & Ilyas, 2023; Asmaria et al., 2025). Therefore, sustainable empowerment strategies are needed to improve the quality of community participation in tourist village development.

Village Institutions and Governance

Institutions play a crucial role in ensuring the sustainability of tourist village development. Strong institutional structures support coordination among actors and enhance the effectiveness of tourism management. In the context of tourist villages, institutions are usually manifested through organizations such as village-owned enterprises (BUMDes), tourism awareness groups (Pokdarwis), and village cooperatives. Purnomo & Djunaedi (2019) emphasize that adaptive and participatory institutions are key factors in implementing CBT. Moreover, research by Andjanie et al. (2023) shows that strengthening local institutions can enhance community involvement and build the management capacity of tourist villages.

Nevertheless, institutional challenges are often found, particularly in villages at the emerging stage. Limitations in human resources, weak coordination, and insufficient policy support are major obstacles to sustainable tourist village development (Sunarti et al., 2025; Junaid, 2023; Rochmatin et al., 2025).

Local Wisdom and Tourism Sustainability

Local wisdom is an important element in tourist village development, as it can serve both as a major attraction and a unique identity of a destination. Integrating local values into tourism activities not only enhances competitiveness but also preserves cultural and environmental sustainability.

Research by Darto et al. (2025) demonstrates that local wisdom plays a strategic role in supporting sustainable tourism development. Local wisdom can be expressed through traditions, culture, or daily life practices that provide educational value for tourists.

However, exploiting local wisdom without proper management may potentially damage its cultural value. Therefore, a balance between utilization and preservation is necessary in culture-based tourist village development (Irianto, 2016; Nurhadi et al., 2022).

Challenges in Emerging Tourist Villages

Tourist villages in the emerging stage face more complex challenges compared to developed tourist villages. At this phase, villages are still adapting and establishing tourism management systems. Major challenges include limited human resources, inadequate infrastructure, and insufficient promotion and market access. Andjanie et al. (2023) found that community capacity limitations are the primary obstacle in CBT-based tourist village development. Additionally, Kamila & Sutanto (2024) emphasize that a lack of stakeholder synergy also hinders tourism-based economic development.

On the other hand, research by Bangun & Adianto (2023) indicates that differences in community perceptions regarding tourism development can lead to social conflicts, particularly if management is not participatory. This shows that developing tourist villages at the emerging stage requires a holistic and adaptive approach.

C. Research Methodology

This study employed a qualitative approach with an intrinsic case study design to gain an in-depth understanding of the transformation process of Cibeber Village into an emerging tourist village in Purwakarta. This approach was chosen because it allows for the contextual capture of social phenomena, particularly concerning community dynamics, local institutions, and community-based tourism development strategies. The case study method enables the exploration of interactions among actors and the meanings constructed in the process of developing the tourist village in a holistic manner.

The research was conducted in Cibeber Village, Purwakarta Regency, West Java, with research subjects selected using purposive sampling based on their level of involvement and knowledge regarding the development of the tourist village. The informants in this study included 1 village official, tourist village managers (Pokdarwis or BUMDes), 2 SME actors, 3 local residents, and 3 tourists as supporting informants. Data collection continued until saturation was reached, meaning that the information obtained became repetitive and no significant new findings emerged.

Data were collected using three main techniques: in-depth interviews, participatory observation, and documentation. Semi-structured interviews were conducted to gather information regarding the tourist village development

process, stakeholder roles, as well as challenges and strategies encountered. Observations were conducted to directly examine tourism activities, social interactions, and the village environment, while documentation included official documents, village reports, and other supporting data. This combination of techniques aimed to obtain comprehensive and contextualized data.

Data analysis followed an interactive model, including data reduction, data presentation, and conclusion drawing. Data reduction involved filtering and simplifying relevant information, which was then presented in descriptive narratives and matrices to facilitate interpretation. Conclusion drawing was conducted iteratively and verified throughout the research process to ensure consistency and validity of the findings.

The trustworthiness of the data was assessed using criteria including credibility, transferability, dependability, and confirmability. Credibility was achieved through source and method triangulation; transferability through detailed contextual descriptions; dependability through auditing the research process; and confirmability through transparent documentation and audit trails. This approach aimed to ensure a high level of confidence in the research results.

Triangulation was applied to enhance data validity through source, method, and time triangulation. Source triangulation compared information from various informants, method triangulation combined interviews, observations, and documentation, and time triangulation involved collecting data at different periods. This approach allowed the researcher to achieve a more accurate and consistent understanding of the phenomena under study. The study adhered to research ethics by obtaining informed consent from informants, maintaining respondent confidentiality, and using data solely for academic purposes. Furthermore, the researcher maintained objectivity and integrity throughout the research process to avoid bias in data interpretation.

D. Result and Discussion

The Transformation Process of Cibeber Village into an Emerging Tourism Village

Based on interviews with the village head, Pokdarwis administrators, and local entrepreneurs, the transformation process of Cibeber Village is still at an early stage. Some of the activities carried out include: identifying local natural and cultural potentials, establishing Pokdarwis, and conducting tourism management training for the community. Field observations show that most supporting infrastructure, such as access roads to tourist attractions and facilities (toilets, signage, parking areas), is still limited. A village tourism potential map has also been prepared, but its implementation is not yet uniform across the entire village.

Supporting and Inhibiting Factors in Tourism Village Development

Interviews and observations indicate several supporting factors, including: (1) unique natural and cultural potentials, such as forest tourism, rivers, and local traditions; (2) the presence of proactive local actors, including village youth and tourism driving groups; (3) support from the village government, in the form of training and MSME empowerment programs. Meanwhile, inhibiting factors include: (1) limited community capacity, both in tourism management and digital marketing; (2) limited infrastructure, such as roads and public facilities; (3) weak coordination among stakeholders, particularly between the village government, community, and private sector; (4) minimal promotion and market access, resulting in limited recognition of tourist attractions.

Role of the Community and Local Institutions

The community plays a crucial role in tourism village development, from managing homestays and local culinary businesses to acting as tour guides. Observations show that community participation is uneven; youth groups are more active than older residents. Local institutions, such as BUMDes and Pokdarwis, play a role in coordinating tourism activities and training, but management capacity is still limited, and some activities are ad hoc.

Strategies for Sustainable Tourism Village Development

Based on interviews with village administrators and local entrepreneurs, the planned strategies for sustainable development include: (1) enhancing community capacity through ongoing training, including digital literacy and tourism business management; (2) strengthening village institutions, with more systematic coordination roles for BUMDes and Pokdarwis; (3) improving supporting tourism infrastructure, such as access roads, signage, and public facilities; (4) digital-based marketing and promotion, along with collaboration with the private sector to expand market access; (5) preserving local wisdom and culture by integrating traditional values into the tourism experience.

Discussion

Tourism Village Transformation Process

The study indicates that the transformation of Cibeber Village into an emerging tourism village is still in its early stages, in line with the findings of Pasaribu et al. (2025), which emphasize the importance of the adaptation phase and the establishment of a tourism management system. This transformation occurs gradually, starting from potential identification, the formation of local institutions, to community training. Observations support the conclusion that a tourism village cannot be established instantly but requires a process of socialization and habituation for the community to actively participate in tourism development.

Supporting and Inhibiting Factors

The identified supporting factors, such as natural potential, the presence of local actors, and government support, align with the literature on Community-Based Tourism (CBT) (Purnomo & Djunaedi, 2019; Fahmi et al., 2025). However, limitations in community capacity, infrastructure, and stakeholder coordination present significant challenges, consistent with the findings of Andjanie et al. (2023) and Kamila & Sutanto (2024). This underscores that the success of Cibeber Village at the pioneering stage heavily depends on community adaptability and the integration of institutional support.

Role of the Community and Local Institutions

Community participation is central to the success of CBT, yet the findings reveal a gap between active youth groups and less engaged older residents, consistent with Amalia & Ilyas (2024). Local institutions such as BUMDes and Pokdarwis in Cibeber play a pivotal role in driving tourism development, but their effectiveness is still constrained by human resources and coordination. This highlights the need to strengthen institutional capacity as a foundation for sustainable tourism village development.

Sustainable Development Strategies

The identified development strategies emphasize integrating community empowerment, institutional strengthening, infrastructure development, digital promotion, and the preservation of local wisdom. These strategies align with CBT recommendations for emerging villages (Nguyen, 2024; Darto et al., 2025), which stress the balance among social, economic, and cultural aspects. A holistic, integrated approach is expected to facilitate the transformation of Cibeber Village into a sustainable tourism destination while effectively empowering the local community.

Research Implications

This study has significant theoretical and practical implications. Theoretically, it enriches the CBT literature by emphasizing the transformation process of emerging villages into tourism villages, integrating social, institutional, local potential, and cultural wisdom factors within a single analytical framework. The findings also reinforce the importance of interactions among the community, institutions, and natural/cultural resources as a foundation for sustainable tourism development. Practically, the study guides village governments, BUMDes, Pokdarwis, and other stakeholders in enhancing community capacity, strengthening institutions, developing infrastructure, and leveraging digital promotion and cultural preservation as strategies for sustainable tourism development.

Research Contributions

This study contributes both academically and practically. Academically, it offers empirical insights into the early stages of tourism village formation, rather than focusing solely on outcomes, while providing a holistic analytical framework for future studies on community adaptation in CBT. Practically, it offers strategic recommendations that can be directly applied by village managers and policymakers, serving as a reference for practitioners, local entrepreneurs, and investors in identifying potential, challenges, and opportunities in emerging tourism villages.

D. Conclusion

This study indicates that the transformation of Cibeber Village into an emerging tourism village is a gradual process influenced by natural and cultural potentials, community participation, and the role of local institutions such as BUMDes and Pokdarwis. Supporting factors include community initiative, village government support, and unique tourism potentials, while the main barriers are limited community capacity, infrastructure, and coordination among stakeholders. Recommended strategies for sustainable development include enhancing community capacity, strengthening institutions, developing infrastructure, implementing digital promotion, and preserving local wisdom, enabling the tourism village to grow sustainably while empowering the local community.

This study has limitations, as it focuses solely on Cibeber Village as a single case study and employs a qualitative approach. Consequently, the findings are context-specific and may not fully represent the conditions of other tourism villages in Indonesia. Additionally, most data were obtained from interviews and field observations, so potential informant perception biases cannot be completely avoided.

Future research is recommended to adopt a comparative design involving multiple emerging tourism villages to obtain more generalizable findings and to consider quantitative or mixed-method approaches to measure the impact of tourism village development programs on the community's economic, social, and cultural dimensions more objectively. Furthermore, subsequent studies could explore the implementation of digital marketing strategies, collaboration with the private sector, and the integration of local wisdom as a sustainable development model for tourism villages.

E. Conflict of Interest

The authors declare that there are no conflicts of interest regarding the publication of this paper. All authors have approved the final version of the manuscript and agree to its submission for publication.

F. Declaration of AI Use

The authors acknowledge the use of ChatGPT (OpenAI) as an artificial intelligence (AI)-based tool to assist in organizing and structuring the research paper. Its use was limited to supporting the organization of the manuscript structure and improving the clarity and coherence of the presentation. The authors remain fully responsible for the research design, data collection, data analysis, interpretation of findings, and the accuracy and integrity of the manuscript. The AI tool was not used to generate research data or fabricate research findings.

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