

## **UNVEILING THE CATALYST: HOW POKDARWIS SHAPES TOURISM PRODUCT DEVELOPMENT IN TINGKIR LOR, SALATIGA**

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### ***Abstract***

*Tourism product development tends to focus on physical aspects and improvements to attractions. However, the pivotal element of human resources in product development is often overlooked. Based on a qualitative approach, this study provides a case analysis highlighting the important roles of Pokdarwis in Tingkir Lor Tourism Village, as the local destination management organization, contributing to the sustainability of the tourism village amidst turbulent situations. Data were collected through interviews, observations, and document studies. The results demonstrate that Pokdarwis Svarna Gatra plays vital roles in the success of tourism product development in Tingkir Lor. It is evident that human resources are integral to the tourism product development process. Regardless of the quality of physical attractions, sustainable tourism product development hinges on the availability of adequate human resources.*

**Keywords:** *Tourism, product, development, human resource, tourism village*

## **INTRODUCTION**

The emergence of tourism villages as a growing tourism sector in Indonesia is notable. By 2023, the country boasted 4,674 such villages, indicating a significant increase of 36.7% from the 3,419 documented in 2022 (Sutrisno, 2023). Particularly within Central Java province, there existed 818 tourism villages spanning 35 administrative divisions (Diskominfojateng, 2023). However, historical data delineates the fluctuating trajectory of these locales, as evidenced by instances of dormancy or cessation of activities. For example, in Semarang Regency, the number of tourism villages

dwindled from 35 to 20 by 2018 (Susanawati et al., 2019). As such, the sustainability of tourism villages as viable destinations remains a salient concern warranting attention within the context of tourism development.

In order to sustain the existence of tourism villages as destinations, product development is a necessary activity due to the cyclical nature of tourism. (Butler, 1980) delineated the stages of the tourism lifecycle into several phases. The initial stage is Exploration, characterized by limited visitation, a lack of tourism facilities, and undeveloped attraction packaging. Subsequently, the Involvement stage ensues,

where local communities begin engaging in the provision of facilities to accommodate visitors to their destinations. The Development stage is marked by a surge in visitor numbers due to extensive marketing efforts, enhanced attraction development, increased investment, and the availability of additional facilities supporting natural and cultural attractions. Following this is the Consolidation stage, where visitor numbers are substantial and continuing to rise, sometimes surpassing the local population. Stagnation is then reached, denoted by the highest level of tourism visitation exceeding the destination's capacity, resulting in social, environmental, and economic issues. Authentic natural and cultural attractions are supplanted by artificial facilities, leading to visitor saturation. After the Stagnation stage, two possibilities emerge. Firstly, the Decline stage, where the destination becomes unable to compete with new competitors, experiencing a sharp decline in visitor numbers and spatial diversity, and failing to attract tourists. The second possibility is the Rejuvenation stage, involving innovation to renew existing attractions. This stage can be achieved through either adding artificial attractions or utilizing existing but untapped attractions.

Although product development is essential for anticipating the lifecycle of tourism destinations, as evidenced in both scholarly research and practical implementation, the focus in many destinations tends to be on tangible product development or the identification of attractiveness potential (Agues, 2015; Luru, 2018; Nazhima & Arida, 2019). However, in industries emphasizing service sectors like

tourism, tourism product development cannot be dissociated from the role of human resources. Physical development lacking adequate human resources, both in terms of quantity and quality, tends to be unsustainable. Numerous instances have been documented where physical tourism facilities have deteriorated due to insufficient maintenance or poor building quality (Gazalie, 2023; Noor, 2024). This emphasizes the significance of human resources in ensuring the sustainability of tourism development.

Highlighting the importance of human resources in sustainable tourism product development, Tosun (2000) portrays community-based tourism development as an approach focusing on the involvement of local communities in the planning, management, and benefit distribution of tourism activities. This approach fosters the empowerment of local communities to engage proactively in decision-making processes, conservation of natural and cultural assets, and the fair allocation of benefits across society. In the context of tourism villages, local communities are represented by the presence of Tourism Awareness Groups (Pokdarwis), which serve as local Destination Management Organization (DMO).

However, discussions in academic literature regarding this concept often overlook the essential role of communities as stakeholders. Communities are frequently perceived merely as recipients of development with a passive involvement (Cengiz et al., 2011). Numerous instances illustrate that disregarding local communities leads to the failure of tourism development at

destinations (Nost, 2016; Suchet & Raspaud, 2010). Therefore, this study posits that local communities, represented herein by Pokdarwis, should assume a central role in destination tourism product development. Within the context of tourism villages, Pokdarwis play a pivotal role in destination tourism product development. This role encompasses liaising with pertinent stakeholders, assuming leadership in fostering community engagement in tourism destination development, actively engaging in destination planning, development, and marketing, and acting as intermediaries to external entities involved in tourist visits such as tour operators, travel agencies, and others (Bornhorst et al., 2010; Morrison et al., 2017).

Despite its pivotal role, Pokdarwis encounters challenges in fully assuming its primary role in product development. These challenges stem from various factors such as limited knowledge, access to opportunities, and networking. Therefore, in accordance with Dahles (2002), this study emphasizes the significance of external stakeholders' interventions in providing avenues for active community involvement.

This research employs a case study methodology to investigate product development in Tingkir Lor Tourism Village, located in Salatiga City, Central Java. As the inaugural tourism village in the Salatiga City region, Tingkir Lor boasts diverse attractions but has faced challenges throughout its developmental trajectory. The situation has been further complicated by the onset of the COVID-19 pandemic. The objective of this study is to delineate the roles of stakeholders in the dynamics of the tourism lifecycle and

the process of tourism product development. Academically, this research contributes to debates on tourism product development research by offering a case study that not only examines attractiveness and product components but also underscores the pivotal role of local communities in the product development process. This emphasis contributes to the sustainability of a tourism destination amid turbulent conditions that impact tourism development. Introduction contains background, rationale, and research urgency. References or related studies need to be included in this part. It relates to justification of research urgency, the appearance of research problem, solution alternatives, and the chosen solution. The author needs to write clearly about the author's names and citation sources includes the year of publication and the page where the article is cited.

Problem, objectives, and benefits of the research are written narratively in paragraphs. It doesn't need specific sub-title. Besides, operational definition also must be written if it is necessary.

Introduction is written with Times New Roman, font size 12 upright, single space. Each paragraph started with word which is jutting in five digits or about 1.2 cm from the left edge of each column.

## **METHOD**

This research was conducted within the setting of Tingkir Lor Tourism village, situated in Salatiga City. Regarded as one of the pioneer tourism villages in Salatiga, Tingkir Lor has achieved several awards in the field of tourism. Despite its recognition, the village has faced considerable difficulties

in sustaining its operations. Furthermore, Tingkir Lor Village has confronted a multitude of challenges over time, rendering its trajectory fluid and dynamic. Notably, the village has also been affected by the implications of the COVID-19 pandemic, providing an opportunity to elaborate strategies employed by local destination managers to navigate through this global health crisis.

The research adopted a descriptive qualitative approach employing a longitudinal panel study design, which involved data collection from the same participant groups starting in 2019 and continuing until 2024. This longitudinal design enables researchers to examine the evolving roles of local destination managers and strategies for product development amidst the COVID-19 pandemic in Tingkir Lor Village. Data collection employed diverse methods, including in-depth interviews, direct observation to understand village activities and dynamics, focus group discussions (FGDs) with representatives from local community groups, and document analysis to gather secondary data such as reports and written news supporting primary data. Informants included Pokdarwis officials, micro, small, and medium-sized enterprise (MSME) entrepreneurs, and local residents.

Thematic analysis was employed for data analysis (Tracy, 2019). Transcriptions of interviews, FGDs, and participatory observations were integrated with data from document analysis. Subsequently, a coding process was undertaken to categorize data into smaller thematic units, which were then grouped into broader thematic categories.

Finally, data synthesis was conducted, wherein themes were discussed with pertinent theories to gain a comprehensive understanding of the dynamics of community-based tourism in Tingkir Lor Village.

## **RESEARCH FINDING AND DISCUSSION**

### **Research Finding**

#### **Tingkir Lor Tourism Village: An Overview**

Originally, Tingkir Lor Tourism village was primarily known as a center for Micro, Small, and Medium Enterprises (MSMEs) in the garment industry, which significantly contributed to the local economy. The MSMEs in Tingkir Lor specialize in manufacturing various clothing and textile items, ranging from casual attire to formal uniforms. These MSMEs focus on different textile products, with some concentrating on everyday clothing like t-shirts, shirts, and pants, while others specialize in school uniforms, office attire, or sports uniforms. This specialization allows garment entrepreneurs to create high-quality products with designs and layouts tailored to customer needs. The presence of numerous garment MSME entrepreneurs in Tingkir Lor has made it a popular destination for garment shopping in Salatiga City.

Situated in the Tingkir Lor sub-district of Salatiga City, Central Java Province, Indonesia, Tingkir Lor Tourism village holds the distinction of being the city's inaugural tourism village. Since officially receiving the Tourism village Decree in 2013, Tingkir Lor Tourism village has been

striving to establish itself as a competitive tourist destination. Managed by the Tourism Awareness Group (Pokdarwis) Svarna Gatra, all members of Pokdarwis Svarna Gatra are residents of the Tingkir Lor sub-district.

In its capacity as a tourist destination, Tingkir Lor presents a diverse array of attractions encompassing natural, cultural, and anthropogenic features. The primary natural allure of the area lies in its rice fields encircled by mountainous landscapes. The picturesque charm of the rice fields frequently serves as a focal point for visitors seeking photo opportunities during their excursions, particularly appealing to those desiring to witness sunrise panoramas. Furthermore, the presence of the Cengek River, emanating from the Senjoyo spring, enhances the area's attractiveness. Consequently, activities such as river recreation along the Cengek River are incorporated into tourism packages offered to tourists by Pokdarwis.

Traditional art forms in Tingkir Lor also hold considerable appeal for tourists. Various art forms thriving in Tingkir Lor encompass drumblek (a drum ensemble utilizing plastic drums and other locally crafted musical instruments), gamelan, and Islamic art forms like rebana, known as Hadroh. Drumblek has emerged as a burgeoning art collective during this period, frequently receiving invitations to showcase their talents at cultural events in Salatiga City. Despite the presence of a gamelan art studio, its integration into the burgeoning tourism activities remains incomplete.

## **Development of Tingkir Lor Tourism village Before the COVID-19 Pandemic**

The developmental trajectory of Tingkir Lor Tourism village from 2013 to 2020 has been characterized by fluctuations, partly attributable to various challenges encountered. During the village's nascent stages, the management of Pokdarwis, led by the youth of Tingkir Lor, actively participated in village tourism competitions. Consequently, the tourism village garnered public attention, augmenting its destination's renown. Nonetheless, the village also faced several challenges. The diverse array of attractions in Tingkir Lor Tourism village remained inadequately interconnected. This was partly due to the considerable distance between the different attraction points when traversed on foot. Additionally, there were still untapped potential attractions that were not fully leveraged in tourism activities.

Furthermore, Tingkir Lor Tourism village encountered additional challenges in its journey to develop into a prominent destination. Limited road accessibility emerged as a primary concern, impeding the village's tourism development. Moreover, insufficient parking facilities presented another hurdle for tourism advancement in Tingkir Lor. The densely populated residential area resulted in a scarcity of available land for accommodating tourist vehicles.

Regarding destination management conducted by Pokdarwis from 2013 to 2020, it predominantly relied on manual methods with minimal integration of information technology. Guest registration book, which serve to document visitor profiles, were still maintained manually, risking damage or

misplacement. Furthermore, promotional materials and tourism activities heavily depended on traditional print media such as brochures.

From a human resources perspective, Pokdarwis Svarna Gatra encounters challenges related to regeneration and time availability. This situation arises because individuals engaged in this organization prioritize other activities perceived as more crucial, such as their main jobs as the main source of livelihood. Consequently, this situation impacts the sustainability of the tourism village destination, resulting in inconsistent implementation of promotional activities and service availability for tourists. Consequently, the development trajectory of Tingkir Lor Tourism village has been marked by fluctuations.

During the period spanning 2015 to 2017, the destination witnessed its peak popularity, attracting foreign visitors. Additionally, Pokdarwis in Tingkir Lor managed visits from sizable tourist groups participating in live-in tourism programs. However, this surge in visitor numbers was short-lived due to a lack of human resources with the requisite time and dedication to manage the destination effectively. Consequently, by 2017, Tingkir Lor Tourism village experienced a slowdown in tourism development, resulting in a state of dormancy.

After a hiatus of about two years, Tingkir Lor Tourism village resumed its connection with international tourists in 2019. With the assistance of a Family Planning counselor who had links with international tour operation, Tingkir Lor

Tourism village once again welcomed international visitors. As Pokdarwis remained inactive during this period, the handling of international tourists was overseen by members of the Local Family Planning group. The Destination Tourism Program at Satya Wacana Christian University was involved in organizing the voluntourism activities, where tourists visited and participated in social projects for the local community, and these activities were successful. This effort acted as the primary catalyst for Pokdarwis to rejuvenate its administration of Tingkir Lor Tourism village.

A year later, in March 2020, Tingkir Lor Tourism village resumed visits from international tourists, initiating the development of tour packages. During this time, tourist activities comprised walking tours to explore tempe factories, rice fields, Bakpia (a local snack) production, and shopping for garment products, closing in a communal lunch. External stakeholders, particularly the Destination Tourism program, provided assistance in planning and implementing these tour packages. More inactive Pokdarwis members began to involve in this event. However, one month later, the Indonesian government declared a state of emergency due to the spread of the COVID-19 virus, leading to stringent travel restrictions.

### **The Development of Tingkir Lor Tourism village During COVID-19**

Like many tourist destinations in Indonesia and around the world, Tingkir Lor Tourism village faced a decline in visitation due to stringent travel restrictions imposed

during the COVID-19 pandemic. Consequently, there was a complete absence of tourists visiting the village. However, despite this setback, the momentum generated by two previous international tourist visits served as a morale boost for Pokdarwis. Consequently, despite the tourism visitation crisis caused by COVID-19, Pokdarwis remained resilient and continued to innovate and develop Tingkir Lor Tourism village.

In 2020, Pokdarwis decided to join a National Tourism village Competition, hosted by a prominent private bank in Indonesia. Such competition provided an opportunity to explore new innovations in response to the changing travel regulations brought about by COVID-19. Recognizing the constraints of limited funds and the challenging pandemic situation, Pokdarwis shifted its focus towards innovations aimed at enhancing services rather than physical infrastructure development. With guidance from the Destination Tourism program at UKSW, Pokdarwis Svarna Gatra successfully developed a destination management system leveraging digital technology.

Pokdarwis transitioned from using a traditional manual guestbook to employing a Google Form as a digital alternative. They also developed a Digital Information System to provide information about local attractions and implemented QR codes to offer bilingual digital guidance in both Indonesian and English. Alongside these digital advancements, Pokdarwis launched a Hybrid tour package called Gowes Ning Tingkir. This package entails a cycling excursion around the village, encompassing visits to

local attractions coupled with cultural experiences such as participating in gamelan performances and relishing local cuisine. To overcome the challenges presented by travel restrictions, the package includes virtual tour options, enabling participants to engage interactively in all tour activities online. This initiative fosters greater community involvement, as the bicycles utilized are owned by local residents and leased out for the tour. Additionally, housewives play an active role in cooking and preparing lunch, which is a key component of the tour activities offered in the package.

This breakthrough serves as a relatively effective alternative solution. As the Indonesian government began to ease strict travel restrictions in 2022, Pokdarwis experienced an increase in bookings for the Hybrid tour packages. Despite the enforcement of social distancing regulations, Pokdarwis received several local tourist groups who purchased the Gowes Ning Tingkir tour packages, adhering to rigorous social distancing measures. Intensive promotion through social media platforms has also facilitated the introduction of these tour packages to the public. Digital promotion via social media has been further enhanced through consistent creation of promotional content.

The initiatives undertaken during the widespread COVID-19 pandemic signify the commencement of Tingkir Lor Tourism village's development until the pandemic subsides. Leveraging the innovative Gowes Ning Tingkir tour package, Pokdarwis Svarna Gatra has diversified by introducing other captivating tour packages for tourists. The expansion of tour packages has increased

the engagement of local stakeholders, as these packages blend existing activities with new ones such as gamelan performances, visits to tempeh chocolate production facilities, and group games.

After the pandemic subsides and the situation returns to normalcy, Pokdarwis Svarna Gatra continues its development efforts in crafting tour packages. Cycling tours around the village have diversified into a range of package options comprising various tourism activities. Expansion of collaboration is also pursued through partnerships with nearby tourist destinations by offering combined tour packages featuring visits to both tourist destinations. Moreover, Pokdarwis maintains robust cooperation with the Salatiga City government, resulting in Tingkir Lor Tourism village receiving assistance in the form of 18 bicycles in 2024 to support the ongoing development of tour packages.

## **Discussion**

### **Lifecycle, Stakeholder Roles, and Development Strategies: An Analysis**

The trajectory experienced by Tingkir Lor Tourism village from 2013 to 2017 reflects the phases of Exploration, Engagement, and Development outlined in Butler (1980) model of the tourism lifecycle. Within this cycle, visitor numbers and destination development continue to rise until reaching a stagnant phase, where innovation is necessary for the destination to sustain its existence (Butler, 1980). However, the absence of human resources in 2017 halted Tingkir Lor Tourism village's development phase and led to a drastic decline until it

eventually went dormant. Such absence, resulting in a drastic decline in Tingkir Lor, provides tangible evidence that local communities play a vital role as producers, managers, and service providers (Lasso & Dahles, 2020). When some Pokdarwis administrators decided to withdraw from their roles in tourism, the development of tourism in Tingkir Lor also ceased.

In the case of Tingkir Lor Tourism village, it becomes apparent that prior to the crisis triggered by the Covid-19 pandemic, the sustainability of the village was fragile due to various factors. The case also underscores the indispensable contribution of local community human resources to sustainable tourism development, particularly through a community-centric tourism approach. Local communities emerge as significant stakeholders capable of taking on leadership roles, managing tourism enterprises, and providing high-quality experiences for tourists (Jamal & Stronza, 2009). The pivotal role of local community resources in tourism is further underscored in academic literature, where tourism progress heavily depends on the involvement of local communities (Carter et al., 2015; Shen et al., 2008; Tolkach & King, 2015; Zielinski et al., 2021). When the youth, as the driving force behind Pokdarwis, entered the workforce and chose to focus on their jobs, tourism management in Tingkir Lor came to a halt.

Pokdarwis Svarna Gatra has effectively fulfilled its role as a destination tourism manager. From the perspective of destination tourism management roles (Bornhorst et al., 2010; Morrison et al., 2017), Pokdarwis has indeed played the role of a destination tourism manager. When

Pokdarwis engaged in the village tourism competition during the COVID-19 pandemic, Pokdarwis Svarna Gatra assumed a leadership role in spearheading the resurgence of community support in revitalizing the development of Tingkir Lor Tourism village. By involving external stakeholders such as educational institutions, government bodies, and nearby tourist destinations, Pokdarwis acted as a facilitator, planner, and developer of the destination. Pokdarwis engaged educational institutions in planning and innovating tourism products, subsequently serving as a liaison to the government to secure support such as the provision of bicycles, which significantly bolstered the Gowes Ning Tingkir tour package. Additionally, Pokdarwis played a pivotal role as a liaison in collaborating with educational institutions and nearby tourist destinations, thus attracting tourists to Tingkir Lor Tourism village.

The role played by Pokdarwis contradicts studies that portray communities as passive entities in tourism development (Cater, 2015; Stronza & Gordillo, 2008). Furthermore, local communities become stakeholders who play a crucial role, beyond mere beneficiaries of tourism (Cochrane, 2013). From the perspective of the tourism destination lifecycle, when international tourist visits occurred in 2019, Pokdarwis Svarna Gatra became one of the influential forces that propelled the village back into the Exploration phase (Butler, 1980). This phase was characterized by mobilizing individuals eager to engage in tourism development and leveraging existing resources for further advancement.

In March 2020, Tingkir Lor Tourism village entered the Involvement phase, marked by the re-engagement of former Pokdarwis administrators in managing international tourist visits at that time. Amidst the crisis caused by the COVID-19 pandemic, community involvement widened as Pokdarwis participated in the national Village Tourism competition in the same year. This competition then served as the gateway for Tingkir Lor Tourism village to advance to the next phase in the tourism lifecycle, which is Development Stage.

Regardless of the crucial role played by the local community, Pokdarwis Svarna Gatra acknowledges their limitations in harnessing and empowering their resources amidst extremely challenging circumstances. Pokdarwis, thus, requires assistance from external parties. The momentum of international visits as triggers for revival in 2019 and 2020 highlights the importance of external involvement in tourism development. As previously explained, the initiation and utilization of networks by external parties, in this case, Family Planning counselors and academics from educational institutions, were evident in the two visits by international tourist groups to Tingkir Lor Tourism village.

The ongoing support provided by external institutions has aided local destination managers in continuing destination development. This demonstrates that in community-based tourism approaches, external interventions remain necessary to assist local communities (Lasso, 2017). Cases of tourism development in tourist destination highlight institutions' failures to establish inclusive approaches to involve

communities in local tourism development (Dolezal & Novelli, 2022; Nugroho & Numata, 2022; Westoby et al., 2021). However, in the case of Tingkir Lor Tourism village, Pokdarwis Svarna Gatra's active collaboration with external parties provides evidence that through effective collaboration, institutions can assist local communities in developing tourism in their areas. This situation, from the perspective of the Tourism Lifecycle (Butler, 1980), indicates that Tingkir Lor Tourism village has returned to the Development phase, where Pokdarwis continues to innovate and develop its products.

### **Destination Development Strategies amid the COVID-19 Pandemic**

The international visits in 2019 and 2020 reawakened Pokdarwis's enthusiasm to further develop tourism in Tingkir Lor. However, as described by (Leiper, 2004), tourism is an industry greatly influenced by environmental conditions, encompassing issues related to the environment, economy, society, politics, technology, and physical aspects. The emergence of the COVID-19 pandemic in 2020 devastated Tingkir Lor's tourism, which had just begun to regain momentum. The community of Tingkir Lor, represented by Pokdarwis administrators, did not remain passive in the face of the challenges. Efforts were made to continue development amid the difficult situation. In many cases, the COVID-19 pandemic has resulted in crises that have led to the decline of businesses and tourist destinations (Duro et al., 2021; Hulu & Ariyanti, 2022; Setiawan & Lasso, 2023; Yeh, 2021). However, in the

case of Tingkir Lor Tourism village, the COVID-19 pandemic actually became a catalyst for Pokdarwis's resurgence, reigniting tourism in the village.

Innovation was the first step taken by Pokdarwis in an effort to sustain the destination amidst the pandemic. The initial strategy employed by the village's managers was to proactively seek assistance from external institutions. Recognizing their limitations, Pokdarwis needed intervention from external parties (Lasso, 2017). This strategy successfully initiated a movement to revitalize the local tourism destination.

In the subsequent phase, Pokdarwis Svarna Gatra's collaboration with academics involved a strategy for tourism product development, whereby Pokdarwis introduced distinctly new products to cater to the needs and offer additional value to potential tourists. The incorporation of information technology through guestbooks and digital guidance, along with the implementation of geographic information systems, aimed at augmenting services, providing novel value for tourists (Gretzel et al., 2015), while also addressing pre-existing issues prior to the pandemic.

The hybrid tour package 'Gowes Ning Tingkir' represents a product development approach that introduces a novel product to fulfill tourist requirements (Buhalis & Costa, 2006) (Buhalis & Costa, 2006; Sigala & Christou, 2019). This tour package responds to tourist concerns about health, particularly amid the pandemic. Furthermore, restrictions on physical interactions and travel limitations hinder tourists from distant areas from visiting Tingkir Lor directly. Hence, the provision of

virtual tourism services caters to the needs of tourists within this segment.

## CLOSING

From the case of Tingkir Lor Tourism village, it is learned that the tourism lifecycle in a destination is dynamic as it is greatly influenced by internal and external factors. Along the course of the tourism lifecycle (Butler, 1980), a destination may undergo decline without needing to wait for the stagnation phase to occur. Tingkir Lor Tourism village experienced a decline while still in the development phase due to human resource shortages. Similar circumstances may occur in other tourism villages because Pokdarwis is typically perceived as a social entity, resulting in weak commitment from its administrators who tend to prioritize their primary jobs.

Stakeholders play a crucial role in sustaining the Tingkir Lor Tourism village throughout its tourism lifecycle. Internal stakeholders, represented by the Pokdarwis Svarna Gatra, are pivotal in revitalizing the tourism lifecycle. External stakeholders also serve essential functions as intermediaries with foreign tourists, partners, and business collaborators. Through Pokdarwis Svarna Gatra, Tingkir Lor Tourism village demonstrates the necessity for collaboration to create innovative tourism product development to meet market demands and ensure satisfying experiences.

Future research on tourism product development should extend beyond physical dimensions. A comprehensive perspective is essential, examining human resources as a fundamental component of the product development process. Researchers acknowledge the constraints of the conclusions

drawn from Tingkir Lor Tourism village, advising against extrapolating these outcomes to different destinations.

Closing consists of conclusion from the research finding done before. Conclusion may be a finding generalization based on research problem. Besides, it can be recommendation for the next steps. It can be suggestion for the next researchers. It also can be implicative recommendation from the research findings.

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