

Potential and Strategy for Tourism Development Through the CBT Concept, (Community Based Tourism) In Improving the Community Economy in the Bantar Agung Majalengka Tourism Village, West Java

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ABSTRACT

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The urgency in this research is to develop tourism through the CBT (Community Based Tourism) concept, which is an effort to empower local communities in tourism development, so that the benefits of the tourism sector can be felt directly by the community and to improve community welfare. Tourism development can have a snowball effect (Multiplier effects) on other sectors, such as the economic, social, environmental, educational and cultural sectors. The aim of this research is to develop concepts and analyze the potential and strategies for tourism development through the CBT (Community Based Tourism) concept. It is also hoped that this research can be used as valid input and reference regarding the policies taken by the Bantar Agung Majalengka regional government in an effort to optimize tourism potential, so that it can become a higher quality destination and can compete with other regions. The research method used is descriptive qualitative, where the researcher describes the potential and strategies for tourism development through the concept of CBT, (Community Based Tourism), through qualitative descriptive research the researcher is free to obtain data and facts, so that the data obtained is able to answer research problem questions.

1. INTRODUCTION

Tourism is a vital industrial sector in several countries because it can improve the country's economy. The tourism sector in Indonesia is currently considered to play an effective role in increasing the country's foreign exchange. Based on data from the Ministry of Tourism and Creative Economy, it was recorded that in 2017, the tourism sector contributed 16.8 billion US\$, then increased to reach 19.29 billion US\$ in 2018, fell again in 2019 to 16.9 billion US\$, fell to 3.3 billion US\$ in 2020 and declined further in 2021, reaching only 0.36 billion US\$. The government is making efforts to restore the economy, namely encouraging the development of the tourism village concept as a means of creating accelerated village development with the aim of increasing economic growth, alleviating poverty, reducing unemployment rates, and preserving the environment and cultural and cultural resources. According to BPS data, currently Indonesia has 38 provinces, 514 districts/cities, 7,274 sub-districts and 84,096 villages. Based on statistics, Majalengka Regency is a district in West Java Province that is encouraged to increase its Regional Original Income (PAD) through the tourism sector. The legal umbrella for tourism is contained in Law Number 10 of 2009, Majalengka Regency Regional Regulation Number 8 of 2021 concerning the Majalengka Regency Tourism Development Master Plan for 2021-2025, and Majalengka Regency Regional Regulation Number 10 of 2021 concerning the Implementation of Tourism and Majalengka Regent Regulation Number 39 of 2019 concerning Village Areas Tourism was followed by the issuance of the Majalengka Regent's Decree Number 556/kep.734-disparbud/2019 concerning the determination of Tourism Villages in Majalengka Regency which designated 33 villages in Majalengka Regency as tourist villages. Tourism Village is defined as the integration of accommodation, attractions and supporting facilities available in community life that are mixed and united with local traditions. The success of tourism village development depends on the role of various stakeholders. Each party involved has an interest and must pay attention to its potential and role as an actor in the village's tourism development. Pentahelix is an approach to tourism development in Indonesia which is explained as governance between stakeholders to achieve common goals in collaboration, so that the pentahelix concept is closely related to the concept of Collaborative Governance (Yunas, Susanti, Izana, & Widyawati, 2023) (Yunas et al., 2023). Pentahelix plays an important role in supporting innovation goals and contributing to the progress of tourism attraction management (Halibas et al., 2017).

Pentahelix is always related to multi stakeholders, namely stakeholders who play a big role in achieving common goals (Solihah et al., 2018).

Thus, it is clear that the roles of each stakeholder support and complement each other for the success of sustainable tourism development (Nugroho et al., 2023). The development of sustainable tourism villages is in line with government policy, as regulated in the Regulation of the Minister of Tourism of the Republic of Indonesia Number 14 of 2016 concerning Guidelines for Sustainable Tourism Destinations. In this regulation, the tourism ecosystem is described as a complex system, which includes linkages, value chains, interconnections between sectors and components, as well as products and services that support the tourism sector. Therefore, the development of sustainable tourism villages needs to consider various interrelated aspects

Tourism development in Bantaragung Village began as an initiative of the local community, which at first was very simple. They only focus on repairing roads and sales places. Tourists who come are limited to local communities from around Majalengka, Cirebon and Kuningan. Over time, community empowerment has become the main driver for the growth and development of natural tourist attractions in this village. The various parties who play a role in developing the tourist village in Bantaragung village are quite diverse, starting from the local village government, the community around the tourist attraction, the craft community in the village, the community who work outside the city, the regional government, higher education institutions, and the media. This was conveyed by Bantaragung Village Government officials that the village government plays a role in terms of policy and infrastructure preparation which can be budgeted from village funds as outlined in the Village APB. The rest is self-sufficiency from the community and various parties who help.

In terms of the role of the community in several tourist attractions in the Bantaragung tourist village, including in terms of; Preserving the community's culture and traditions that have existed for generations, for example through the existence of ancient traditions, where the community will express gratitude for the results of their agriculture and gardens through these customs. 2) The community plays a role in maintaining the cleanliness and sustainability of the village environment, such as waste management, forest conservation and water resources. 3) People can open accommodation businesses, restaurants, tour guides and local transportation services, which provide authentic experiences to tourists. People can open accommodation businesses, restaurants, tour guides and local transportation services, which provide authentic experiences to tourists. 4) In empowering local communities, they are directly involved in the tourism industry, the community can improve their economic level through small businesses such as selling local products, handicrafts and typical culinary delights. 5) Furthermore, the community in the Bantaragung tourist village is involved and actively participates in planning and preparing programs for the development of tourist villages. One of them is in the management of traders, parking and tourist services that will carry out camping on site. This active role of the community not only strengthens the village economy, but also ensures that tourism development remains sustainable and does not damage the environment or local culture. In the community in the Bantaragung Tourism Village, the community really plays an important role and they are even able to regulate the work pattern and system in managing the Cipeuteuy Waterfall. This condition is one of the points to achieve a developed tourist village. The existence of a tourism community is an important pillar for advancing village tourism in Bantarar Agung Village.

In the development process, tourist villages often involve active participation from local residents to develop existing potential (Gunadi et al., 2022). According to (Herdiana, 2019) cooperation between stakeholders is very important in the process of developing tourist villages. Research conducted by (Susanto & Indarti, 2023) in the Tangsi Duren Tourism Village shows that managing a tourist village really requires the role of various stakeholders, both individually and in groups in the tourist village. This is made clear by Demolingo's view in (Nuraflah & Sinaga, 2020) that in developing tourism, the government needs to build a tourism management organization, improve human resources, build facilities and infrastructure and collaborate with other stakeholders including the community. The success of tourism development carried out at a national or regional level is largely determined by the role of government, society and the private sector in understanding and exploring the potential that exists in the region, including good human resources and support from other parties (Sinaga, 2018).

2. THE PURPOSED METHOD

Definition of Community-Based Tourism (CBT)

Community-Based Tourism (CBT) is a tourism development approach that places local communities at the center of planning, management, decision-making, and benefit-sharing processes. The primary objective of CBT

is to improve community welfare while preserving local culture, traditions, and environmental resources.

According to Murphy (1985), Community-Based Tourism is a tourism development approach that emphasizes the involvement of local residents in planning and managing tourism activities to ensure that tourism development reflects the needs and aspirations of the community. Murphy argues that tourism should be developed as a community-oriented activity that contributes to local well-being. Hausler and Strasdas (2003) define CBT as a form of tourism in which local communities have substantial control over, and involvement in, its development and management, while receiving a significant proportion of the benefits generated by tourism activities.

According to Suansri (2003), Community-Based Tourism is tourism that takes environmental, social, and cultural sustainability into account. It is managed and owned by the community, for the community, with the purpose of enabling visitors to increase their awareness and learn about the community and local ways of life. Meanwhile, Goodwin and Santilli (2009) define CBT as tourism that is owned and/or managed by communities and intended to deliver wider economic, social, and environmental benefits to local people

The theoretical foundation of CBT is rooted in the concepts of community participation, community empowerment, and sustainable development. CBT emphasizes that local communities should actively participate in every stage of tourism development, including planning, implementation, monitoring, and evaluation. Murphy (1985) proposed that tourism development should be community-centered and based on the following principles:

1. Active participation of local communities in tourism planning and management.
2. Equitable distribution of economic benefits among community members.
3. Preservation of local culture and natural resources.
4. Capacity building and skill development for local residents.
5. Collaborative decision-making processes involving community stakeholders.

According to Murphy, tourism can only be sustainable when local communities perceive tangible benefits and have a sense of ownership over tourism activities.

Definition of Community Economy

A Community Economy refers to an economic system in which economic activities are organized, managed, and controlled by community members to improve collective welfare, strengthen social relationships, and promote sustainable local development. Unlike conventional economic systems that focus primarily on profit maximization, a community economy emphasizes cooperation, participation, equity, and the well-being of the community as a whole.

According to Gibson-Graham (2006), a community economy is an economic framework that recognizes diverse forms of economic practices beyond capitalism, including cooperation, reciprocity, volunteerism, collective ownership, and community-based enterprises. The authors argue that communities can create alternative economic systems based on shared values, mutual support, and democratic decision-making.

Peredo and Chrisman (2006) define community economy through the concept of community-based enterprise, where a community acts collectively as both entrepreneur and beneficiary. In this model, economic activities are initiated and managed by the community to generate income while achieving broader social and developmental goals. According to Pearce (2003), a community economy is an economic approach that seeks to balance economic efficiency with social justice and environmental sustainability. It emphasizes local ownership, community participation, and the reinvestment of economic benefits within the local area.

In the context of tourism, a community economy is often linked to **Community-Based Tourism (CBT)**, where local communities own and manage tourism resources, businesses, and services. Revenue generated from tourism is distributed among community members and reinvested into local development projects, thereby enhancing economic resilience and reducing dependence on external investors. According to **Goodwin and Santilli (2009)**, tourism can contribute to a community economy when local people have ownership, control, and equitable access to tourism benefits.

3. METHOD

This research uses a descriptive qualitative approach, which aims to understand in depth the potential of tourism and its development strategies through the concept of Community Based Tourism (CBT) in the Bantar Agung Tourism Village, Majalengka. This approach was chosen because it allows researchers to explore social realities and community involvement directly. Where researchers describe the potential and strategies for tourism development through the concept of CBT, (Community Based Tourism), through qualitative descriptive research researchers are free to obtain data and facts, so that the data obtained is able to answer the problem questions of this research (6). In completing this research, researchers used research and development procedures developed by Borg and Gall (7). The research is planned to be carried out within one (1) year, with research activity stages of exploration, implementation and publication.

4. RESULT AND DISCUSSION

From the results of observations and interviews with informants in Bantar Agung Village within the framework of the five principles of CBT (economic, social, environmental, cultural, and participation/politics) it can be said: Economic: there are already local community business opportunities (homestays, culinary delights, souvenirs) which shows the beginning of the implementation of community-based economics. Based on the analysis above, the status of CBT implementation in Bantaragung Village can be described as follows: Early to middle stage: Bantaragung Village has started implementing several elements of CBT (including community and local business involvement) but has not yet reached the ideal or full level in all aspects. Some activities that are already underway may include: development of homestays and culinary delights by the community, development of local tourism packages, and support from external institutions for development. Several aspects that still need to be improved: community management capacity (hospitality training, digital marketing), coordination between communities (between RWs), development of facilities & infrastructure, fair benefit distribution system, environmental & cultural preservation, as well as ongoing monitoring/evaluation mechanisms.

Community Based Tourism (CBT) emphasizes that the community is the main actor in planning, managing and receiving tourism benefits. A sustainable strategy must include: Full community participation in every stage of development. Direct economic benefits for local residents. Preservation of the local environment and culture. Transparency of governance and equitable distribution of results. Independence and long-term sustainability.

Social/participation: the community is starting to be involved, but not yet fully or evenly across all RWs. Environment & culture: there are not many specific reports showing systematic environmental management or cultural preservation in Bantaragung, so implementation in these two aspects may still be in the early stages. Governance/political participation: joint management mechanisms have not yet been fully formed; The challenges of coordination between RWs show that this aspect is not yet optimal. Some of the potential that Bantaragung Tourism Village has are: Location and natural resources: Bantaragung Village has natural objects such as Cipeuteuy Waterfall and other natural areas which are interesting and become natural tourist attractions. Potential for community inclusion: With tourism development, people in this village are starting to open tourism-related businesses, such as tourism services, homestays, culinary delights and local souvenirs. Institutional support: There is support from agencies such as Bank Indonesia KPw Cirebon which encourages the development of this tourist village as an alternative destination and increases community capacity. Economic potential: With tourist visitors, opportunities for employment and increased community income are opened. For example: "In Bantaragung Village... a tourist attraction... people can become entrepreneurs, open employment opportunities, sell MSME products to help the economy."

Table 1. Monitoring

Sector	Key Strategy	Expected Outcomes
Human Resources and Community Empowerment	Capacity building, Pokdarwis regeneration, and academic assistance	Competent and independent local communities
Tourism Product Development	Diversification of tourism packages and MSME integration	Enhanced tourist attraction and competitiveness
Institutional Strengthening	Capacity enhancement of BUMDes and Pokdarwis	Transparent, accountable, and professional governance
Infrastructure Development	Improvement of accessibility, digital facilities, and eco-friendly infrastructure	Convenient and sustainable tourism destinations
Marketing and Promotion	Digital branding and cultural event organization	Increased tourist arrivals and destination visibility
Environmental Management	Conservation initiatives and waste management systems	Environmental sustainability and positive destination image
Monitoring and Evaluation	Impact assessment and innovation-based improvements	Continuous development and quality enhancement

However, there are a number of challenges that need to be considered: Infrastructure and accessibility: Many rural tourist villages experience problems with adequate road access, transportation, tourism support facilities (parking, sanitation, signage) so that tourists feel comfortable. (Not Bantaragung specific data but common in CBT literature). Human resource and management capacity: Local communities may not be fully trained in tourism management, services, digital marketing, hospitality, and coherent community organizations. The literature states that community participation is not optimal if capacity is low. Coordination and synergy between RWs/communities: In Bantaragung it is said that there are 11 RWs, each of which has potential, so the challenge is to unite work patterns together so that all parts benefit. Sustainability and management: To make tourism a long-lasting economic wheel (not just "hype"), sustainable management, continuous marketing and diversification of tourism products are needed. CBT literature emphasizes the importance of environmental, social, cultural and political aspects in development.

The following are several strategies that can be implemented based on CBT practices and local conditions: Increasing community capacity. Hospitality training, homestay management training, digital marketing & e-commerce for local souvenirs. Establishing a tourism management community consisting of RW representatives, youth, MSMEs for better communication and management. Developing local community-based tourism products. Tour packages that invite tourists to take part in community activities such as gardening, traditional cooking, or local cultural activities. (For example, in Bantaragung: "overnight packages", village lifestyle). Product diversification: apart from natural tourism, add cultural tourism, education, agro-tourism, local crafts. Improving infrastructure & supporting facilities. Road access, signage, parking areas, sanitation, rest areas, places to eat. Ensuring tourists feel comfortable so that visits increase and stay longer. Digital marketing and promotions Creating a website/social media account for Bantaragung Tourism Village, promotional packages, collaboration with travel agents local/regional. Integrating marketing into the Ciayumajakuning, West Java and national tourist markets.

Synergy between stakeholders Collaboration between Regional Government, Bank Indonesia, BUMDes, local communities so that development is sustainable. Organizing RWs so that they have their own "advantages" and joint synergy is said to be a challenge that must be managed. Measuring impact and sustainability Determining economic indicators (MSME income, local employment), social (community participation, tourist acceptance) and environmental (natural conditions, cleanliness). Periodic monitoring so that tourism development is not only temporary.

5. CONCLUSION

Overall research results, Bantaragung Tourism Village has quite large potential to be developed through the CBT concept because natural resources, institutional support and community desires have begun to appear. However, a number of challenges such as community capacity, coordination between communities, infrastructure and sustainability need to be managed well. With the right strategy, community-based tourism development can be an effective tool for improving the economy of local communities in Bantaragung. The implications for the community economy are that with good CBT management, local communities can directly obtain economic benefits such as homestay businesses, local guides, culinary, crafts and tourism services. Tourism activities will open up non-agricultural/remote employment opportunities in the village, so that the local economy can be more diversified. Increasing tourist visits can increase village income through tourists staying, shopping and eating in the village. However, in order for the benefits to be evenly distributed, the participation of the entire community (including RW-RW) is needed and not just a handful of people. If the CBT concept is successful implemented, the local economy can become more independent and not only depend on external flows. CBT Development Strategy in the Bantaragung Tourism Village: Empowerment and Strengthening Community Capacity, Local tourism competency training, Hospitality (guest service, homestay cleanliness, guiding). Financial management of small businesses and BUMDes. Digital marketing, photography, creative content (according to the ADWI award in the "Digital and Creative" category). development of tourist villages. Impact: increasing the capacity of residents so that they are not just "spectators", but main actors in the tourism economy.

Community-Based Tourism Product Development and Attraction Diversification of tourism products: Natural tourism: Cipeuteuy Waterfall, Ciboer Pas, organic rice field tourism. Cultural tourism: local arts, traditional ceremonies, Pakuwon Earth Market festival. Educational tourism: organic farming training, processing of agricultural products, traditional culinary. Experience-based tourism packages (experiential tourism). Tourists participate in planting rice, making wickerwork, cooking Sundanese culinary delights, or staying at residents' homes. Integration of local MSME products, banana chips, forest honey, local coffee and typical culinary delights are made into official village souvenirs. Impact: creating a circular economy in the village and strengthening local identity.

Infrastructure Development and Accessibility: Improving tourist facilities, improving road access to Cipeuteuy Waterfall, signage, parking lots, public toilets and photo spots. Digitizing tourist services. Online homestay reservation system, QRIS for MSME transactions, and digital village tourism maps. Environmentally friendly facilities. Waste management, use of renewable energy, and conservation green areas. Impact: increasing tourist comfort and preserving nature.

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