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## POTENTIAL AND DEVELOPMENT MODEL OF "REGIONAL-SCALE TOURISM VILLAGE" IN BOGOR

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### ABSTRACT

Along with the times, tourism in rural Indonesia has evolved into a tourist village that is increasingly in demand by visitors. Bogor is synonymous with abundant natural scenery in the countryside and has been a tourist attraction for a long time. The study aims to analyze the potential for regional-scale and community-based tourism development in Bogor Regency. This study uses a qualitative research method with a critical descriptive approach, so that the data used are mostly in-depth interviews with key informants supported by observations and literature studies. The data collected were analyzed using thematic and interpretative approaches. The results of the discussion: there are three tourist villages that have the potential to be used as models for regional-scale tourism villages, a small number of tourist villages do not have the same vision to be integrated, and several tourist village pokdarwis there are also not able to work together in developing villages; as well as the management of tourist attractions managed by outside the village. This study can be concluded that based on Buttler's TALC Theory, the position of Cilember Tourism Village, Batulayang Tourism Village, and North Tugu Tourism Village are in a development position. The development model that can be carried out is starting with the common vision and mission of each village, making regulations that are integrative in nature, community-based management, making models and methods of joint marketing, and equitable distribution of results.

### KEY WORDS

Development model, nature tourism village, TALC Buttler theory.

The discussion on village tourism is a very unique theme, as a phenomenon in the implementation of village development. In general, discussing tourism usually relates to a certain place that has an attraction to visit. These places can be beaches, mountains, rivers, caves, historic sites, cultural heritage, and others. This attraction is then associated with tourism activities, so that the terms beach tourism, mountain tourism, river tourism, historical tourism, cultural tourism, religious tourism, natural tourism, and others appear (Umar Nain, 2018).

Tourism villages can be seen by region or region, even by country. If the potential of the village is managed properly, the potential of the village will have an impact on the development of the country which can be identified with the characteristics possessed by a country. This characteristic symbolizes various icons, but can also be through the potential of a village owned by a country (Bambang Suharto and Novianty Djafri, 2017).

It cannot be denied that tourism as a driving force for the economic sector can be a solution for the government in increasing economic development. The tourism sector does not only touch certain economic groups but can also reach the lower classes. Efforts to develop and utilize various tourism potentials can increase employment, community income, regional and state revenues as well as foreign exchange earnings. Given the breadth of activities that must be carried out to develop tourism, it requires support and active participation from the community (Itah Masitah, 2019).

Tourism which is an activity of human movement in making temporary trips, to a place outside the area where they live with the aim of not making a living (Tri Putri Rahmatillah, et



al. 2019). Development of tourist destinations with natural wealth found in tourist destinations can attract people to visit places that have been designed. The development of tourist areas is an alternative that is expected to be able to encourage both economic potential and conservation efforts. The development of tourist areas is carried out by rearranging various potentials and natural and biological wealth in an integrated manner (Imam Rofiki, et al, 2021)

A tourist village is a form of integration between attractions, accommodation and facilities presented in a structure of community life that is integrated with local traditions. Tourism villages are an alternative tourism development approach (Hastuti and Nurul Khotimah, 2017). A tourist village is a rural area that has several special characteristics as a tourist destination (Susyanti, 2013). Residents in tourist village destinations usually still have traditions and culture that are still original. Several supporting factors, such as typical food, agricultural systems, and social systems also characterize a tourist village area. Beyond these factors, nature and the pristine and preserved environment are one of the most important factors in a natural tourism destination (Nono Wibisono, et al, 2020)

In Indonesia, the development of rural tourism can be said to be lagging behind compared to the development of rural tourism in other countries, including America (Gartner, 2004). However, the development of this tourist village has the opportunity to promise different branding because it is not easily replaced (Sutrisno, et al. 2018). The development of a tourist village certainly requires the participation of the local community in all stages of development, which includes the planning, implementation and monitoring stages (Made Heny Urmila Dewi, et al. 2013). Therefore, developing the village's potential as a tourist area must be developed in accordance with the socio-cultural characteristics that are ingrained in the community. The development of this tourist village can be based on local wisdom (Siti Jubaedah and Otto Fajarianto, 2021).

The rapid development of the tourism industry today, infrastructure development that can support the progress of tourism is very much needed. This is due to the tourism sector as one of the sectors that support the increase in regional income. Tourism is a phenomenon that arises because of the interaction between tourists, service providers/tourism industries, and the government in providing facilities and services that support tourism activities. These various interactions form a system that is interconnected with others (N. M. Puriati and G. S. Darma, 2021)

Currently, the tourism village development model is considered to be one of the national development agendas that is quite effective in improving the welfare of the community in the village. The tourism village development program is also considered successful in suppressing the urbanization of rural people to cities. In addition, with the development of tourist villages in an area, it is hoped that clusters of villages will grow which become the basic basis for the various needs of the tourism village concerned (Ari Kurnia, t.t). With the wealth of the sea, flora, fauna, natural and cultural resources, Indonesia is a country that is blessed with abundant natural and cultural charm. If processed properly, this beautiful natural charm of Indonesia can be developed for the tourism industry (Prayudi, et al, 2017).

Landscapes with fertile agricultural soil are an important aspect of people's lives in West Java, so they have great potential for agricultural activities in Indonesia. The awareness of the people of West Java on the importance of agriculture is relatively increasing, especially for environmentally sound agricultural products (Didin Syarifuddin, 2022). Indonesia is a fertile country with various natural resources that have the potential to become a tourist attraction (Rani Wahyuningsih, 2013). This condition is reflected in one of the provinces in Indonesia, namely West Java. West Java has a variety of potential tourist attractions, such as the natural environment, the cultural life of the community which is full of values, norms, and customs. All of this makes West Java an important part of tourism activities in Indonesia, even in the world (Syarifuddin 2020). This paper tries to look at the potential of natural tourism villages in the Cilember, Batulayang, and North Tugu areas, Bogor, West Java and the development model in each of these tourist villages.



## LITERATURE REVIEW

Curie Purnamasari, et al (2005) conducted a study showing that natural resources that include a unique landscape and the beauty of various types of waterfalls as well as various types of flora and fauna that are still natural actually have an attraction to be developed as natural tourism products. However, based on the results of the analysis of visitor respondents and, ecological-based natural tourism products in the Wana Wisata Curug Cilember (WWCC) area still need to be improved. The development of natural tourism products at WWCC, Bogor Regency can be done with the ST strategy in the form of product diversification based on the order of priority consisting of: 1) Products to enjoy waterfalls; 2) Enjoy the natural scenery; 3) Camping; 4) Hiking/mountain climbing; 5) Treatment with waterfalls; 6) Observation of flora; 7) Butterfly observation; 8) Observation of other fauna and 9) Outbound.

The results of research by Nining Latianingsih, et al (2022) show that the Management of Tourism Villages in Cilember has been going well. The community is very active. The availability of facilities and infrastructure has been able to facilitate tourist visits. The roles of the stakeholders are pentahelix as well. However, collaboration with the private sector is needed considering that there is no specific cooperation program yet. To realize optimal tourism village management, specific policies for Cilember Tourism Villages are also needed. The policy can also only be at the village level in the form of Village Regulations covering rules starting from planning to implementation. In addition, it is necessary to include mitigation in dealing with the Covid-19 Pandemic and other disasters.

Asep Syaiful Bahri, et al (2019), the results of his research shows that most people, especially women, understand tourism awareness and tourism potential in Batulayang Village. Overall, the homestay owners have applied the knowledge that has been given during the training. It can be seen that most of the homestays are in a clean condition, have a variety of standard facilities for homestays, and have facilities that are in accordance with homestay standards. Maulana's study (2020) explains that the Batulayang tourist village homestay has tourism potential in economic empowerment by increasing people's income. The tourism-based economic empowerment process basically involves the active participation of the community which aims to create a sustainable and independent tourist village. Homestay as tourism accommodation is an opportunity for the community to take advantage of what they have for tourists who come to visit. They understand that tourism is a source of great income potential if it is managed and utilized properly, so that it will become sustainable tourism in the community.

The study by Dewantara and Susanto (2020) explains that the profession of the majority of the population around Batulayang Village is to market their houses as homestays which are their main source of livelihood. Through the application of the concept of a tourist village, it has raised the community's economy through lodging, small stalls, food stalls, transportation, agriculture, and animal husbandry. In addition, Batulayang village from year to year always gets awards from local to national levels for cleanliness and beauty of the environment and is known to many people. Existing facilities are also quite complete such as mosques, parking lots, toilets, homestays for residents' houses, and boarding houses.

The research study of Khrisrachmansyah and Rafael (2021) shows that Based on the scoring conducted on nine tourist attractions, it was found that there are five attractions that have a feasibility value as a tourist attraction in Tugu Utara Village, including Telaga Saat, Bukit Gerindra, Gunung Nature Tourism, Kencana, Mount Luhur Nature Tourism, and Curug Sawer. Specifically, the potential that can be developed in Rawa Gede Village is Sawer Waterfall, Gunung Kencana Nature Tourism, and Rawa Gede Coffee Garden.

## METHODS OF RESEARCH

This study uses qualitative research methods derived from primary data and secondary data. Primary data which is data obtained by researchers from original sources and the main source that has been used as the object of this research (Muhammad, 2008) is in the form of



interviews with several informants who are in three tourist villages in Bogor Regency which include tourism stakeholders in Cilember Tourism Village, Tourism Village Batulayang, and the North Tugu Tourism Village. Secondary data in this study obtained by researchers not collecting data directly, but taken from other parties (Nasution and Usman, 2006), namely in the form of books, records, existing evidence, or archives, both published and unpublished in general to support research. Determination of informants using a purposive sampling technique approach. Theoretically, purposive sampling is used if the researcher has a personal judgment in selecting the individuals sampled and he views that only certain individuals can represent (representative) because in the opinion of the researcher. These selected individuals know about the population (Suhardi, 2001). In this study, researchers have chosen the names that have been asked to local stakeholders, regarding who will be asked for information through interviews. However, after making an approach and identification based on the informant's human resources, the researchers set a sample of only 6 people who were considered representative of the various resource persons in the three tourist villages studied.

In collecting data, the authors used three methods: First, participatory observation, which is a data collection method used to collect research data through observation and sensing where the observer or researcher is really involved in the respondent's daily life (Noor, 2015), where the researcher makes observations directly to obtain an overview of the three tourist villages, especially those relating to attractiveness, management, marketing, number of tourists, types of visitors and other sectors. Second, in-depth interviews, namely the process of obtaining information for research purposes and question and answer while face-to-face between interviewers and informants or interviewees, with or without using interview guidelines, where interviewers and informants are involved in social life for a relatively long time (Noor, 2015 ). At this stage, the researcher conducted a structured question and answer session with six informants who had insight into three tourist villages in Bogor. Third, documentation study, namely data collection using documents in the form of records of events that have passed (Sugiyono, 2013). In this study, researchers looked for valid data by using data triangulation which included technical triangulation and source triangulation. The data analysis used in this research is field analysis of the Miles and Huberman model, which includes data reduction, data display, and conclusions which are presented in a qualitative descriptive form (Sugiyono, 2013).

The study is limited to the following definition: the model refers to a system that is stated with the notions, which in various ways are simplifications and limitations of the system expressed by the model. The point of simplification and limitation is regarding symptoms and the relationship between symptoms. -the symptoms so that the symptoms and the relationships in the model can be drawn in more detail the point of knowledge obtained in this way can give a better understanding of the processes that occur within a complex system (Schoorl, 1981).

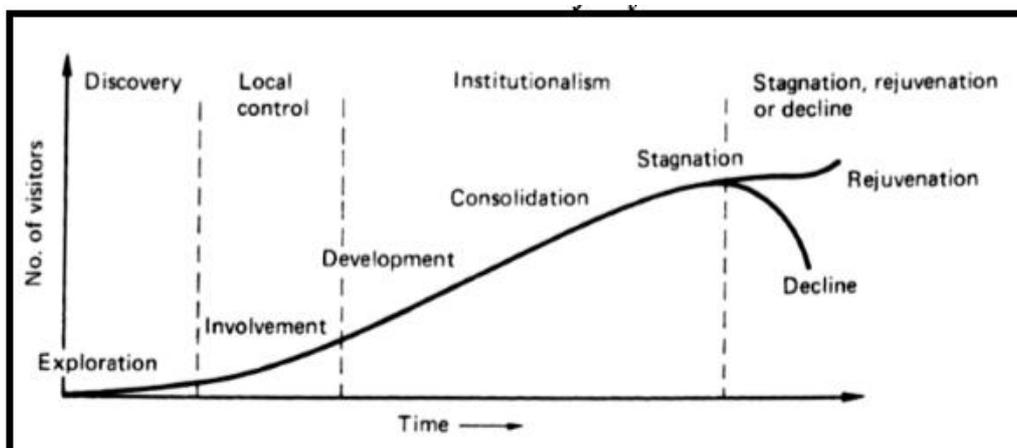


Figure 1 – Tourism Area Life Cycle: Butler's Theory



Development can be interpreted as development which includes management actions with the participation of members to carry out the process of change and development from conditions that are going through ongoing processes and in the end create conditions that are more satisfying for all. According to Husni (2009) there are several kinds of development, namely: a). market development with the aim of marketing products or services to consumers in new market segments; b). product development, useful for surviving, strengthening position and expanding a larger market share by using additional choices of new products or services; c). innovation development, is a strategy to achieve premium margins by creating and accepting new customers or products or services.

Theoretically, this study uses the Tourism Area Life Cycle theory approach, in analyzing the position of tourism there, before further development is carried out. According to Butler, a tourist area will definitely experience a tourism area life cycle which consists of four parts, namely Discovery, Local Control, Institutionalism, and Stagnation, Rejuvenation or Decline (Butler, 1980). The relation between this theory and tourism studies concerns several phases that occur in the development of attributes in destinations with the scope of tourists, accommodation, tourist objects and attractions, accessibility, and tourism amenities (Abdillah et al. 2015).

## RESULTS AND DISCUSSION

*Cilember Tourism Village Potential.* Puncak tourist area is well known to foreign countries. The area not only presents the beauty of art and culture, but also a tourist attraction. The Puncak area has various tourism potentials including natural, cultural and heritage tourism potentials as well as special interests. The natural tourism potential of Bogor Regency has diverse regional conditions with the presence of two large mountains, namely Mount Gede Pangrango and Mount Halimun-Salak, which affect the ecological conditions of each region per sub-district. The potential for natural tourism in the Puncak area is spread over several tourist villages, namely Cilember Village, Batulayang Village and Tugu Utara Village. Each tourist village has superior tourism products which are objects of offer in marketing (Abbas, interview, 17 July 2022).

Cilember Tourism Village has an area of 200ha, which is administratively located in Cisarua District, Bogor Regency, with an area of approximately 7 hectares. This Tourism Village was formed in 2015, which was initiated by a Cilember village community tourism awareness group. Cilember tourist village is flanked by two large rivers, namely the Ciliwung river and the Ciesek river. Cilember, which has another name Jogjogan, has a population of 9,529 people with a total of 2,460 household heads. The types of livelihoods of the people of Cilember Village are farmers, breeders, craftsmen, craftsmen, Civil Servants (PNS), members of the TNI/POLRI, private employees, traders, and mechanics (<https://desawisatacilember.com>, 2022).

The attraction of the Cilember tourist village is the rice field village as a tourist destination. In the tourist village of Cilember there is also a Cilember waterfall. In addition, the tourist village of Cilember has its uniqueness, namely wood waste flower crafts, special arts such as jaipong and pencak silat, as well as special foods: rangginang, chocolate tempe chips, and baso aci. However, the village of Cilember is famous for its natural tourist destinations of waterfalls. Curug name is a waterfall tourism name with management under RPH Cipayung BKPH Bogor. Curug Cilember has its own uniqueness, namely the tourist attraction of waterfalls as many as 7 waterfalls, with the highest rapids of 30 meters. The fourth waterfall is a waterfall that is often visited because it is believed to be efficacious as a drug to stay young, speed up marriage, and can cure diseases. The fourth waterfall is also believed by the community as a bathing place for the princesses from heaven. Cilember has always been famous for the beauty of its waterfall, namely Curug Cilember. The problem in the Cilember tourist village is that the tourist destinations are artificial and the human resources are still very low (Budi, interview, July 17, 2022).

*Batulayang Tourism Village Potential.* Batulayang tourism village is located in Cisarua District with an area of 30 hectares. Batulayang tourism village became a tourism village in



2014 (SK 142.1/62/kpts/HUK.20140). Batulayang tourism village is included in the developed village category, with a population of 430 people and 115 households. The residents of the Batulayang tourism village on average have a livelihood as farmers, craftsmen, private employees, and traders. The status of Batulayang tourism village land is the status of community and Perhutani land with a management system carried out by the community and Perhutani (<https://batulayang-cisarua.desa.id>, 2018).

The location of Batulayang tourism village to the north is bordered by Jogjogan village, to the east by Tugu Utara village, to the south by Puncak Highway, and to the west by Cisarua village. The natural tourist attraction owned by the Batulayang tourist village which is visited by many tourists is the Batulayang twin waterfall and the Cimandala Asmaradana waterfall. Batulayang twin waterfalls are located in the tourist village of Batulayang, formerly the name was Curug Agricon. Twin waterfalls is a waterfall whose existence is not widely known, and is located in a valley with forest stands that are still preserved and conserved. The Batulayang twin waterfalls flow from the Cimandala river as a sub-watershed of the Ciliwung river. Access to the location is very minimal, a sign board with the price of the Batulayang twin waterfall entrance ticket is IDR 15,000/person. While operating hours start from 06.00-18.00 (Iwan, interview 18 August 2022). Meanwhile, Cimandala Asmaradana Waterfall is located in the Kampung Pasir Manggis area, Batulayang village, Cisarua sub-district, with a beautiful panorama. Curug Cimandala Asmaradana is on a hill surrounded by pine forests and waterfalls. Curug Cimandala Asmaradana is an artificial tourist destination with the concept of maintaining natural beauty and local wisdom. This can be seen from the walls which are decorated with waterfalls of fern flower gardens (Imam, interview, 18 August 2022).

*The Potential of North Tugu Tourism Village.* North Tugu Village was founded in 2020, located in Cisarua District with an area of 4,186 hectares. North Tugu Village has a population of 11,048 people with 3,105 families. The majority of people in the village make a living as farmers, breeders, craftsmen, craftsmen, carvers, civil servants, members of the TNI/POLRI, private employees, village honoraries, traders, mechanics, tourism service actors (<https://tuguutara-cisarua.desa.id>, 2016). The North Tugu tourist village has a mission to improve the community's economy and develop natural resource-based businesses, tourism and revitalize the Barokah Bumdes; develop cultural values within the framework of local wisdom; improve the quality of infrastructure, the integration and connection of roads between regions and roads between villages; improve infrastructure facilities and environmental management of community settlements; and improve the accessibility of community members in the fields of education and health; and realizing good, transparent and accountable governance (Renold, interview 17 July 2022).

The natural tourist attractions in Tugu Utara village are Mount Kencana, Mount Luhur, Talaga Saat, and Batu Gede Cisuren waterfall. Tugu Utara village carried out a mapping system for tourist destinations to make it easier to make tour packages and travel patterns. The following are some of the natural tourist destinations owned by Tugu Utara, namely 0 KM Ciliwung Lake Tourism, Batu Gede Cisuren Waterfall Tourism, Mount Kencana Tourism, and Tourism Mount Luhur (<https://tuguutara-cisarua.desa.id>, 2016). Travel Telaga Saat 0 KM Ciliwung is located at Kp. Cibulao Rt. 02/06. Telaga Saat nature tourism presents natural scenery that is very exotic and soothing and gives a calming impression. Apart from being a tourist destination, Telaga Saat is also the "0" point for Ciliwung and as a flow of water to the village area. Batu Gede Cisuren Waterfall Tour is located at Kp.Cisuren Rt 04/04. Batu Gede Cisuren Waterfall presents a natural atmosphere of a waterfall with a height of up to 30m, and there are also camping ground facilities and water tourism (<https://tuguutara-cisarua.desa.id>, 2016).

Mount Kencana Tourism is located in an HGU (cultivation right) area, which is currently being managed by Mr. Cecep. One of the attractions of Gunung Kencana Tourism is the Sambalado bridge, which comes from a tree in the forest, but has few signs with directions; the road leading to the rocky and steep location; trash bins are not maintained and very few; has two booths for culinary; two resident's houses; one public toilet consisting of 3 places with less than optimal conditions; and the guest book is very simple (Mulyadi, interview, 17



July 2022). Meanwhile, Mount Luhur tourism is in the HGU (Hak Guna Usaha) area, which is currently being managed by Mr. Mulyadi as the head of management for the camping ground. However, the road leading to Mount Agung is steep and rocky and there is little signposting. The problem in Tugu Utara is the management of tourist destinations related to destination policies in conservation and plantation locations related to accessibility.

*Cilember Tourism Village Management Model.* Cilember's natural tourism village has tourism village institutions, tour guide groups, craft studio groups, cultural arts groups, typical food groups, homestay groups, photography services groups and tourism village cooperative groups greetings prosperous medals. The social groups in the tourist village of Cilember are tourism village institutions with a workforce of 20 people, tour guide groups as many as 3 groups with a workforce of 8 people, craft studio groups 6 groups with a total workforce of 50 people, cultural arts groups as many as 3 groups, 3 groups of typical food groups, homestay groups, photography service groups and tourism village cooperatives. The Cilember tourist village management model is carried out by the village through Pokdarwis in the tourist village (Abbas, interview, 17 July 2022).

Tourism villages can operate with the participation of all parties in their management. To determine the level of participation, it is necessary to identify the parties involved. Directly and indirectly the stakeholders who have a role in the tourism village and have an impact on the tourism activity management system. Policies taken for tourism development in villages will affect the success of sustainable tourism development. The parties involved are the community, government, private sector, academics, and the media (Budi, interview, 17 July 2022).

The community is the driving force for all tourism activities in Cilember. Asdewi (Association of Indonesian Tourism Villages) Bogor Regency as a unit of tourism village driving group at the district level helps the development of information and human resources. The Cilember Village Government is the government representative who is closest to the community and part of the community as a supporter and driver of tourism village development efforts. So far, the role of the local government of Bogor Regency is the validation of the Cilember Tourism Village.

Meanwhile, there are no special programs initiated by the private sector except for CSR. From the academic side, the Jakarta State Polytechnic organizes research, community service, and development in the management of tourist villages as well as other empowerment activities to improve the living standards of rural communities. The University of Indonesia has also conducted research on the role of women in Cilember. Local online media also played a role as news anchors (Nining Latianingsih, t.t).

*Batulayang Tourism Village Management Model.* Batulayang tourist village has lodging facilities (homestay), and has been established since 2017 with a total of 35 homestays. Homestay is a resident's house that is used as a place to stay by tourists. The homestay is well managed. This is evidenced by the formation of an organizational structure consisting of the head of the tourist village, treasurer, secretary one (1), seven (7) members, tourist village programmer, members, consumption, secretary two (2), culinary arts, cultural arts, homestay manager and youth leader. And the Batulayang tourist village also has six (6) public toilet facilities (<https://batulayang-cisarua.desa.id>, 2018).

Tourism village institutions related to the management of the Batulayang tourist village, tour guide groups (local guides), craft studio groups that make knitting crafts and plastic waste crafts, cultural arts groups that focus on the art of jaipong dance, special food groups, namely Batulayang specialty drinks and Liwet is typical of Batulayang, the homestay group consists of 32 homestays and the Photography Service and Environmental Community (Ade, interview, 18 August 2022) group.

Batulayang Tourism Village has natural tourism potential, namely the twin waterfalls of Batulayang, but it has not been managed optimally because access to the location is still in the form of soil. And this requires a guide to go to the location, but not all of the guides have a license. The management model of the Batulayang tourist village is carried out by the village through Pokdarwis in the tourist village. Community participation in Batulayang Tourism Village is very active in social activities and tourism activities. They understand that



a homestay is a residence that tourists use to stay and interact with the owner of the house. The result of the empowerment process is the creation of active community participation in managing the homestay of Batulayang Tourism Village and they synergize with each other which is manifested as follows (Imam, interview 18 August 2022):

First, the development of Group Institutions. Public awareness is built through motivation and socialization provided by the group institutional process carried out by the Tourism Drive Group (KOMPEPAR) of tourist villages and village administrations, and in collaboration with the Bogor Tourism Office and Podomoro University. Through these groups, public awareness is awakened about the great natural potential which if managed into a tourism destination it will be able to increase economic income for the community. Second, Human Resource Development. Researchers analyzed that human resources in Batulayang Tourism Village started from people who did not know what homestays were and how, now people know and are able to manage homestays well. With the development of the Batulayang Tourism Village homestay, the community has learned a lot about communication, from the ordinary in welcoming tourist guests, then the community learns to deepen the 3S (Smile, Greet and Greeting). Third, Productive Business Development. Productive business development is realized by building the capacity of the Batulayang Tourism Village community by providing power or power to the community, so that they have the ability to manage tourism destinations. Fourth, increase in income. The presence of a homestay in the Batulayang Tourism Village provides economic changes in the community. In addition, the presence of a homestay also makes the environment clean and well maintained. Empowerment of homestays in Batulayang Tourism Village occurs gradually.

*North Tugu Tourism Village Management Model.* Tugu Utara tourist village is equipped with tourism supporting facilities such as fifteen (15) homestay units that have been established since 2019, ten (10) restaurant units, three (3) craft industries, and an organizational structure consisting of Chairperson, Deputy, Secretary, Treasurer and Member (Renold, interview 17 July 2022). If you start from Cibinong, you can use the Cibinong-Terminal Bus from Baranang Siang Bogor to the Cibinong Department Bus from Baranang Siang-Ciawi to the tourist village of North Tugu. After arriving in Ciawi, continue with public transportation heading Sukasari-Cisarua with the aim of The Ciliwung Plantation Monument.

The Tugu Utara tourism village has a tourism village institution, tour guide groups, craft studio groups, arts and culture groups, special food groups, homestay groups, photography service groups and LMDH (Forest Village Community Institute). In addition, the management model for the Tugu Utara tourism village is carried out by the village through Pokdarwis in the tourist village (Taufik, interview, 17 July 2022).

The management of the three tourist villages above is carried out by Pokdarwis in the tourist village. Marketing only relies on social media. However, in Cilember there was no progress. Batulayang tourism village is marketed through social media but is not growing. Meanwhile, the North Tugu tour package follows the existing market share. The budget comes from the village and the tourism village manager. For the distribution of results according to the MoU.

## CONCLUSION

The potential of the Cilember tourism village is the village of rice fields, Cilember waterfalls and has a unique form of wood waste flower crafts, typical arts in the form of jaipong and pencak silat, as well as typical food rangginang, chocolate tempeh chips, and baso aci. The problems in this tourist village are that the tourist destinations are artificial and the human resources are still very low. The Cilember tourism village management model is carried out by the village through Pokdarwis in the tourist village.

The potential of the Batulayang tourism village is twin waterfalls (Curug Batulayang and Curug Cimandala Asmaradana). Curug Cimandala Asmaradana is on a hill surrounded by pine forests and waterfalls. Curug Cimandala Asmaradana is an artificial tourist destination with the concept of maintaining natural beauty and local wisdom. The



management model for the Batulayang Tourism Village is carried out by the village through Pokdarwis in the tourist village.

The potential of the North Tugu tourist village is Mount Kencana, Mount Luhur, Talaga Saat, and the Batu Gede Cisuren waterfall. The problem in Tugu Utara is the management of tourist destinations related to destination policies in conservation and plantation locations related to accessibility. The management model for the Tugu Utara tourism village is carried out by the village through Pokdarwis in the tourist village. This study can be concluded that based on Buttler's TALC Theory, the position of the Cilember Tourism Village, Batulayang Tourism Village, and the North Tugu Tourism Village are in a development position, but at the stage where it will be developed as a regional-scale tourism village they are in an exploration position. The development model that can be carried out is starting with equalizing the vision and mission of each tourist village, making regulations that are integrative, local community-based management, creating models and methods of joint marketing, and sharing equitable results.

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