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DEVELOPMENT STRATEGY OF COMMUNITY-BASED TOURISM IN TARO TOURISM VILLAGE, GIANYAR, BALI

Deva Yanti¹, I Made Sara², Putu Ayu Sita Laksmi³

^{1,2,3}Master of Management Postgraduate Program, University of Warmadewa, Indonesia

Corresponding author: Deva Yanti
 E-mail: niwayandevayanti@gmail.com

Abstract:

Community-based tourism development is a strategic approach to promoting sustainable tourism by positioning local communities as the primary stakeholders. This study aims to analyze the internal and external factors influencing the development of community-based tourism in Taro Village, as well as to examine the role of the local community in the processes of planning, implementation, monitoring, and utilization of the outcomes of tourism village development. The study employs a qualitative approach using a descriptive research design. Data were collected through observation, in-depth interviews with key informants, and documentation review. Data analysis was conducted by examining internal and external factors within the framework of strengths, weaknesses, opportunities, and threats (SWOT) analysis. The findings indicate that the internal factors supporting the development of Community Based Tourism in Taro Village include the abundance of natural, cultural, and spiritual resources, strong social capital, and active community participation in tourism-related activities; however, the development of Community Based Tourism still faces several internal weaknesses, such as limited human resource capacity, suboptimal tourism management, and inadequate supporting facilities and infrastructure. From an external perspective, opportunities for Community-Based Tourism development are driven by the increasing interest of tourists in cultural- and sustainability-oriented tourism and supportive government policies, while the existing threats include competition among tourism destinations, shifting tourism trends, and potential environmental degradation. This study concludes that community-based tourism development in Taro Village has significant potential for sustainable development, provided that it is supported by capacity building for local communities, the strengthening of local institutions, and enhanced synergy among the community, government, and relevant stakeholders.

Keywords: Community-Based Tourism, Community Participation, Internal and External Factors, Taro Village

INTRODUCTION

Indonesia is an archipelagic country endowed with abundant natural resources, biodiversity, cultural heritage, and traditional customs, which constitute fundamental capital in the development of the tourism sector. Pursuant to Law Number 10 of 2009 concerning Tourism, tourism is defined as a range of tourism-related activities supported by facilities and services provided by communities, business actors, the government, and regional governments. From an academic perspective, tourism is understood as the study of human travel and its impacts on socio-cultural, economic, and physical environmental aspects (Gartner et al., 2012).

Bali is one of Indonesia's leading destinations, endowed with diverse natural, cultural, and artificial tourism potentials, including mountains, beaches, hills, and rice fields as natural

attractions; temples, traditional customs, arts, and a way of life deeply rooted in local values as cultural assets; and various modern tourism attractions as manifestations of its developed tourism infrastructure. Administratively, Bali consists of eight regencies and one municipality, one of which is Gianyar Regency, widely recognized as a center of arts and culture that has developed into a prominent tourist destination since the arrival of the German artist Walter Spies in the 1920s, attracting both domestic and international visitors. One of the potential areas within Gianyar is Taro Tourism Village, located in Tegallalang District, which possesses natural tourism assets in the form of expansive rice fields, waterfalls, and a well-preserved environment. From a cultural perspective, the village is home to Pura Gunung Raung as a center of spiritual activities for the local community, alongside various traditional customs and well-preserved local arts. A distinctive attraction of the village is the presence of the Lembu Putih (White Ox), which is regarded as sacred and holds significant spiritual value for the community; it serves not only as a village icon but also as a spiritual symbol reinforcing Taro's identity as one of the oldest villages in Bali while offering a culturally and spiritually based tourism experience. In addition, artificial potentials such as educational tourism, recreational attractions, and community-based creative activities further enhance the village's appeal, although challenges remain, including suboptimal road access and limited management capacity.

The development of tourism in Taro Tourism Village is directed toward the concept of Community-Based Tourism (CBT), a tourism model that positions the local community as the primary actor as well as the main beneficiary. Unlike conventional tourism, CBT emphasizes environmental sustainability, cultural preservation, and equitable distribution of economic benefits. However, its implementation continues to face several challenges, including limited human resource capacity, inadequate utilization of digital marketing, and suboptimal collaboration among stakeholders. The implementation strategy of CBT in Taro Tourism Village should therefore focus on community empowerment through skills training, institutional strengthening of the Tourism Awareness Group (Pokdarwis), the development of education- and experience-based tourism packages rooted in local potential, and the application of environmentally friendly principles. In addition, digital-based marketing strategies and village branding as a community-based tourism destination need to be further enhanced. Participatory monitoring and evaluation are also essential to ensure that economic, social, and cultural benefits are sustainably realized. With the appropriate strategic approach, the development of Community-Based Tourism in Taro Tourism Village is expected to enhance the destination's competitiveness while simultaneously improving community welfare without compromising environmental sustainability and the preservation of local culture. This study aims to explore the implementation of CBT in sustainable tourism development and to formulate appropriate strategic recommendations for Taro Tourism Village.

Tourism Destination Development. According to Dimitrios Buhalis (2000:98), a tourism destination must possess six primary components, known as the 6A concept: Attraction, Accessibility, Amenities, Available Packages, Activities, and Ancillary Services (such as institutional support and destination management organizations). These six components are interrelated in creating a high-quality and sustainable tourism experience. In the context of this study, the 6A framework is relevant for analyzing the development of Community-Based Tourism (CBT) in Taro Tourism Village, as the village possesses natural and cultural attractions (attractions), yet continues to face challenges in terms of accessibility, tourism package development, and institutional strengthening (ancillary services). By applying the 6A framework, this study is able to identify which



components have been optimized and which require further development in order to enhance the competitiveness and sustainability of Taro Tourism Village as a community-based destination.

Community-Based Tourism (CBT). The theory of Community-Based Tourism (CBT) can be applied to analyze the role of the local community in tourism development within Taro Tourism Village by emphasizing the active involvement of residents as primary stakeholders in the management and development of the destination. Through the CBT framework, it is possible to examine how the community of Taro Tourism Village participates in planning, decision-making, and the implementation of tourism activities, thereby ensuring that economic, social, and cultural benefits are more equitably distributed among the village residents.

Development Strategy. According to Akdon (2007:4), the term strategy is derived from the Greek word *strategia*, which refers to the art of a general in organizing and directing warfare. In an organizational context, strategy is understood as a tool or framework employed to achieve objectives by directing and controlling various choices and actions. Strategy encompasses a series of integrated and coordinated commitments and measures designed to optimize existing competencies in order to attain competitive advantage and to determine the direction of organizational development effectively.

Community Empowerment Theory. According to Robert Chambers (1995), empowerment is a process of enhancing people's capacities so that they are able to determine their own life choices, participate actively in development processes, and exercise control over decisions that affect their lives. This theory reinforces the concept of Community-Based Tourism (CBT), as community participation can only be effective when supported by empowerment initiatives, including capacity building, training, and increased awareness. Therefore, empowerment serves as an intervening variable linking CBT to the successful implementation of development strategies.

Sustainable Tourism Theory. According to Edward Inskeep (1991), sustainable tourism refers to tourism development that meets the needs of present tourists and host destinations while simultaneously protecting and enhancing opportunities for future generations. In the context of Taro Tourism Village, this theory serves as an essential analytical foundation for assessing the extent to which tourism activities are able to improve community welfare without compromising cultural values, local traditions, and environmental sustainability.

The conceptual framework of this study is illustrated as follows.

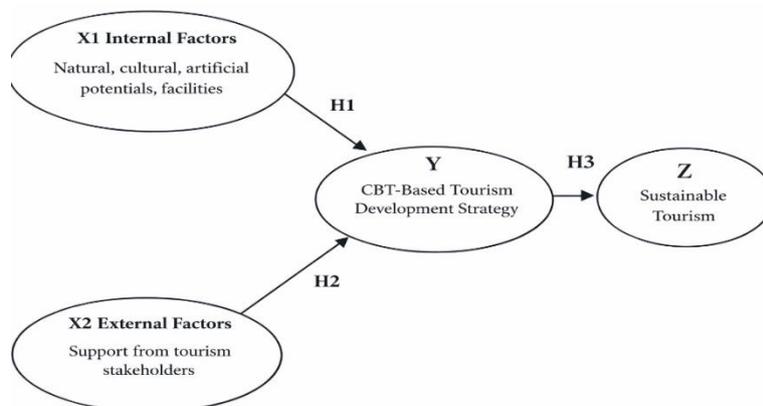


Figure 1. Conceptual Framework



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METHODS

This study employs a descriptive qualitative approach aimed at analyzing the implementation of Community-Based Tourism (CBT) in the development of tourism in Taro Tourism Village. This approach was selected because the research focuses on gaining an in-depth understanding of the role of the community, development strategies, and the current conditions of community-based tourism management. The data utilized in this study consist of primary and secondary data. Primary data were obtained through direct field observations and in-depth interviews with informants selected using purposive sampling techniques, including tourism village managers (Pokdarwis), village officials, tourism business actors, and community members involved in tourism activities. Meanwhile, secondary data were collected from official village documents, government reports, books, scientific journals, and regulations related to tourism development and CBT. Data collection techniques included observation, interviews, and documentation. Data analysis was conducted using an interactive analysis model, which comprises data reduction, descriptive data presentation, and conclusion drawing to formulate appropriate CBT-based tourism development strategies in accordance with the village's conditions. To ensure data validity, this study applied source and technique triangulation by comparing findings from interviews, observations, and documentation to verify the validity and consistency of the data.

RESULT AND DISCUSSION

The Potential of Taro Tourism Village. Based on the findings of this study employing a descriptive qualitative approach in Taro Tourism Village, it was identified that the implementation of Community-Based Tourism (CBT) has been carried out through active community involvement in various aspects of tourism management. Such involvement is reflected in community participation in tourism planning through village deliberation forums, operational implementation, such as the management of homestays, local guiding services, culinary enterprises, as well as engagement in the preservation of traditions and customary activities that constitute key tourist attractions. The Tourism Awareness Group (Pokdarwis) serves as the primary driving force in coordinating tourism activities, although its managerial and organizational capacities require further strengthening. In terms of potential, Taro Tourism Village possesses natural, cultural, and spiritual attractions that support community-based tourism development. The presence of expansive rice field landscapes, well-preserved traditional customs, and the iconic Lembu Putih constitute the village's principal strengths in attracting visitors. However, field observations indicate that accessibility and supporting infrastructure, including road conditions and directional signage, remain in need of improvement.

Furthermore, the utilization of digital marketing has not been fully optimized, resulting in limited promotional outreach for the tourism village. Interview findings also reveal that community members have experienced economic benefits from tourism activities, particularly through increased income derived from homestay businesses, the sale of local products, and tour guiding services. Nevertheless, the distribution of economic benefits has not been entirely equitable and remains dependent on the level of individual participation in tourism-related activities. From a sustainability perspective, the community demonstrates a relatively strong awareness of environmental and cultural preservation; however, improvements in waste management systems and the regulation of tourism carrying capacity are necessary to prevent potential negative impacts in the future.



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The Role of the Community in the Development of Taro Tourism Village. Community participation in the development of Taro Tourism Village reflects the implementation of the principle of genuine participation, whereby the community acts as the primary subject throughout all stages of tourism development. At the planning stage, community members actively engage through village deliberation forums, customary meetings, and the establishment of the Tourism Awareness Group (Pokdarwis) in 2017 to explore and identify tourism potential in each hamlet. Decision-making processes are conducted participatively by incorporating community aspirations, ensuring that tourism development aligns with cultural values, local wisdom, and the needs of residents. During the implementation stage, the community serves as the principal actor in managing nature-based, cultural, and spiritual tourism attractions, including roles as local guides and managers of tourism packages themed around eco-spiritual destinations. It demonstrates that tourism management is conducted independently by the community, although it continues to face constraints related to limited human resource capacity, particularly in management, digital marketing, and foreign language proficiency. In terms of supervision and evaluation, community members contribute to ensuring that tourism activities are carried out in accordance with customary values, local regulations (awig-awig), and principles of environmental and cultural sustainability through village deliberation forums and the involvement of traditional leaders. Evaluation processes are conducted participatively to assess economic, social, and environmental impacts, although technical capacity in data-based monitoring requires further enhancement. With regard to benefit distribution, the community derives tangible advantages, including employment opportunities as tour guides and tourism staff, as well as support for the continuity of customary and religious activities. Overall, the role of the community in Taro Tourism Village reflects the implementation of Community-Based Tourism oriented toward empowerment and sustainability; however, further strengthening of institutional capacity and organizational management remains necessary to enhance the effectiveness of tourism village governance.

Internal and External Factors Influencing the Development of Community-Based Tourism in Taro Tourism Village. Based on the SWOT analysis, the development of Community-Based Tourism in Taro Tourism Village demonstrates its primary strengths in the richness of cultural heritage, customary traditions, and spiritual values that continue to be actively practiced and consistently maintained by the community. The concept of an eco-spiritual destination constitutes a distinctive competitive advantage, integrating nature, culture, and spirituality authentically (Heykal et al., 2024). The high level of community involvement as local guides, homestay operators, and tourism attraction providers further reinforces the principles of Community-Based Tourism (CBT), whereby the community serves as both the principal actor and the primary beneficiary. Nevertheless, several internal weaknesses remain evident, including limited human resource capacity, suboptimal management and digital marketing practices, uneven levels of community participation, and institutional coordination that has not yet been fully integrated.

From an external perspective, development opportunities are supported by the growing trend of sustainable tourism, increasing interest in nature-based and spiritual tourism, and government programs promoting the development of tourism villages. Opportunities for collaboration with travel agencies, academic institutions, and tourism stakeholders may also broaden market access and enhance destination visibility. However, several external threats must be considered, including the potential dominance of external parties, competition with other tourism villages in Bali, and global risks such as economic crises, pandemics, and environmental degradation. In addition,



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internal challenges arise from the migration of young labor to urban areas outside the village, thereby necessitating strategic efforts to create sustainable local employment opportunities.

Based on the combination of SWOT factors, the development strategy is directed toward optimizing cultural and spiritual strengths through the creation of integrated tourism packages, the digitalization of promotional activities, the enhancement of human resource capacity, and the strengthening of local institutions such as Village-Owned Enterprises (BUMDes) or tourism village cooperatives.

In general, Taro Tourism Village can be categorized as being in the development stage, as indicated by the establishment of tourism packages, active community involvement, and government support, although service standardization and management systems still require further improvement. Therefore, future development should emphasize sustainability, equitable distribution of benefits, and the regulation of tourism carrying capacity to ensure stable growth without compromising ecological integrity and local cultural values.

Table 1. Development Stages of Taro Tourism Village

Development Stage	Characteristics	Condition of Taro Village	Remarks
Exploration Stage	Attractions begin to be recognized; limited visitors; no professional management yet	✗ Has passed this stage	Taro Village is already known through the White Ox attraction and its natural and spiritual tourism activities.
Involvement	Initial tourist attractions available; limited promotion; community begins to participate	☑ Tends to be at this stage	Attractions such as trekking, cultural experiences, and spiritual tourism are available; however, digital promotion and management remain suboptimal.
Development Stage	As infrastructure develops, more intensive promotion and broader cooperation networks	△ Moving toward this stage	Government support and eco-spiritual tourism trends have emerged; however, marketing systems and infrastructure still require strengthening.
Consolidation Stage	Professional management system; strong branding; stable market share	✗ Not yet fully achieved	Branding and positioning as an eco-spiritual destination still need reinforcement.
Stagnation / Stable Stage	Stable visitor numbers; risk of overtourism	✗ Not yet	The village is still in the development phase and has not experienced overtourism.

Source: Yanti, 2026

Potential and Feasibility of Developing Taro Tourism Village. Taro Tourism Village possesses strong and diverse tourism potential, encompassing natural, cultural, and artificial resources. The presence of attractions such as Pura Gunung Raung, well-preserved customary traditions, and expansive rice field landscapes indicates that the village fulfills the essential components of destination development (6A). These conditions demonstrate that Taro Tourism Village is feasible for further development as a Community-Based Tourism (CBT) destination. However, the utilization of these potentials remains suboptimal and requires more integrated, structured, and sustainable management.



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The Role and Participation of the Community in the Implementation of CBT. The community of Taro Tourism Village has demonstrated active involvement in tourism development through the management of tourist attractions, cultural preservation initiatives, and the provision of services such as homestays, local guiding, and micro, small, and medium enterprises (MSMEs). The existence of the Tourism Awareness Group (Pokdarwis) and the strong tradition of cooperation (gotong royong) constitute important social capital in supporting the implementation of CBT. Nevertheless, community participation has not yet been evenly distributed, and limitations in human resource capacity persist. Therefore, further empowerment efforts and a more equitable distribution of roles are necessary to ensure that tourism benefits are fairly shared.

Internal and External Factors in the Development Stage. The development of CBT in Taro Tourism Village is influenced by strengths such as rich tourism potential, well-preserved cultural values, and strong community social capital. However, weaknesses remain in terms of human resource capacity, institutional coordination, and marketing practices. Externally, opportunities arise from the growing trend of sustainable tourism and supportive government policies, while threats stem from competition among tourism villages and the risks of environmental and cultural degradation. Based on these conditions, Taro Tourism Village is positioned at the development stage, thereby requiring participatory strategies that optimize strengths and opportunities while minimizing weaknesses and threats.

CONCLUSION

The development of Community-Based Tourism (CBT) represents a strategic approach to achieving sustainable tourism development by positioning local communities as the primary actors in the planning, management, and utilization of tourism benefits. Taro Tourism Village possesses diverse tourism potentials, encompassing natural, cultural, and spiritual attractions, such as the presence of Pura Gunung Raung, well-preserved customary traditions, and expansive rice field landscapes that support experience-based tourism. However, its development continues to face several challenges, including limited human resource capacity, suboptimal institutional coordination, and competition among tourism villages. Therefore, a comprehensive analysis of the village's potential, the role of the community, and internal and external factors is essential in formulating participatory and sustainable CBT development strategies.

Recommendations.

1. The village government and tourism village management are advised to strengthen community-based tourism governance through integrated planning, improved institutional coordination, and the sustainable management of local potentials.
2. Local community members are encouraged to enhance their capacities through training in foreign languages, tourism services, and the utilization of digital technology to ensure broader participation and a more equitable distribution of economic benefits.
3. The regional government and relevant stakeholders are expected to provide support in the form of training, technical assistance, and promotional initiatives grounded in CBT principles, as well as to encourage further research aimed at comprehensively evaluating the sustainability impacts of tourism village development.

Limitations.

1. This study focuses solely on Taro Tourism Village; therefore, its findings have limited generalizability to other tourism villages with different characteristics and contextual conditions.



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2. The descriptive qualitative approach employed in this research does not allow for a detailed quantitative measurement of economic, social, and environmental impacts.
3. The limited duration of the study restricts the analysis from comprehensively examining the long-term development dynamics of the tourism village.

Recommendations for Future Research. Future studies are recommended to examine more comprehensively the economic, social, and environmental impacts of the implementation of Community-Based Tourism (CBT) in Taro Tourism Village by employing a mixed-methods approach in order to obtain more comprehensive and measurable results. Furthermore, subsequent research may develop a sustainability evaluation model for tourism villages that incorporates indicators of community participation, equitable distribution of economic benefits, and the preservation of cultural and environmental resources. Comparative studies with other tourism villages are also essential to identify best practices that can be adapted to strengthen community-based tourism development strategies in Taro Tourism Village.

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