

## Strategies to Develop Cemagi as a Community Based-Tourism Village and to achieve the status as an Independent Tourism Village in Bali

Gusti Ayu Putu Bella Harta Ningsih<sup>1\*</sup>, Anom Hery Suasapha<sup>2</sup>, Dewa Ayu Nyoman Aridayanti<sup>3</sup>

Politeknik Pariwisata Bali

**Corresponding Author:** Gusti Ayu Putu Bella Harta Ningsih

[bellaharta@gmail.com](mailto:bellaharta@gmail.com)

---

### ARTICLE INFO

*Keywords:* Village, Tourism, Tourism Village, Independent Tourism Village, Community Based

*Received :* 01 August

*Revised :* 21 August

*Accepted:* 22 September

©2024 Ningsih, Suasapha, Aridayanti: This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



### ABSTRACT

This research aims to design strategies for developing Cemagi Tourism Village as a community-based and Independent Tourism Village. A qualitative and descriptive approach was used in this research. The primary data was collected through interviews with informants who were chosen purposively. Observation and documentation were also used to collect the primary and secondary data. The results found 13 indicators of strengths, 10 of weaknesses, 6 of opportunities, and 3 threats for Cemagi Village to be recognized as an Independent Tourism Village based on Community-Based Tourism Concepts. The analysis also recommends implementing the SO Strategies that Cemagi Tourism Village can carry out as an independent community-based tourism village. The strategies are: 1). Optimizing potential development as a community-based tourist attraction, 2). Creating combined tour packages, 3). Providing daily performances, 4). Asking for government assistance, 5). Increasing the availability of homestays, 6). Providing cultural festivals, 7). Empowering the local community, 8). Increasing promotion, 9). Creating tour packages, 10). Designing a masterplan, and 11). Designing collaborative content for marketing purposes.

## **INTRODUCTION**

Indonesia has a rich combination of cultures and natural resources, which are the principal capital needed to improve the community's welfare. The resources manifest in various tourist attractions visitors can enjoy (Ansori, 2015), thus making Indonesia and Bali in particular one of the most popular tourist destinations in the world.

One of the right choices in tourism development is to form a rural area that can be used as a tourist attraction commonly known as a tourist village (Astara et al., 2019). Based on Badung Regent Regulation No. 47 of 2010, concerning the Determination of Tourism Village Areas in Badung Regency, article 1, number (6) tourism villages are areas of natural preservation of the ecosystem environment and traditional cultural nodes of the community by not inhibiting the development of its citizens to improve their welfare through tourism businesses.

Tourism village is a form of community-based and sustainable tourism development (Dewi et al., 2013). Through the development of tourism villages, it is expected that there will be equalization in accordance with the concept of sustainable tourism development. In addition, the existence of tourism villages makes tourism products more valuable (Dewi et al., 2013).

The Ministry of Tourism and Creative Economy / Tourism and Creative Economy Agency (Kemenparekraf / Baparekraf) launched the development of tourism villages referring to the concept of Sustainable Tourism. Sustainable Tourism is tourism that pays attention to environmental, social, cultural, and economic impacts for the present and future, both for local communities and tourists ([www.kemenparekraf.go.id](http://www.kemenparekraf.go.id), 2023).

Community-based tourism is one type of tourism that uses community participation as the main element in tourism in order to achieve sustainable tourism development goals (Telfer & Sharpley, 2008). The community-based tourism development model is also contained in Law Number 10 of 2009 concerning Tourism in Article 2 and Article 5. Article 2(g) explains that tourism is organized based on participatory principles and in article 5(e) it can be seen that tourism is organized with the principle of empowering local communities which is appropriate and in line with the community-based tourism development model. Therefore, community participation is essential prerequisite for the success of tourism development.

The development of tourism villages has been attempted in various regions in Bali, especially in Badung Regency. Tourism for Badung Regency is the most favored sector, and contributes the most to Badung Regency's PDRB. Badung Regency has developed 17 Tourism Villages out of 62 existing villages. Cemagi Tourism Village is one of the tourism villages located in Badung Regency, Bali. According to Tourism Village Network (Jadesta), Cemagi Village is a tourist village that has the status of a pioneer tourist village and has natural beauty and unique culture.

Cemagi Village is designated as one of the Tourism Villages in Badung Regency out of 17 tourism villages based on Regent Regulation Number 22 of 2021 concerning Amendments to Regent Regulation Number 47 of 2010

concerning the Determination of Tourism Village Areas in Badung Regency. The development of Cemagi Tourism Village from the beginning of its establishment as a tourist village has been very rapid where within two years Cemagi Tourism Village has been able to enter the top 500 ADWI (Anugerah Desa Wisata Indonesia) 2023. (<https://jadesta.kemendparekraf.go.id>).

Based on an interview with Mr. Hendar as *Perbekel* or the head of Cemagi Village in February 2024, he said that since it was established as a Tourism Village, the community in Cemagi Tourism Village has been very enthusiastic in the economic sector, especially UMKM, but there is no specific strategy that invites the community to take part in it. Cemagi Tourism Village has hopes that in the future it can become a developing, advanced to Independent Tourism Village which of course can also have a positive impact both in terms of economy, environment and social for the community in Cemagi Tourism Village.

Therefore, this research will attempt to produce a strategy to develop Cemagi Tourism Village so that its status does not stagnate in the pilot tourism village and can develop into an Independent Tourism Village. This research is expected to help generate strategies to develop a sustainable Cemagi Village. Tosun and Timothy (2003) in Adikampana (2017) state that an important aspect of sustainable tourism is the emphasis on community-based tourism. Where this approach focuses more on the participation of local communities in the planning and development of tourism destinations.

## LITERATURE REVIEW

### 1. Strategy

Chandler (1962) in Rangkuti (2006) defines that strategy is a tool to achieve corporate goals in relation to long-term goals, follow-up programs and resource allocation priorities.

### 2. Tourism Village

Tourism village is a village administrative area in which there are various community communities with all the potential and uniqueness in the form of tourist attractions, culture, local cultural wisdom that can have a positive impact on the community, economy, and environment (Tourism Guidebook, 2019).

Based on the 2021 Tourism Village Guidebook, the development of Tourism Villages can be described in 4 categories, namely Pioneering, Developing, Advanced and Independent. The classification of the tourist village category is determined based on the following criteria:

- a. Pioneer Tourism Village: 1) There is still potential that can be developed to become a tourist destination, 2) The development of tourist infrastructure is still limited, 3) There are no/still very few tourists who visit and come from the surrounding community, 4) Public awareness of tourism potential has not yet grown, 5) Assistance from related parties (government, private) is needed, 6) Utilizing Village Funds for the development of Tourism Villages and 7) The management of tourism villages is still local to the village.
- b. Developing Tourism Village: 1) It has begun to be recognized and visited by the surrounding community and visitors from outside the region,

- 2) There has been development of tourism infrastructure and facilities, and 3) Jobs and economic activities have begun to be created for the community.
- c. Advanced Tourism Village: 1) The community is fully aware of tourism potential including its development, 2) It has become a tourist destination that is known and visited by many tourists including foreign tourists, 3) Tourism infrastructure and facilities are adequate, 4) The community has the ability to manage tourism businesses through pokdarwis / local working groups, 5) The community has the ability to utilize village funds for the development of tourist villages and 6) The tourism village management system has an impact on improving the economy of the community in the village and village original income.
- d. Independent Tourism Village: 1) The community has provided innovation in the development of village tourism potential (product diversification) into an independent entrepreneurial unit, 2) It has become a tourist destination known by foreign tourists and has implemented a sustainability concept that is recognized by the world, 3) Facilities and infrastructure have followed international standards at least ASEAN, 4) Management of tourist villages has been carried out collaboratively between sectors and pentahelix has been running well, 5) Village funds are an important part in developing innovations in diversifying tourism products in tourist villages and 6) The village has been able to take advantage of digitalization as a form of independent promotion (able to make promotional materials and sell independently through digitalization and technology).

### **3. Community Participation in Tourism**

The destination community is an important component of a tourism product and the industry uses the community as a resource, sells it as a product, and in the process affects everyone's lives Murphy (1985) in Tosun (2000). Therefore, community participation in tourism development is necessary to achieve a good level of mutual agreement and is important for the long-term success of tourism destinations Ritchie (1988) in Tosun (2000).

Arnstein (1969) states that community participation is graded, according to gradations, degrees of authority and responsibility that can be seen in the decision-making process. These levels consist of: Manipulation, Therapy, Informing, Consultation, Placation, Partnership, Delegated Power, and Citizen Control.

Tosun (1999) divides community participation in the tourism development process into 3 levels, including: Spontaneous Participation, Induced Participaiton and Coercive Participation.

### **METHODOLOGY**

The object of this research is the development strategy of Cemagi Tourism Village as a community-based tourism village to achieve the statues as an Independent Tourism Village. This research approach is qualitative, where qualitative data obtained from primary and secondary data sources through

literature study methods and field research in the form of interviews, observation, and documentation were analyzed (Sugiyono, 2017).

The informant determination technique used in this research is purposive sampling. Sugiyono (2018) explains that purposive sampling is a sampling technique with certain consideration, where the researcher will choose certain people who will provide the necessary data. Samples are taken based on the subjective considerations of the researcher, where the requirements made as criteria must be met as a sample (Mahadewi, 2018). In its determination, informants are divided into 2 (two) namely internal informants and external informants which can be seen in Table 1.

Table 1. Research Informants List

Type	informant name	Informant position
<b>Internal Informants</b>	I Putu Hendra Sastrawan, S.Si	Perbekel of Cemagi Tourism Village
	I Ketut Karpiana	Bendesa Adat of Desa Adat Cemagi
	I Made Surtha	Bendesa Adat of Desa Adat Sigsogan
	Nyoman Suarta	Bendesa Adat of Desa Adat Mengening
	Made Sukarata	Bendesa Adat of Desa Adat Bale Agung
	I Wayan Anta	chairman of cemagi pokdarwis
	Putu Widnyana	Director of BUMDes
	Made Prasetya	Villa Owner
<b>External Informants</b>	Ir. I Gede Made Sukayasa, S.T., M.T.	Head of Tourism Objects & Attractions, Dispar Badung
	Gst. A. Pt. Manik Yulia Pramita	Triatma Mulya University Student
	Ida Bagus Made Tastra, S.SOS., M.Ikom	Head of TVRI News Broadcasting Implementation & Production Team
	Bapak Made	Tatwamasi Travel Agent Tour Guide

Source: Personal Data Processing, 2024

Based on Table 1. It is explained that the informants in this study consisted of 12 informants. Internal informants as key informants are; Perbekel of Cemagi Tourism Village, Bendesa Adat of Cemagi Tourism Village, and Chairman of Pokdarwis and internal informants as other supporting informants are; Bendesa Adat of Desa Adat Sogsogan, Bendesa Adat of Desa Adat Mengening, Bendesa Adat of Desa Adat Bale Agung, Director of BUMDes and villa owners. Then the external informants as key informants are; Head of Tourism Objects & Attractions of the Badung Regional Tourism Office and external informants as supporting informants are; Triatma Mulya University students, Head of the TVRI

News Broadcasting Implementation & Production Team and Tour Guide from Tatwamasi Travel Agent.

The data analysis technique used in this research is SWOT analysis. Hunger and Wheele (2006) in Sudiantini (2022) explain that SWOT analysis is an evaluation of the internal and external conditions of an organization which will then become the basis for designing strategies and work programs. The stages that are passed to conduct SWOT analysis are: evaluation of the organization's strategic objectives, conducting a strategic environment analysis consisting of internal environmental analysis and external environmental analysis and finally compiling a SWOT analysis matrix. From the SWOT analysis that has been carried out, it can then produce several alternative strategies that can be applied to a tourist destination which is often referred to as the SWOT matrix. The SWOT matrix can be seen in Figure 1 below:

IFAS EFAS	Strenght (Kekuatan)	Weakness (Kelemahan)
Opportunity (Peluang)	SO	WO
Threats (Ancaman)	ST	WT

Figure 1. SWOT Matrix

Source: Sudiantini, 2022

## RESEARCH RESULT AND DISCUSSION

### SWOT identification of Cemagi Tourism Village

To find out the right strategy to develop Cemagi Tourism Village as a community-based tourism village towards an Independent Tourism Village, identification of internal factors in the form of strengths and weaknesses and identification of external factors in the form of opportunities and threats were carried out through observation and in-depth interviews with resource persons. The internal and external factors in Cemagi Tourism Village are as follows:

#### a. Internal Environmental Potential

The identification of internal factors that are strengths in the development of Cemagi Tourism Village are; (1)Having a variety of tourism potential, (2)The community is open and supports the development of tourist villages, (3)The existence of cooperation between sanggar managers in the Cemagi Tourism Village with tourism managers, (4)Having a clear market segmentation, namely by highlighting spirituality and nature, (5)Having community leaders who participate in developing village, (6)People who have the ability and knowledge in the field of tourism, (7)Having a large enough workforce and ready to work for the village, (8)Having a united community, (9)The existence of a joint fund that benefits the entire community, (10)There have been many programs and training on tourism to the community and pokdarwis, (11)The community is involved in programs designed by managers, (12)There is active community participation in the

implementation of village development programs and (13)The community participates in the provision of services.

In the potential of the internal environment there are also weaknesses that must be analyzed as the basis for the development of Cemagi Tourism Village. The weaknesses are; (1)There are no tour packages that can be sold by Cemagi Tourism Village, (2)Supporting facilities and infrastructure are still lacking, (3)The access road to the tourist attraction is still narrow so that it cannot be passed by large buses, (4)Labor absorption as a tourist village manager is still lacking, (5)There is no active community participation in the planning process of the tourist village development program, (6)There is no active community participation in the supervision of the tourism village development program, (7)The internet network is still lacking in several areas in Cemagi Tourism Village for several providers, (8)Not having enough content to promote the tourism village, (9)There is no cooperation with travel agents and (10)There is no official cooperation with the media in promoting Cemagi Tourism Village.

b. External Environmental Potential

The identification of the potential of the external environment used in the formulation of the development strategy of Cemagi Tourism Village in the form of opportunities owned by Cemagi Tourism Village are; (1)Strategic location located on the tourist route, (2)The development of tourism trends to villages with unspoiled rural natural beauty, (3)Tourist interest in natural, cultural and spiritual tourism, (4)The existence of technological developments and social media, (5)The existence of support from the Government Office for the development of tourist villages and (6)The existence of support from academics in the field of tourism.

The identification of the potential of the external environment that is a challenge in the development of Cemagi Tourism Village are; (1)The existence of tourist villages located adjacent to Cemagi Tourism Village, (2)Massive development to land use change that can reduce natural sustainability and (3)The community began to adopt foreign cultures to threaten the preservation of local culture.

### **SWOT Matrix**

After identifying the internal and external factors of Cemagi Tourism Village, the next step is to create a SWOT Matrix which can be used as a reference to produce a development strategy to develop Cemagi Tourism Village. The contents of each SWOT variable were obtained from the results of field observations and in-depth interviews with 12 resource persons. The presentation of the SWOT matrix can be seen in Table 2.

Table 2. SWOT Matrix

Internal Factors	Strengths (S)	Weakness (W)
	<ol style="list-style-type: none"> <li>1. Having a variety of tourism potential</li> <li>2. The community is open and supports the development of tourist villages</li> <li>3. The existence of cooperation between sanggar managers in the Cemagi Tourism Village with tourism managers</li> <li>4. Having a clear market segmentation, namely by highlighting spirituality and nature</li> <li>5. Having community leaders who participate in developing village</li> <li>6. People who have the ability and knowledge in the field of tourism</li> <li>7. Having a large enough workforce and ready to work for the village</li> <li>8. Having a united community</li> <li>9. The existence of a joint fund that benefits the entire community</li> <li>10. There have been many programs and training on tourism to the community and tourism managers</li> <li>11. The community is involved in programs designed by managers</li> <li>12. There is active community participation in the implementation of village development programs</li> <li>13. The community participates in the provision of services</li> </ol>	<ol style="list-style-type: none"> <li>1. There are no tour packages that can be sold by Cemagi Tourism Village</li> <li>2. Supporting facilities and infrastructure are still lacking</li> <li>3. The access road to the tourist attraction is still narrow so that it cannot be passed by large buses</li> <li>4. Labor absorption as a tourist village manager is still lacking</li> <li>5. There is no active community participation in the planning process of the tourist village development program</li> <li>6. There is no active community participation in the supervision of the tourism village development program</li> <li>7. The internet network is still lacking in several areas in Cemagi Tourism Village for several providers</li> <li>8. Not having enough content to promote the tourism village</li> <li>9. There is no cooperation with travel agents</li> <li>10. There is no official cooperation with the media in promoting Cemagi Tourism Village.</li> </ol>
External Factors		
<b>Opportunities (O)</b>	S - O Strategy	W - O Strategy
<ol style="list-style-type: none"> <li>1. Strategic location located on the tourist route</li> <li>2. The development of tourism trends to villages with unspoiled rural natural beauty</li> <li>3. Tourist interest in natural, cultural and spiritual tourism</li> <li>4. The existence of technological developments and social media</li> <li>5. The existence of support from the Government Office for the development of tourist villages</li> <li>6. The existence of support from academics in the field of tourism.</li> </ol>	<ol style="list-style-type: none"> <li>1. Optimizing the development of potential as a community-based tourist attraction (S1,S2,S3,S4,S5,S6,S7,S9,S12,O2,O3, O5)</li> <li>2. Cooperate with nearby popular tourist villages in the creation of combined tour packages (S1, S2,S3,S4,O1)</li> <li>3. Realizing the kecak baris kelemat dance as a daily performance at Cemagi Beach (S1,S3,O3,O5)</li> <li>4. Requesting assistance from the Government to develop the quality of resources owned so that they can become professional managers for Cemagi Tourism Village towards an Independent Tourism Village (S2,S5,S6,S7,S9,S10,S12,S13,O5)</li> <li>5. Encourage local communities to document and publicize tourism activities that involve the community on social media (S6,S10,S11,O4)</li> </ol>	<ol style="list-style-type: none"> <li>1. Cooperate with the government in the provision of facilities and infrastructure as well as widening access roads (W2, W3,O5)</li> <li>2. Empowering the community by holding a forum and open discussion with the community in program planning to evaluating the tourism village development program (W5,W6,O5,O6)</li> <li>3. Provision of free wifi areas along tourist areas and working spaces in Cemagi village (W7,O4,O5)</li> <li>4. Utilizing technological advances and social media as promotional media (W4,W8,O3,O4,O5)</li> <li>5. Establish cooperation with travel agents that have similar market share (W9,O2,O3)</li> <li>6. Build a cooperative relationship with the media in promoting Cemagi Tourism Village (W10,O2,O3)</li> </ol>
<b>Threats (T)</b>	S - T Strategy	W - T Strategy
<ol style="list-style-type: none"> <li>1. The existence of tourist villages located adjacent to Cemagi Tourism Village</li> <li>2. Massive development to land use change that can reduce natural sustainability</li> <li>3. The community began to adopt foreign cultures to threaten the preservation of local culture.</li> </ol>	<ol style="list-style-type: none"> <li>1. Building tourism branding that is different from other tourist villages in Badung Regency (S1,S4,S10,T1)</li> <li>2. Increase the number of homestays compared to villa construction (S2,S4,S6,S10,S11,S12,S13,T2)</li> <li>3. Organize an annual cultural festival to add to the existing types of tourist attractions and increase the sense of community pride in their own culture (S1,S2,S3, S4,S8,S11,S12,T3)</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop tour packages composed of community activities that are different from those provided by neighboring tourism villages. (W1,W4,T1,T3)</li> <li>2. Create a village development masterplan (W2,W5,W6,T2)</li> <li>3. Creating collaborative content by inviting the community to contribute to the creation of content, such as photos and stories about daily life and local traditions (W8,T3)</li> </ol>

Source: Personal Data Processing, 2024

## **Cemagi Tourism Village Development Strategy**

### **a. S-O Strategy (Strength - Opportunity)**

- 1) Optimizing the development of potential as a community-based tourist attraction

Strategies taken based on the identification of opportunities are O2, O3 and O5. Optimization of tourism potential can be done by utilizing 5 points of strength regarding community participation, and the involvement of community leaders in the management of tourist villages can contribute to the success of this strategy. The existence of joint funds owned by the village as well as funds obtained from the support of the government agency can also help in developing the existing potential to achieve a community-based tourist village and fulfill the criteria for an Independent Tourism Village where the community provides innovation in developing the potential of the tourism village.

- 2) Cooperate with nearby popular tourist villages in the creation of combined tour packages

The strategy taken based on the identification of opportunities is that Cemagi Tourism Village has a strategic location. Located on the tourist route and by utilizing existing strengths, can help promote Cemagi Tourism Village to tourists who have a segmentation that is in accordance with their potential and build strong cooperation between tourist villages in Badung Regency. So that instead of becoming a competitor, Cemagi Tourism Village can form a profitable collaboration in order to achieve the criteria for an Independent Tourism Village in the second point where the village is known by foreign tourists and apply the concept of sustainability.

- 3) Realizing the kecak baris kelemat dance as a daily performance at Cemagi Beach

Strategies taken based on the identification of opportunities O3 and O5 Cemagi Tourism Village can attract tourist visits because of the uniqueness of the typical dances that are only owned by Cemagi Tourism Village. Realizing the Kecak Baris Kelemat dance as a daily performance at Cemagi Beach to showcase a unique cultural heritage by utilizing the strength of community potential to realize a community-based tourist village and meet the criteria for an Independent Tourism Village in the first point where the community provides innovation in developing the potential of the tourism village.

- 4) Requesting assistance from the Government to develop the quality of resources owned so that they can become professional managers for Cemagi Tourism Village towards an Independent Tourism Village status

Government assistance can be in the form of training and community assistance in the process of formulating village programs, assistance in the process of program implementation, assistance in the

evaluation process, assistance to increase community unity, assistance to improve the ability of the community to receive tourists.

- 5) Encourage local communities to document and publicize tourism activities that involve the community on social media

Based on a report made by Kemp (2023) entitled Digital 2023: Global Overview Report, it is stated that out of a total of 8.01 billion people in the world, 4.76 billion of them use social media which is equivalent to less than 60 percent of the total global population supporting the success of this strategy. Empowering local communities by involving them in documenting and promoting tourism activities on social media can help achieve community-based tourism villages and fulfill the criteria for Independent Tourism Villages in the sixth point where villages are able to utilize digitalization as a form of promotion.

**b. S-T Strategy (Strength - Threats)**

- 1) Building tourism branding that is different from other tourist villages in Badung Regency

This strategy is taken from the existence of threats, namely that there are many tourist destinations around Cemagi Tourism Village and offer tourist attractions that are almost similar to Cemagi Tourism Village. By optimizing the strengths possessed by Cemagi Tourism Village, it is hoped that it can create differentiation and attract tourists so that Cemagi Tourism Village can continue to achieve the status as an Independent Tourism Villages, especially in the criteria of Independent Tourism Village where the community providing innovation in the development of village tourism potential and village funds have become an important part in the development of tourism product innovation in tourist villages and achieving community-based tourism villages.

- 2) Increase the number of homestays rather than villa construction

The influx of investors and people who are starting to convert their land into hotels and villas can encourage a massive land conversion if there are no regulations governing development in Cemagi Tourism Village. Therefore, through increasing the number of homestays compared to the construction of villas, it is hoped that it can promote community-based tourism, and fulfill the criteria for an Independent Tourist Village in the term of the provision of homestay and realize a sustainable tourist village.

- 3) Organize an annual cultural festival to add to the existing types of tourist attractions and increase the sense of community pride in their own culture

This strategy is taken from the threat of increasing foreign tourist visits to Cemagi Tourism Village which has an impact in the form of the entry of foreign cultures brought together with these tourists. By holding a cultural festival, it is hoped that it can become an additional attraction, build a positive image as a destination rich in culture and

tradition and strengthen the village's cultural identity, improve the local economy and strengthen the tradition of community cooperation in organizing a joint activity.

**c. W-O Strategy (Weakness - Opportunity)**

- 1) Cooperate with the government in the provision of facilities and infrastructure as well as widening the roads

The strategy taken is based on the identification of opportunities in the form of support from the Government Office for the development of tourist villages. Therefore, by developing this strategy and minimizing existing weaknesses such as supporting facilities and infrastructure that are still lacking and access roads to tourist attractions so that they can help the development of Cemagi Tourism Village to fulfill the criteria for Independent Tourism Village where facilities and infrastructure have met international standards and management is carried out collaboratively between sectors pentahelix and apply the concept of sustainability.

- 2) Empowering the community by holding a forum and open discussion with the community in program planning to evaluating the tourism village development program

The basic principle of Community Based Tourism is to provide opportunities for local communities to actively participate in the development of a tourist attraction (Palimbunga, 2017). This strategy is taken from opportunities O5 and O6. Therefore, this strategy was formulated to minimize weaknesses W5 and W6, increase active community participation and fulfill the first point of the Independent Tourism Village criteria to provided innovation in the development of village tourism potential.

- 3) Provision of free wifi areas along tourist areas and working spaces in Cemagi village

Internet access is important for the promotion of tourism objects (Asroni & Riyadi, 2018). Having free wifi and working space facilities gives an image that Cemagi Tourism Village is different and unique compared to other tourist villages that do not offer similar facilities.

- 4) Utilizing technological advances and social media as promotional media

The existence of opportunities O3, O4, and O5 is expected to reduce the weaknesses of Cemagi Tourism Village, namely the lack of promotional content carried out on social media. The management together with the community can take advantage of technological advances and social media as a promotional media to fulfill the Independent Tourism Village criteria point six where the village is able to take advantage of digitalization as a form of independent promotion and create a community-based tourism village.

- 5) Establish cooperation with travel agents that have similar market share

This strategy is taken from opportunities O2 and O3 and to suppress weaknesses in the form of no cooperation with travel agents. Cemagi Tourism Village can cooperate with travel agents who have a market share that is relevant to its uniqueness. Travel agents can assist in organizing visit schedules and visitor management, so that it can also help to avoid over-tourism and preserve the village so that sustainability is maintained. This strategy is also to help fulfill the Independent Tourism Village criteria point six where the village is able to take advantage of digitalization as a form of independent promotion

- 6) Build a cooperative relationship with the media in promoting Cemagi Tourism Village

Similar to strategy W-O5, this strategy was formulated to fulfill the criteria of an Independent Tourism Village where village management has been carried out collaboratively between sectors and pentahelix and overcome the weaknesses of Cemagi Tourism Village. The media itself has a wide reach and can reach a larger audience, both locally and internationally. The media can convey accurate information so that the validity of the news can be trusted by tourists. Cooperation with the media can also open access to new tourist segments that have not previously been reached by Cemagi Tourism Village.

**d. W-T Strategy (Weakness - Threats)**

- 1) Develop tour packages consisted of community activities that are different from those provided by neighboring tourism villages

Offering tour packages in the form of community activities can open up job opportunities for local communities and invite them to preserve their culture. This can be done by making dance and *gambelan* (is an ensemble or combination of several musical instruments) classes, painting classes, handicrafts in the form of making *ceniga pis bolong* (one form of decoration that is hung in the temple and means as a ceremonial equipment, especially for Hindus in Bali) Cemagi Village speciality, farming activities, trekking and cycling, cooking classes, dinner together, visiting the Ratu Mas Sakti Sacred Temple and listening to its history, enjoying the sunset on Cemagi Beach and watching the Bari Kelelat Kecak Dance. By formulating this strategy, it is hoped that it can help achieve a community-based tourism village and fulfill the criteria for an Independent Tourism village in the first point where the community is able to provide innovation in the development of village tourism potential.

- 2) Create a tourism village development masterplan

There are weaknesses in supporting facilities and infrastructure that are still lacking and the absence of active community

participation in the process of planning and evaluating programs in Cemagi Tourism Village, but also to avoid the threat of massive development to land use change that can reduce the natural sustainability of Cemagi Tourism Village, so this strategy is expected to reduce weaknesses and avoid these threats. The creation of a village masterplan is expected to help the development of Cemagi Tourism Village remain sustainable and well coordinate. The masterplan can assist in establishing tourist, residential, commercial and agricultural zones, so that each has a well-defined area. In planning the masterplan, the community is invited to contribute both in planning and supervision so that the resulting masterplan can benefit all parties to fulfill the criteria for an Independent Tourist Village in providing innovation in the development of village tourism potential, facilities and infrastructure following international standards, management is carried out collaboratively, and village funds are an important part of the development.

- 3) Creating collaborative content by inviting the community to contribute to the creation of content, such as photos and stories about daily life and local traditions

Involving the community in the creation of promotional content is expected to increase their sense of ownership and involvement in Cemagi Tourism Village. It can also strengthen the relationship between the management and the community. Through the content produced by the community, it can help enrich the tourist experience by providing unique insights into daily life and local traditions to fulfill the criteria for an Independent Tourist Village of being able to utilize digitalization as a form of independent promotion.

## CONCLUSIONS AND RECOMMENDATIONS

Based on the results of data analysis and discussion related to the problem formulation regarding the identification of Strength, Weakness, Opportunity and Threats of Cemagi Village. The results found that Cemagi Tourism Village has 13 strength indicators, 10 weakness indicators, 6 opportunity indicators and 3 threat indicators for Cemagi Village to be recognized as an Independent Tourism Village based on Community-Based Tourism Concepts. It can be concluded that Cemagi Tourism Village has a strong foundation for the development of community-based tourism villages towards independent tourism villages. Diverse tourism potential and a community that is open and supportive of tourism village development create an environment conducive to the growth of the tourism sector. The involvement of community leaders, a skilled and knowledgeable workforce, and shared funds strengthen the village economy. Existing training programs and active community participation in service provision add to the village's readiness to develop into an independent tourism village. Then for weaknesses that need to be overcome in optimizing tourism development are such as the lack of tour packages sold, lack of facilities and infrastructure, narrow road access, low employment, limited internet network, lack of promotional content, and no cooperation with travel agents and media.

Based on existing opportunities, it can be concluded that Cemagi Tourism Village has great potential to develop into a popular tourist destination with its strategic location, the trend of traveling to tourist villages, technological developments and support from the government and academics. And finally, the threats that can hinder the development of Cemagi Tourism Village as a community-based tourism village towards an independent tourism village are threats from neighboring tourist villages, massive development that threatens natural preservation, and the adoption of foreign cultures that can erode local culture.

The development strategy of Cemagi Tourism Village as a community-based tourism village towards an independent tourism village based on the SWOT matrix analysis used resulted in 5 SO strategies, 3 ST strategies, 6 WO strategies and 3 WT strategies. SO strategies consist of; optimizing the development of village potential as a community-based tourist attraction, collaborating with popular tourist villages in the vicinity to create joint tour packages to promote Cemagi Tourism Village, realizing the Kecak Baris Kelemat dance as a daily performance at Cemagi Beach, developing and increasing the capacity of local communities in managing natural resources in collaboration with the government, empowering local communities by involving them in documenting and promoting tourism activities on social media. Then for the ST strategy consists of: building tourism branding that is different from other tourist villages in Badung Regency, increasing the number of homestays compared to the construction of villas and holding annual cultural festivals to add to the attractiveness of village tourism and increase community pride. The WO strategy consists of: cooperating with the government in the procurement of facilities and infrastructure and widening access roads, empowering the community by holding open discussion forums with the community in program planning to evaluating tourism village development programs, providing free wifi areas and working spaces in the village, utilizing technological advances and social media as promotional media to establish cooperation with travel agents and the media. Then the WT strategy consists of: developing tour packages that are composed of community activities that are different from those provided by neighboring tourist villages, creating a village development master plan and creating collaborative content by involving the community in producing photos and stories about daily life and local traditions.

#### **ADVANCED RESEARCH**

This research was conducted up to the formulation of the SWOT matrix strategy. So that in further research it is necessary to conduct further research to formulate priority strategies to be applied so that the formulation of the resulting strategy is more focused.

#### **ACKNOWLEDGMENT**

Thank you to my first supervisor (Anom Hery Suasapha, S.St.Par., M.Par) and my second supervisor (D. A. N. Aridayanti, S.Tr.Par., M.Par) who have directed me to be able to complete this research well. Thank you to my family and friends who have provided full support in the preparation of this research.

## REFERENCES

- Adikampana, M. (2017). *Pariwisata Berbasis Masyarakat*.
- Ansori. (2015). *Community-Based Tourism (Cbt) Dalam Pengelolaan Pariwisata Pantai Seruni Di Kabupaten Bantaen*. Paper Knowledge . *Toward a Media History of Documents*, 3(April), 49–58.
- Arnstein, S. R. (1969). *A Ladder of Citizen Participation*. 35(4), 216–224.
- Asroni, A., & Riyadi, S. (2018). *Pembangunan Infrastruktur Jaringan Internet Untuk Mewujudkan Desa Wisata Klangan Puncak Merapi*. Seminar Nasional Hasil Pengabdian Kepada Masyarakat, 95–104.
- Astara, I. W. W., Mahardika, I. M., & Singapurwa, N. M. A. S. (2019). *Pengelolaan Desa Wisata Di Desa Adat Kiadan Plaga Badung Bali Berbasis Desa Adat (Perspektif Hukum Kepariwisata)*. *Community Service Journal (CSJ)*, 2(Vol. 2 No. 1 (2019)), 1–8.
- Dewi, M. H. U., Faudeli, C., & Baiquni, M. (2013). *Pengembangan Desa Wisata Berbasis Partisipasi Masyarakat Lokal Di Desa Wisata Jatiluwih Tabanan, Bali*. *Jurnal Kawistara*, 3(2), 129–139. <https://doi.org/10.22146/kawistara.3976>
- Jadesta. (2023). *Desa Wisata Cemagi*. Website (Online). <https://jadesta.kememparekraf.go.id/desa/cemagi>.
- Kememparekraf.go.id. (2023). *7 Desa Wisata yang Mengusung Konsep Sustainable Tourism*. Artikel (Online). (<https://www.kememparekraf.go.id/ragam-pariwisata/7-Desa-Wisata-yang-Mengusung-Konsep-Sustainable-Tourism>, diakses pada 29 Mei 2023).
- Kememparekraf/Baparekraf RI (2021). *Strategi Digital Tourism dalam Menggaet Wisatawan*. Kementerian Pariwisata dan Ekonomi Kreatif/Badan Pariwisata dan Ekonomi Kreatif. Artikel (Online). (<https://kememparekraf.go.id/ragam-pariwisata/Strategi-Digital-Tourism-dalam-Menggaet-Wisatawan>, Diakses pada 25 Mei 2024).
- Kementerian Pariwisata dan Ekonomi Kreatif/Badan Pariwisata dan Ekonomi Kreatif Republik Indonesia. (2023). *Anugerah Desa Wisata Indonesia 2023 Kembali Digelar*. Artikel (Online). <https://kememparekraf.go.id/ragam-pariwisata/anugerah-desa-wisata-indonesia-2023-kembali-digelar>. Diakses pada 03 Februari 2024.
- Mahadewi, E. (2015). *Metode Penelitian Pariwisata Dari Konsep Ke Implementasi*. Bali: Stp Nusa Dua Bali.
- Palimbunga, I. P. (2017). *Bentuk Partisipasi Masyarakat dalam Pengembangan Pariwisata di Kampung Wisata Tablanusu Kabupaten Jayapura Provinsi Papua: Kajian Pariwisata Budaya*. MELANESIA: *Jurnal Ilmiah Kajian Sastra Dan Bahasa*, 01(02), 15–32.

- Pedoman Desa Wisata. (2021). Kementerian Koordinator Bidang Kemaritiman dan Investasi Republik Indonesia. Diakses pada 17 Mei 2023.
- Peraturan Bupati Badung Nomor 22 Tahun 2021. Perbup Tentang Perubahan Atas Peraturan Bupati Nomor 47 Tahun 2010 Tentang Penetapan Kawasan Desa Wisata di Kabupaten Badung. Website (Online).
- Peraturan Bupati Badung Nomor 47 Tahun 2010. Peraturan Bupati Badung Tentang Penetapan Kawasan Desa Wisata di Kabupaten Badung Bupati Badung. Website (Online). <https://peraturan.infoasn.id/peraturan-bupati-badung-nomor-47-tahun-2010/>. Diakses pada 03 Februari 2024.
- Suansri, Potjana. (2003). Community Based Tourism Handbook. REST Project. Thailand.
- Sugiyono. (2018). Metode Penelitian Kombinasi (Mixed Methods). Bandung: CV Alfabeta.
- Telfer, D. J., & Sharpley, R. (2008). Tourism and development in the developing world. In *Tourism and Development in the Developing World*. <https://doi.org/10.4324/9780203938041>
- Tosun, C. (1999). Towards a typology of community participation in the tourism development process. *Anatolia*, 10(2), 113-134. <https://doi.org/10.1080/13032917.1999.9686975>
- Tosun, C. (2000). Limits to community participation in the tourism development process in developing countries. *Tourism Management*, 21(6), 613-633. [https://doi.org/10.1016/S0261-5177\(00\)00009-1](https://doi.org/10.1016/S0261-5177(00)00009-1)
- Undang-Undang Tentang Kepariwisataaan, nomor 10 tahun 2009. Tentang Kepariwisataaan. Pemerintah Pusat.