

MODELS OF COMMUNITY CAPACITY BUILDING FOR HOMESTAY MANAGEMENT

Ilham Junaid^{1*}

¹Politeknik Pariwisata Makassar, Indonesia

*e-mail: illank77@yahoo.co.id

Abstract

Tourists' visits to rural areas are increasingly experiencing growth. However, the community has not taken advantage of tourism as an opportunity to increase income. The research aims to identify the factors driving and inhibiting homestay management by the community, analyze the community's capacities and opportunities for homestay management, and propose a community capacity-building model for homestay management. This research employs a qualitative approach through a case study in Maen Village, Likupang, North Minahasa Regency. The research was carried out in 2020 through two periods of visits with interviews with residents and observation. The research reveals that the community had not yet optimized their house as a homestay. Residents' houses only serve as lodging for mining workers. However, residents do not mind providing their house as an accommodation based on homestay management principles. The strategic location of Maen Village, the hospitality of the residents, and the use of people's houses as lodging are the driving forces for homestay management. A weak understanding of homestay is a challenge for most residents. Community capacity still needs to be improved with various training programs. This study proposes two homestay management models and development, including, entrepreneurial-based community capacity model and a homestay management model based on digital marketing principles. This research validates the concept of community capacity through homestay management. In addition, the paper provides an insight on how to utilize the opportunities possessed by the local community to obtain alternative income through homestay management.

Keywords: Community Capacity Building; Homestay; Maen Village; Likupang

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INTRODUCTION

City or urban areas become center of human in order to carry out activities of daily life. Urban areas are also the center of tourism activities where various tourism businesses and industries meet tourists' needs. Community participation is also higher due to opportunities to work in the tourism industry (Bello, Lovelock and Carr, 2018). However, as it becomes more accessible for people to travel to different places, there is a tendency that tourists choose rural areas besides urban areas.

Rural community life becomes attractive to tourists who come from an urban atmosphere (Budiman and Ningrum, 2019; Saufi et al., 2019; Wedatama and Mardiansjah, 2018). Consequently, the community in rural areas take advantage of tourist arrivals by taking economic benefits.

The rural area is the main attraction for most tourists looking for a different atmosphere from where they come. Tourists' visits to rural areas are increasing (Eusebio, et al. 2017; Lewis and D'Alessandro, 2019). A village offers many

things from the supply side to meet tourist expectations (Ezeudji and Rid, 2011; Hall, 2000; Martinez et al., 2019). Therefore, the local community make efforts to attract more tourists to their area. Management of various businesses, especially small and medium enterprises, is one of the businesses in order to encourage community participation. Homestay management is also a community choice in order to provide accommodation for tourists.

Homestay is one of the tourism businesses that can be an alternative for residents in a village besides their daily livelihoods. However, there is a tendency that the community does not understand the importance of tourism-based business management. Even though the community can manage a business in the tourism sector, the local people have not taken such an opportunity. Research related to homestay-based tourism business development opportunities is needed. Academics turn their attention to research on tourism and society. However, limited researchers discuss homestay management (Kontogeorgopoulos, Churyen and Duangsaeng, 2015).

Three research questions guide the author in examining the community capacity in homestay management, including

1. what are supporting and inhibiting factors faced by the community in homestay management,
2. what are the capacities and opportunities of the local community to manage homestay,
3. how to encourage the community to manage homestay.

Community capacity is an idea or concept that was born because of the urge to optimise community participation. Ideally, active community participation is the goal of tourism development in a destination (Mudana, 2015; Park, Phandanouvong, and Kim, 2018). However, people's understanding that is still weak about tourism is one of the obstacles to

implement community participation (Moscardo, 2008). Community involvement in tourism activities is the primary key to tourism, not only in tourism business management but also in conserving tourism resources. Community capacity is essential to encourage people who are weak in understanding and participation in tourism activities.

Academics have put forward the definition of community capacity. Balint (2006:14) states, "community capacity refers to the levels of competence, ability and skills necessary to set and achieve relevant goals". In carrying out daily activities, both individually and in groups, community members have goals. The level of ability and skills possessed by community members to achieve these goals is the definition of community capacity. "Community capacity is the ability of individuals, organisations and communities to manage their affairs and to work collectively to foster and sustain positive change" (Hounslow, 2002: 200). All the community's affairs and activities to achieve maximum and positive results for their lives are the meaning of community capacity. Hounsley's definition shows that change leads to positive things in the form of community capacity.

Smith et al. (2001) emphasised the importance of community capacity seen from the perspective of humans' actions to strengthen their health. "Community capacity is the degree to which a community can develop, implement and sustain actions for strengthening community health" (Smith et al., 2001: 33). The essence of community capacity is that all the potentials possessed by society should become strength to support the implementation of the community's life goals.

Lavarack (2005: 267) stated, "community capacity includes the assets and attributes that a community can draw upon to improve their lives. It is the ability to define, evaluate, analyse and act on their

life". Community capacity is defined as an effort by the community to increase welfare from an economic perspective (Franco and Tracey, 2019; Jurowski, 2009; Stoeckl, 2008). In other words, the potential they have as a member of society needs to be a tool to improve the quality of life. Tourism requires the community's ability to manage tourism potential and capabilities of individuals to manage tourism businesses.

There are four processes in achieving community capacity goals, including leaders and entrepreneurs, coordination mechanisms, networks and balanced or equitable partnerships (Koutra and Edwards, 2012; Moscardo, 2008). The community can become leaders and business actors by seeing the opportunities in a destination (Imbaya *et al.*, 2019; Marques and Santos, 2016). The community with the ability and skills need to improve coordination with various parties through a coordination mechanism. Besides, network expansion is essential to strengthening the homestay-based tourism business. Partnership with other business actors and various stakeholders is a concrete step in building community capacity.

Tourists' visits to tourist destinations will enable economic turnaround opportunities. For tourists visiting rural areas, the local people may improve their income through managing businesses. However, the community needs to create businesses that are managed both individually and in groups. If tourism is on a macro scale, then the opportunity for community members to work can be achieved if supported by the community as employees. However, independent businesses for community members are an alternative step to increase their income.

The homestay business is an option for people who live in rural areas (Fitriana, 2020; Hamzah, 2008; Ratmaja and Pattaray, 2019; Sari and Sri, 2018). Homestay management is vital because tourists need lodging or accommodation to

interact directly with rural residents (Acharya and Halpenny, 2013). The importance of homestay management for the community makes the central government schedule a homestay development. The Ministry of Tourism, supported by the Ministry of PUPR, targets building around 100,000 homestays in rural areas in Indonesia by 2019 (CNN Indonesia, 2017).

This research examines opportunities for homestay development in Maen Village, North Minahasa Regency, North Sulawesi Province. Likupang in North Minahasa Regency is a tourist destination that has received government policy as a super-priority destination. For tourist activities in Likupang, tourists generally visit Pulisan Beach, located in Pulisan Village (East Likupang), adjacent to Maen Village. However, local stakeholders seem to ignore Maen Village's existence as the supporting area of Likupang as a super-priority destination. The objectives of this research are 1) to identify the factors driving and inhibiting the management of the homestay by the community in Maen Village; 2) to analyse the capacity and opportunities of the community in homestay management; 3) to propose community capacity building models through homestay management.

This research validates the concept of community capacity building that the community needs to be encouraged with various efforts, including community-based homestays. This study recommends applying two models of community capacity building, namely an entrepreneurial-based community capacity model and a digital marketing-based tourism business management model.

METHOD

This study employs qualitative approach in analysing the tourism phenomenon in the research location. The study adopted a case study method, an approach that analyses information from research informants (Woodside, 2010). The

author researched Maen Village, East Likupang Regency, by visiting the research area for two periods in 2020. The first visit was on observing the actual conditions of Maen Village and conducting interviews with residents in Maen Village. In the second period, the author conducted a study of the community with in-depth interviews to determine the community's capacity and the supporting and inhibiting factors of homestay management. The results of interviews and research observations resulted in a homestay development and management model. The author argues that the validity of data is on two aspects, including the author's role in constructing information through thematic analysis and the information provided by research informants in the research area.

Six community members in Maen Village participated in the research interview. The interview was in a relaxed atmosphere, but the author conveyed the purpose of the visit to Maen Village. Field notes from observation are also important information in proposing a homestay development model. Determination of research informants is on a purposive sampling approach, a strategy to obtain research informants based on research objectives. The data obtained were analysed by observing thematic analysis principles, which is part of the data reduction process.

RESULT AND DISCUSSION

An Overview of Maen Village, North Likupang

There are areas (districts) in North Minahasa that use the name Likupang, including West Likupang, East Likupang and South Likupang. For East Likupang District, there are several villages that support tourism activities, including; Ehe, Kahuhu (Kahuku), Kalinaun, Kinunang, Libas, Lihunu, Likupang Satu, Likupang Dua, Likupang Kampung Ambong, Maen, Marinsouw, Pinenek, Pulisan, Resetlemen, Rinondoran, Sarawet, Wineru, Winuri.

Maen Village is one of the essential areas in East Likupang that supports Likupang tourism, North Minahasa Regency. Pulisan Village and Marinsouw Village in East Likupang are two areas that have received the immediate attention of the central government and local governments, especially those related to tourism. The two villages have beach tourism attractions (Pulisan Beach and Marinsouw Beach), which have become Likupang tourism icons. Before reaching the Pulisan Village and Marinsouw Village areas, tourists will pass through Maen Village, which is the main focus of this research. The travel time from Sam Ratulangi International Airport in Manado City to the Likupang area is about 60 minutes (38.7 km), a road trip that is not too long for tourists.

The majority of the population in Likupang (North Sulawesi) is Christian. However, Maen Village is a location where many residents are Muslim. Muslim visitors (tourists) looking for halal products to choose Maen Village as a resting location or stay overnight while in East Likupang. The local people in Maen Village have the opportunity to attract Muslim visitors, affecting tourism in Likupang. For example, the author uses Maen Village to stay overnight during a visit to Likupang.

There are two main characteristics of Maen Village seen from the community and tourism's daily activities. First, a resort (Casabaio Paradise Resort) is the primary choice of domestic and foreign tourists who want to enjoy a resort atmosphere with exclusive nuances. According to local people, Casabaio Paradise Resort is where President Joko Widodo stayed during his visit to Likupang. Second, Maen Village is where the gold mining company operates (PT. Tambang Tondano Nusajaya). Every day, the activities of mining company employees are a common sight in Maen Village. So, Maen Village people consist of two groups: mining company workers (employees) and the indigenous people living in Maen Village. The residents of

Maen Village also work as mine employees, so that the residents are accustomed to mining employees living in Maen Village. The presence of a mining company provides an opportunity for Maen Village people to make their homes as inns. However, the inn is only for mining employees. The local community has not implemented service opportunities to tourists through the homestay business.



Figure 1. Maen Village in Likupang, North Minahasa

Supporting and Inhibiting Factors for Homestay Management

Maen Village in East Likupang is an inseparable part of government policy, Likupang as a super-priority village. The development of Pulisan Beach and Paal Beach in Marinsouw is part of Maen Village's existence as part of East Likupang. The author argues that Maen Village is an integral part of Likupang. Tourism is not developed partially but involves the potential of various separate areas.

There are supporting factors and obstacles to managing a homestay or tourism business by the community. Supporting factors in the management of tourism businesses, mainly homestays, among others:

1. Strategic location in a super-priority destination area.
2. Visits by foreign and foreign tourists before the coronavirus outbreak.

3. People's houses that have functioned as accommodation.
4. There is an exclusive resort (five-star category) that allows the entry of tourists to Maen Village.
5. Areas with a Muslim majority population.
6. A friendly community and happy with guests who come.
7. Various traditional community activities (e.g. fishermen, farmers, traders and mining workers).
8. The existence of a mine which can be an attraction for educational tourism based on ecotourism.
9. The willingness of residents to make their homes as homestays.

The supporting factor is the strength possessed by Maen Village. Visits by tourists to East Likupang focused on Paal Beach (Marinsouw Village) and Pulisan Beach (Pulisan Village). Maen Village should be able to offer tourist attractions other than the two villages. Friendly residents and halal food-based food stalls are an opportunity to encourage domestic tourist visits from Muslim circles. The community can be encouraged to create souvenir-based creative products to impress tourists. Dumbrovska and Fialova (2020) argue that many tourists are interested in buying souvenirs as essential destination products.

The existence of a mining company should be an opportunity to create mining-based tourism packages. Tourists can be interested in gaining knowledge about mining management and the products produced. Hence, there should be good cooperation between community leaders and managers of the Maen Village mining company.

There are inhibiting factors (obstacles) that still need to be anticipated by stakeholders in North Sulawesi. These factors include

1. tourism development policies that focus on Pulisan and Marinsouw villages other than Maen Village;

2. the local people' house intended for commercial accommodation has not implemented the quality service for the guests;
3. the local stakeholders have not mapped the tourism potential optimally;
4. lack of promotion of Maen Village as a tourist destination.

Community Capacity and the Opportunities for Homestay Management

Community capacity is the ability and skills of community members to use every potential for their welfare. Ideally, tourists' visits to East Likupang also have an impact on the economic welfare of the community. However, this is not yet fully a reality. The community is only focused on carrying out their daily activities as traders, farmers, fishermen, employees or mining workers. It seems that the super priority destinations have not had a multiplier effect on the people in Maen Village. Therefore, the opportunity to do business needs to be the attention of stakeholders in Likupang, especially the local government.

The community's capacity is sufficient for homestay management and proposing community-based tourism. In terms of community capacity, community members are divided into several groups, among others:

1. Potential groups to manage homestays and tourism businesses.
2. Community groups who need an understanding of tourism and tourism business management opportunities.
3. Community groups that carry out daily activities but have the opportunity to do business.

These three groups can be directed to manage their respective house rooms as homestays when tourist visits Maen Village. Fitriana (2020) examined homestay management in Serang, Banten and found that the local people manage homestay by integrating training knowledge and digital

marketing. The author uses residents' house to stay overnight for a research purpose. From the interview results, the research informant did not understand how the homestay concept and its management. However, the informant agreed to manage his house based on the homestay concept. When the author asked for the room price, the informant did not know what price to submit to the author. Typically, the informant rent out his house (their room) for quite a long time, annually or monthly. The informant never rents out his room daily. Homestay management can be run daily and paid based on the number of people (guests) staying. Besides, the author suggested that room rates can vary and charged based on the number of nights guests stay.



Figure 2. House of residents, potential for homestay business



Figure 3. Example of room, available for homestay business

The residents were cautious in receiving guests to stay in their house because of coronavirus. The authors' notes indicate that they wanted to ensure that incoming guests were healthy and did not have the disease. They avoid conditions where guests may carry viruses or illnesses. For the local leader (*hukum tua*) in Maen Village, every guest who enters the village should report to the local leader. Suryani *et al.* (2020) argue that local community leader has the opportunity to empower local people.

The local leader should ensure that village officials know the backgrounds of the guests. In tourism and homestay management, the homestay providers need to report and know the guests' information. Therefore, it is necessary to strengthen social organisations that will regulate the entry and exit of guests who will stay overnight at residents' homes.

Several informants already understand how to determine prices when receiving guests. Such reality shows that the understanding of homestay management is clear. However, other residents who only provide rooms as accommodation need to gain understanding in managing a homestay. The author notes that some houses are ideal as homestay rooms. However, some houses also need good management in terms of cleanliness, beauty and completeness of facilities and amenities.

The illustration of community capacity is the reason that people have the opportunity to run a homestay business. These opportunities are as follows:

1. Opportunity to manage a homestay provided that the local people understand a homestay concept and are willing to provide services based on the homestay principles.
2. Opportunity to run a souvenir-based micro-business or business. Various souvenirs can be made, but it is necessary to get training to make these souvenirs.

3. Opportunities to get training and assistance in running a community-based tourism.
4. Opportunities to market Maen Village's existence as a tourist destination, apart from other villages in East Likupang. The village of Maen needs the attention of the local government.
5. Opportunities to promote tourism potential through mapping of tourist attractions and people's daily traditional activities.

Models of Community Capacity Building for Homestay Management

The community's ability to be involved in tourism activities does not depend solely on members of the community itself. The community needs the participation of various parties to encourage the implementation of the community's hopes and aspirations. This section describes two approaches or models that can encourage Maen Village's community capacity, either run together or separately. Stakeholders can adopt several steps that may be relevant in promoting community capacity building through tourism.

Entrepreneurship-Based Model

The local government has a significant role in encouraging an area to implement a community-based tourism. Likewise, the community is very dependent on the programs offered and implemented by the local government. The author proposes the importance of building community capacity based on community encouragement to become entrepreneurs or business actors in their respective regions. In this model, the local government has a role as a trigger and a driving force for the community to take advantage of tourism. The local government promotes Marinsouw Village and Pulisan Village areas as the embryo of the tourism icon of Likupang. Furthermore, the local stakeholders also support villages as a buffer and support for Likupang tourism.

Local governments at the district level can coordinate with the official local village (*hukum tua*). Maen Village and villages in Likupang, North Sulawesi, the local leader (*hukum tua*), have an essential position in encouraging the local people. The local leader needs to coordinate with community leaders to help the community understand the meaning and benefits of managing a tourism business. With the built partnership, the local leader will promote tourism in Maen Village through the community as the main actor. Partnership and collaboration in community empowerment as shown in Bali are good example in achieving greater participation of community (Dolezal and Novelli, 2020).

The local leader's role may focus on three parts:

1. providing understanding to the community about tourism businesses
2. administrative assistance and legality for tourism businesses
3. facilitating the community to get training and workshops on homestay-based tourism business.

The local leader and its staff's role will help the local community understand the tourism business. Providing training in the form of workshops is also an essential aspect of community capacity building. Outsiders and the local government may carry out training programs.

The role of community leaders is

1. to motivate the community to do business;
2. to manage homestays and tourism businesses, as well as being an example of homestay management;
3. to encourage the formation of a community-based tourism through the movement of the younger generation built into community organizations.

The role of community leaders as motivators will be beneficial if they also understand tourism businesses' management (Munpolsri and Najanthong, 2021). Giving examples of homestay management will encourage people to manage the same business or other creative efforts. Besides, a community-based tourism may be achieved if it involves community leaders. Thus, this model will function if the process goes according to the role of community members.

Digital marketing-based model

The community is the primary key to implementing homestay management. The willingness of community members to make their house a homestay is the initial capital to start a community-based tourism. The presence of mining employees who stay

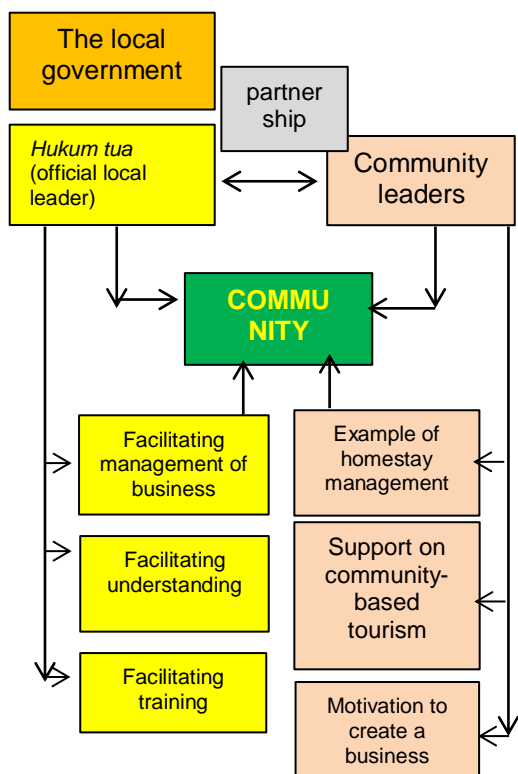


Figure 4. Entrepreneurship-based model of community capacity building
Source: Author, 2020

overnight is proof that the community can manage house rooms as homestays for tourists. Apart from homestays, there are micro-based tourism businesses (small and medium enterprises) that can be alternatives to increase income. Craft products and souvenirs can be options for residents who live in the area.

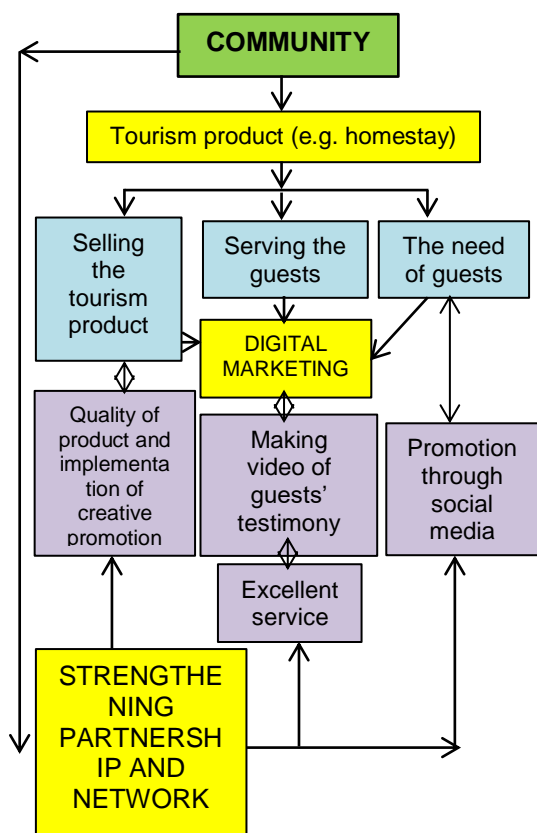


Figure 5. Digital marketing-based model
Source: Author, 2020

There are three conditions where the community may face when managing homestays and tourism businesses—first, the need to sell products. There is a tendency that the limited number of incoming tourists can be the reason for not selling community products. Ideally, the tourism business is in line with the income

(sales) of products. Therefore, marketing tourism products through digital marketing will significantly help the community (Bowie and Buttle, 2004; Holloway, 2004; Junaid, 2017; Pattanaro, 2014). However, people need to pay attention to aspects of product quality and implement varied promotions. The quality of the products sold will significantly influence the decision of tourists to buy the product.

Second, for people who already have guests, excellent service needs to be applied. Excellent service is not only carried out by macro-based accommodation business actors. The homestay business also requires an understanding of the community about the principles of excellent service. This excellent service will generate a positive impression from tourists. Therefore, this positive memory is disseminated through video testimonials about homestay services by the community. The memory of tourists about the services obtained will be stored and published through various internet media.

The third condition is when no guests are staying at the homestay of the Maen Village. Ideally, a community organisation helps the local community to manage homestay. Therefore, youth and community leaders should work under a community organisation. The limited number of guests demands the need to run digital promotions using social media. Social media (internet media) is the best way to promote tourism businesses and various other promotional efforts. These three conditions need to be supported by strengthening networks and partners (Stronza, 2008) to promote homestay-based tourism businesses.

CONCLUSIONS AND RECOMMENDATIONS

Building community capacity is an essential step in encouraging community participation in tourism activities. Capacity is the community's ability as individuals or groups to manage their assets and potential for the benefit of the welfare of the

community itself. The people in Maen Village carry out their daily activities without seeing tourism as an alternative opportunity to increase income. Factors such as a weak understanding of homestays, uncharted tourism potential, and less promotion are obstacles in homestay management and development.

Even so, the strategic location of Maen Village, which is in a super-priority destination area, is a driving factor for homestay management. The opportunity for village tourism management through rural tourism is an opportunity for Maen Village to attract tourist visits. The factual condition shows that the houses of Maen Village residents are ready to be used as lodging for tourists through the homestay concept. The resident's house has functioned as an inn for mining workers. However, the service system and rental of houses or rooms have not implemented the principles of homestay services or tourism-based accommodation.

This actual condition can encourage the implementation of community-based tourism, especially homestay-based tourism businesses. Thus, the community's capacity will significantly depend on stakeholders' encouragement, especially local governments, to help residents implement community-based tourism. Although the community's capacities (abilities and skills) are still very diverse, the residents welcome the tourism development program.

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