

DEVELOPMENT OF A GREEN ECONOMIC MODEL FOR TOURISM VILLAGES IN SUBANG: A NATURAL RESOURCE-BASED VALUE APPROACH AND SYSTEMS THINKING METHODOLOGY

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Abstract

This study aims to develop a green economy model in Cisaat Tourism Village through the Natural Resource Based Value (NRBV) and Systems Thinking Methodology approaches. The study uses a mixed methods approach by combining semi-structured interviews with 3 village officials, 5 business actors, and 3 community leaders, as well as a quantitative survey of 50 respondents using probability sampling techniques. The NRBV approach is used to assess the intrinsic value of natural resources, while systems thinking analyses the interrelationships between environmental, social, and economic aspects in a sustainable tourism system. The results of the study show that the development of Cisaat Tourism Village still faces major obstacles in the form of a weak village identity, the impact of study tour restrictions on tourist visits, weak digital promotion, and limited seasonal culinary ingredients. Theoretically, this study emphasises the importance of integrating village identity, policy adaptation, digitalisation of promotion, and culinary innovation in the development of green economy-based tourism.

Keywords: *Development, Green Economy, Tourism Village, Natural Resource-Based Values, Systems Thinking Methodology*

Introduction

Tourist villages in Subang Regency, especially Cisaat Village, have great potential to be developed as sustainable tourist destinations. The natural beauty, which includes mountains, tea plantations, and other natural resources, is a special attraction for tourists. In addition, the rich culture and local wisdom of the community add unique value to the tourist experience (B. Baharuddin, 2024). However, this potential has not been fully harnessed due to various environmental, social, and economic challenges (Agustina et al., 2022). The results of the study show that Cisaat Village still faces several important obstacles in the development of tourist villages. First, this village does not yet have an icon or distinctive identity that can be an attraction and distinguish it from other tourist villages. Second, government policies that limit study tour activities have resulted in a decrease in the number of tourist visits, thus affecting the homestay occupancy rate and community income (Sari & Damanik, 2021). Third, information and promotion about the potential of Cisaat Tourism Village is still very minimal, especially in digital media, so that this village is not widely known by tourists (Putri Lailatul Khoiriyah & Ida Bagus Ketut Bhayangkara, 2025). Fourth, the limited availability of seasonal culinary ingredients makes it impossible to provide typical village culinary products to tourists in a sustainable manner (Zulfan et al., 2023).

In addition, environmental challenges are also quite significant, such as ecosystem damage due to human activities, deforestation, and environmental pollution, which have an impact on the uneven distribution of economic benefits from tourism for local communities (Damanik & Yusuf, 2022). This condition indicates the need for a more focused development strategy through the implementation of a green economic model that not only focuses on economic growth but also pays attention to environmental sustainability and social welfare (A. Baharuddin et al., 2023). This study uses the *Natural Resources-Based Value (NRBV)* to assess the intrinsic value of natural resources owned by Cisaat Village (Stuart et al., 2024), through the *Natural Resources-Based Value (NRBV)* that focuses on resource development (*Resources*) which is divided into tangible resources (*tangible assets*) and intangible resources (*intangible assets*) and capabilities (*Capabilities*) valuable, difficult or difficult for competitors to imitate (Faridah Rahman & Sebayang, 2024), as well as Systems Thinking Methodologies to understand the complex

interactions between ecosystem elements and their impacts on local communities (Putri et al., 2022) Data was obtained through in-depth surveys and interviews with village officials, business actors, and community leaders, supplemented by questionnaires and literature reviews on best practices in sustainable tourism management.

Literature Review

Literature Review

1. Development of Tourism Villages

The development of tourism villages is an important strategy in improving the welfare of local communities through optimizing the potential of natural, cultural, and local wisdom. According to (Marlina, 2024) The success of the tourism village is greatly influenced by the active participation of the community and the support of government policies. With a community-based approach, tourism villages not only increase community income but also encourage cultural and environmental preservation.

2. Green Economy in Tourism

The concept of a green economy emphasizes a balance between economic growth, environmental sustainability, and social justice. (Ibnou-Laaroussi et al., 2020) stating that the application of the green economy in tourism can be a strategy to preserve the environment while increasing the competitiveness of destinations. *Green Economy* is closely related to the principles of sustainable development. The main goal of sustainable development is to optimize the benefits of improving economic aspects and maintain and guarantee that in the future natural resources can still be used (Rezky Ramadhan et al., 2025) In the context of a tourist village, this means managing natural resources wisely, reducing waste, and creating environmentally friendly tourism products.

3. Natural Resource-Based Value (NRBV)

The NRBV approach assesses that the competitive advantage of tourism destinations can be built through sustainable management of natural resources. (Stuart et al., 2024) emphasizing the importance of natural resource management as a strategic asset for local economic development. In this case, Cisaat Village can take advantage of its natural beauty, tea gardens, and agricultural potential as the basis for sustainable tourism development.

4. Systems Thinking Methodology

System Thinking provides a more comprehensive framework of analysis by understanding the relationship between elements in the tourism village system. (Putri et al., 2022) explained that this approach helps to comprehensively examine the impact of policies and the interaction between economic, social, and ecological aspects. With this method, the development of tourism villages can be more adaptive in the face of dynamic changes, including government regulations and fluctuations in the tourism market.

5. Concept Integration

Some previous research (Mairiza & Noviarita, 2023) emphasized that the integration of green economy, NRBV, and systems thinking can provide sustainable solutions for the development of tourist villages. By analyzing the resources that contribute to the characteristics of the **END** In tourism villages, this study provides information on how these villages can improve their competitive position and achieve better business outcomes. The research will also examine the relationship between competitive advantage, reputation, and business performance, to highlight strategies that can help tourism villages run more effectively in a competitive tourism market (Iriani et al., 2025) This approach not only focuses on tourist attractions but also creates economic added value through branding, digital promotion, and eco-friendly product innovation.

Cisaat Village in Subang Regency has attractions such as mountain panoramas, tea gardens, and unique local wisdom. However, the results of the study show that the village faces serious challenges: the absence of a strong tourism identity, limited digital promotion, the impact of study tour restrictions on homestays, and the limited availability of seasonal culinary ingredients. Through the application of a green economic model using the NRBV approach and systems thinking, Cisaat Village has the opportunity to develop sustainable tourism while improving the welfare of the community.

Method

This study uses case studies to understand the application of green economy models in tourism villages, integrating the NRBV approach and System Thinking The method used is a mixed method, namely interviews and semi-structured observations with 3 village officials, 5 business actors, and 3 community leaders, as well as a quantitative survey with probability sampling of 50 respondents to obtain comprehensive empirical data (Creswell & Plano Clark, 2018; Hidayattuloh et al., 2020).

The concept of Green Economy can be realized through two main approaches, namely Natural Resources Based Value (NRBV) and System Thinking Methodology, which ultimately leads to the realization of Sustainable Tourism.

Research stages or cycle programs. Here's the explanation:

1. Initial Preparation
The initial stage involves planning activities, setting goals, and developing a research/program framework.
2. Data Collection
Gather relevant information through surveys, interviews, observations, or other methods required by the research.
3. Data Analysis
The collected data is then processed and analyzed to find patterns, problems, and opportunities.
4. Model Development
Based on the results of the analysis, a model or solution design that can be implemented is developed.
5. Pilot Program Implementation
The model was tested through a pilot project to see its effectiveness in the field.
6. Monitoring & Evaluation
A monitoring and evaluation process is carried out to ensure that the program is running as planned, while also identifying any weaknesses or necessary improvements.
7. Final Report Preparation
All the results of the activities, including findings, recommendations, and evaluations, are summarized in the final report as the basis for further decision-making.

On the left side, the NRBV approach emphasizes the wise use of natural resources through several key aspects, namely:

1. Identify Natural Resources to find out the potential of the village.
2. Economic Value Assessment to calculate the economic benefits of resource utilization.
3. Sustainable Management to ensure that the use of resources does not damage the ecosystem.
4. Community participation in tourism management.
5. Tourism Product Innovation to increase attractiveness and added value.

Meanwhile, on the right side, the Systems Thinking Methodology is used to understand the relationship between components in the tourism village ecosystem. This approach includes three main components, namely:

1. Systems Analysis is the process of understanding all the components, flows, and interconnectedness in a system to identify problems, opportunities, and solutions.
2. Dynamic Modeling is the creation of models that describe ongoing changes in a system over time, usually to predict the impact of policies or decisions.
3. Stakeholder Interaction describes communication, collaboration, and influence between the parties involved in a system, such as the government, the community, academics, and business actors. These components are then connected through a feedback loop, which is a mechanism that ensures each policy or program can be evaluated and adjusted continuously.

These two approaches complement each other in supporting the implementation of the green economy, so that the development of tourist villages can be sustainable while maintaining a balance between the environment, economy, and socio-culture.

Results and Discussion

Description of Respondent Data

This study involved 50 respondents consisting of seven different categories, namely visitors (5 people), business owners (22 people), homestay users (3 people), buyers of agricultural products (6 people), villagers (9 people), and village officials (5 people). Based on gender, respondents consisted of 28 males and 22 females. Meanwhile, based on the age range, respondents were divided into three groups, namely 14 people aged 17-30 years, 22 people aged 31-45 years, and 14 people aged 46-60 years. The diversity of respondents' backgrounds shows the involvement of various parties who are directly or indirectly related to tourism village activities. Therefore, the data obtained is more representative in describing the socio-economic conditions and dynamics of the management of Cisaat Tourism Village. This is in line with the opinion of Yin (2014), who emphasizes the importance of variety of data sources in case study research to improve the validity of findings.

Respondent Diagram

1. By Category
2. By Gender
3. By Age

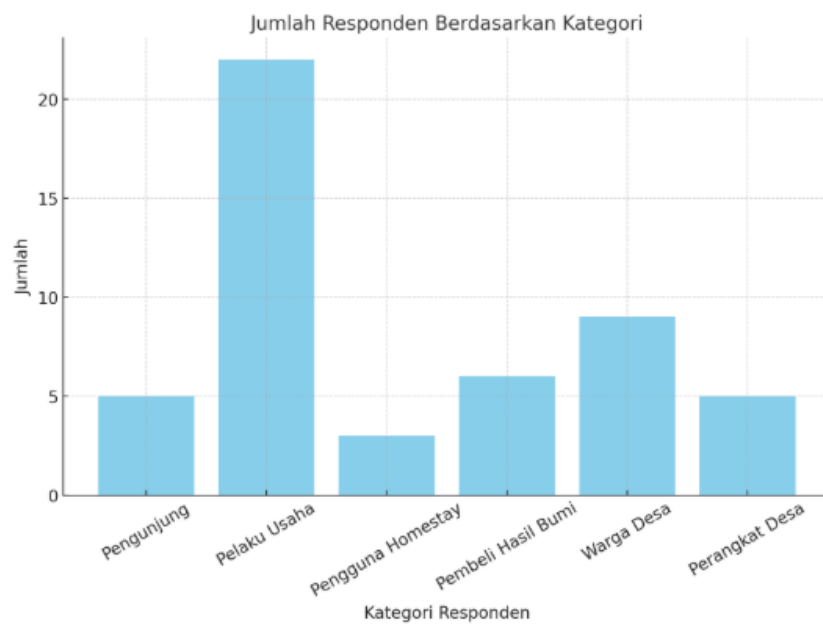


Figure 1

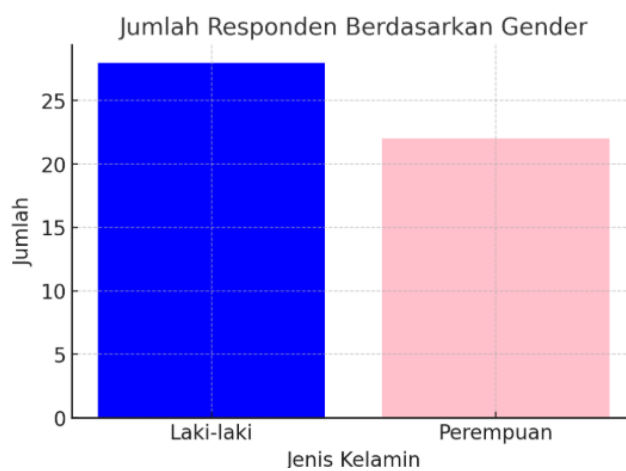


Figure 2



Figure 3

1. Tourism Village and Environment

All respondents agreed that Cisaat Tourism Village has made efforts to implement the concept of environmentally friendly tourism, maintain cleanliness, and utilize sustainable local materials. This shows that the ecological awareness of the community is quite high, in line with the principles of green economy that prioritize nature conservation.

2. Utilization of Natural Resources

Respondents agreed that natural resources are the main attraction of tourist villages. Natural resources are used wisely, the results are of good quality, and tourism activities do not interfere with the ecosystem. This shows that there are management practices that are in line with the Natural Resources Based Value (NRBV) approach, where the utilization of local potential is not only economically valuable but also considers ecological sustainability (Mairiza & Noviarita, 2023).

3. Collaboration and System

All items related to the cooperation received full approval, which means that the management of tourism villages is carried out in a participatory manner by involving the village government, the community, business actors, and partners. The existing system is also geared towards long-term sustainability and provides economic benefits and convenience for visitors. This reflects the application of systems thinking, which is a holistic view of the interconnectedness between actors in creating harmony and common goals (Putri *et al.*, 2021).

4. Impact and Expectations

Respondents emphasized that tourism villages have a positive impact in terms of additional income, new job opportunities, and increased village popularity. However, respondents also hope that tourist villages will be managed more professionally, facilities will be improved, and local products will be more promoted. By emphasizing that the sustainability of tourism villages is not only determined by natural conditions but also by the quality of governance and promotion strategies.

5. Implications of Research Findings

The findings agreed upon by all respondents show the high level of social support for the green economy concept in Cisaat Tourism Village. This support is a strong social and ecological capital to develop a green economic model based on natural potential. The practical implications of the results of this study include:

Village governments can strengthen environmental conservation regulations and policies. Tourism businesses can increase their competitiveness through environmentally friendly products. The community has a greater opportunity to play an active role in sustainable tourism. Thus, the results of this study support the goal of developing a sustainable tourism model through the integration of the Natural Resource-Based Value approach and the Systems Thinking Methodology.

1. Discussion of Interview Results with Village Officials

In-depth interviews with three village officials, namely Mr. Suryana as the Village Head, Mr. Aep Sutarya as the Village Secretary, and Mr. Iyep Musa as the village manager, revealed that Cisaat Village strongly supports the development of green economy-based tourism villages. The village apparatus assesses that the main potential of the village lies in agricultural products, tea plantations, secondary crops, Subang pineapples, rice, and local wisdom, which are tourist attractions even though the village does not have a distinctive icon like other destinations.

a. Understanding of the Green Economy

Village officials have shown a good understanding of the importance of maintaining a balance between economic, social, and environmental aspects. This understanding is in line with the concept of the green economy, which emphasizes the sustainable use of local resources to improve people's welfare. However, this understanding still needs to be strengthened with concrete implementation, for example through organic farming practices, renewable energy development, or the provision of environmentally friendly tourism products. This step will prevent the concept of the green economy from remaining theoretical without having a significant impact on society.

b. Natural Resource Management (NRBV)

The Natural Resources Based Value (NRBV) approach applied in Cisaat Village shows that natural resources are not only seen from an economic perspective, but also from an ecological and social perspective. This is in line with the views of Mairiza & Noviarita (2023), who emphasize that local potential-based management can increase the competitiveness of tourist villages if done wisely. However, one of the main challenges faced is a suboptimal waste management system. Possible solutions include establishing community-based waste banks, implementing simple waste management technologies, and engaging tourism awareness groups (Pokdarwis) to ensure more integrated management.

c. Systems Thinking Methodology

Coordination is carried out through village deliberations involving the community, business actors, and village officials. This pattern reflects the application of systems thinking, where interconnectedness between actors

is the key to success. Degan emphasized that participatory governance can lead to more comprehensive decisions. However, it is important to establish a monitoring and evaluation mechanism after deliberation so that each solution decided is truly implemented and has a real impact.

d. Economic Impacts and Challenges

The existence of tourist villages has been proven to have a positive impact in the form of increasing tourist visits, creating new jobs, and business opportunities for some residents. However, this has not been fully accompanied by an even increase in people's income. This condition reflects the dilemma between preserving the environment and meeting economic needs. emphasized that similar challenges are often experienced by tourism villages, requiring ecotourism-based and agro-tourism-based innovations that can provide added value without damaging the environment. To strengthen this argument, comparative data on residents' income conditions before and after Cisaat was designated as a tourist village is needed.

e. Future Hope

The village apparatus hopes that the implementation of the green economy in Cisaat will create a balance between improving community welfare and preserving the environment. This hope is in line with research by Weningtyas & Widuri (2022) which states that governance based on local wisdom and adaptive regulations can encourage sustainable village development. For this reason, villages need to set clear success indicators, such as targets to increase residents' income, the number of tourist visits, and the area of conservation land that is maintained. With measurable indicators, the achievement of Cisaat Village as a green economy model can be evaluated on a sustainable basis.

2. Interview Results with Business Owners

Interviews with five business owners, namely Mrs. Ai Hasanah (MSME manager), Mrs. Ocih (culinary business owner), Mrs. Ate Yuyun (homestay manager), Mrs. Mirah (fruit chip business owner), and Mrs. Rani (commercial plant and pineapple farmers), provided an overview of their role and contribution to the development of Cisaat Tourism Village based on a green economy.

a. Green Economy

The business owners agree that the existence of a tourist village can have a positive impact on the community, especially in increasing family income for daily needs. However, they also feel that the economic benefits are still limited. New jobs tend to only reach certain groups, such as homestay managers or certain MSME entrepreneurs, while people who are not directly involved have not felt much of the impact. This shows that the economic empowerment of residents still needs to be expanded so that the benefits of tourism villages are more evenly distributed. Green economy practices in tourism villages must pay attention to the equitable distribution of economic impacts while maintaining ecological sustainability.

b. Natural Resource Management (NRBV)

Business actors assess the natural potential that is the main attraction of Cisaat Tourism Village, such as tea gardens, non-plant agricultural land, rice, typical Subang pineapples, cool air, and original environmental conditions, which must be preserved to remain sustainable. They emphasized the importance of forest conservation and green open space as an ecological element as well as a tourist attraction. In addition, business actors strive to maintain the sustainability of raw materials through the wise use of resources, rejuvenating plants, and reducing material waste. This view is in line with the Natural Resources Based Value (NRBV) approach, which emphasizes the ecological value of natural resources as a strategic asset for sustainable development (Mairiza & Noviarita, 2023).

c. Systems Approach (Systems Thinking Methodology)

Cooperation between business actors with villages and the community is manifested in the form of providing local products, homestay management, mutual cooperation and cleaning, and participation in village activities. This collaboration is strengthened by village deliberations as the main forum for decision-making, involving the community, business actors, and the village government. This reflects a systems thinking approach, where linkages between actors are key to creating sustainable tourism governance

d. Impacts, Challenges, and Solutions

Although tourism has a positive impact, respondents are also aware of potential negative impacts, such as increased waste volume, environmental pollution, and the risk of shifting cultural values due to interactions with tourists. To overcome this, the village has implemented hygiene regulations, activated the gotong royong program, and involved Pokdarwis in preserving the local environment and culture. Other obstacles faced by business actors include limited capital, lack of supporting facilities, lack of digital skills, and fluctuations in the number of tourists. The proposed solution is to strengthen the role of BUMDes in product marketing, provide digital marketing training for business actors, and expand technology-based promotion so that local products become more known. By

emphasizing the importance of ecotourism and agrotourism innovation in increasing the added value of the tourism village economy.

e. Future Hope

Business actors hope that Cisaat Tourism Village can be an example of the success of green economic development. The main hope is that nature conservation will be maintained through waste control and land conservation, while community welfare will be improved through support for local businesses, strengthening facilities, and wider access to product promotion. This is in line with (Weningtyas & Widuri, 2022), which emphasizes that governance based on local wisdom and adaptive regulations can create sustainable and equitable village development.

Contributions from the Interview Results

Interviews with business actors show that the existence of tourism villages has had a positive impact, but it is not fully optimal. Contributions that can be made to the development of Cisaat Tourism Village are:

1. Expanding access to economic empowerment so that the benefits are not only felt by certain groups.
2. Develop an integrated community-based waste management system.
3. Strengthening the capacity of business actors through digital training and local product innovation.
4. Maximizing the role of BUMDes as a marketing and promotion engine. Establish clear indicators of success for tourism villages to measure economic, social, and environmental impact.

3. Interview Results with Community Leaders of Cisaat Tourism Village

Interviews were conducted with three community leaders in Cisaat Village, namely the Chairman of the Environmental Association (Mr. Data Gunawan), representatives of the Tourism Awareness Group/Pokdarwis (Mr. Asep Suhendi), and the Director of BUMDes (Mr. Mulyana Rahmatin). The results of the interviews are presented in four main themes as follows:

a. Perception of Tourism Villages

According to community leaders, since the introduction of tourism activities, there have been a number of significant changes in Cisaat Village. This village, which was previously relatively quiet, is now crowded with tourist visits, making the name of the village even more famous outside the area. The presence of tourism also encourages new business opportunities, such as culinary, homestay, and the sale of local agricultural products. However, not all residents have fully benefited from these economic benefits.

From the social side, the community has shown an increase in collective awareness in maintaining cleanliness and arranging the environment so that it remains attractive to tourists. In addition, there is also a new awareness of the importance of preserving local nature and culture as the main asset of village tourism. However, community leaders emphasized the need for more professional management so that this positive impact can be sustainable and truly improve the welfare of residents.

The benefits of developing tourism villages include increased employment opportunities and additional income, especially for local business actors. The village's flagship products, such as Subang pineapples, fruit chips, and local handicrafts, are becoming increasingly popular among tourists. On the other hand, villages also reap social benefits in the form of increased cooperation, mutual help, and community knowledge related to environmental and cultural conservation. Thus, tourism has been proven to not only contribute economically, but also strengthen social cohesion and ecological awareness among citizens. This is in line with the opinion of Suanstir (2013) that community-based tourism can improve the quality of life of local communities through economic, social, and cultural benefits.

Negative impacts that have also been identified include an increase in the volume of waste, potential environmental pollution, and changes in the behavior of the younger generation due to interaction with tourists. From a cultural perspective, there are concerns about shifting values and the weakening of local wisdom if it is not preserved consistently. The leaders emphasized the need for village regulation, increasing community awareness, and strengthening the role of Pokdarwis so that the balance between tourism development and village preservation is maintained. As stated by Manaf *et al.* (2018), the success of tourism villages is largely determined by good governance and the protection of local socio-cultural values.

b. Natural Resource-Based View

In general, the environmental condition of Cisaat Village has been relatively well maintained since the development of tourism. The cleanliness of the village is increasingly handled through mutual cooperation, forests and nature remain beautiful thanks to village regulations, and water sources are well maintained despite concerns about increasing water demand as tourist visits increase.

Natural resources such as tea plantations, secondary crops, livestock, and Sumang's mainstay pineapple began to be used to support tourism activities. However, this utilization is considered not optimal, requiring better management and promotion.

According to community leaders, there are several aspects that must be maintained in order to preserve nature. This includes keeping the environment clean from tourist waste, protecting forests and green open spaces from illegal logging, maintaining water availability, and managing farmland sustainably. The collective awareness of both residents and tourists is the key, that the success of sustainable tourism villages is determined by the commitment of all parties to conserve natural resources (Hidayattuloh et al., 2020). This is also reinforced by , which emphasizes that the development of tourist villages must take into account the carrying capacity of the environment to ensure sustainability.

c. Systems Thinking Methodology

The people of Cisaat Village are actively involved in various aspects of tourism village activities. This involvement is proven through participation in mutual cooperation, the provision of tourism services and products such as homestays, culinary, and local handicrafts, as well as involvement in village deliberations related to tourism management planning. In addition, the community is also a member of tourism awareness groups (Pokdarwis) which play an important role in preserving local nature and culture. This participation reflects the existence of strong social capital for the development of sustainable tourism villages. This is in line with the opinion that multi-stakeholder collaboration is a key factor in the success of tourism village management based on a system approach. Thus, the management of tourist villages not only requires the role of the government but also the active participation of the community as the main actor (Syaifudin & Ma'ruf, 2022).

d. Future Hope

According to community leaders, the management of Cisaat tourism village is currently still facing several shortcomings, including limited promotion, lack of public facilities such as toilets and parking areas, and waste management that needs to be taken more seriously. In addition, training and assistance for residents are also very necessary in order to improve their skills in managing tourism. In order for tourism villages to be better in the future, the community considers it necessary to improve public facilities, strengthen the sanitation and environmental management system, carry out wider and more sustainable promotions, and strengthen cooperation between the community and the village government. With these steps, the management of tourist villages is expected to be more focused, sustainable, and provide more equitable benefits for all residents. This is in line with the opinion (Giampiccoli & Saayman, 2018) which states that the success of community-based tourism villages is greatly influenced by aspects of governance, community participation, and the right promotion strategy.

Conclusion

This research shows that the development of Cisaat Tourism Village has great potential to become a sustainable tourism destination based on a green economy. Through the Natural Resources Based Value (NRBV) approach and System Thinking Methodology, this study emphasizes the importance of balancing the use of natural resources, environmental conservation, improving community welfare, and strengthening the identity of tourist villages. The results of the study revealed that there are still challenges in the form of a lack of typical village icons, limited digital promotion, the impact of regulations on the number of visits, and limited seasonal culinary ingredients. However, with participatory management strategies, community capacity building, local product innovation, and adaptive policy support, Cisaat Tourism Village has the opportunity to become a model for green tourism development in Indonesia.

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DEVELOPMENT OF A GREEN ECONOMIC MODEL FOR TOURISM VILLAGES IN SUBANG: A NATURAL RESOURCE-BASED VALUE APPROACH AND SYSTEMS THINKING METHODOLOGY

Ratih Ayu Sekarini et al

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