



# Actors' contributions to the development of tourist attraction (Study in Nyalembeng, Central Java, Indonesia)

Desy Nur Aini Fajri<sup>1\*</sup>, and Rossa Estu Illahi<sup>1</sup>

## Abstract

*Purpose* – This research administers an analysis of actors' contribution to the development of a tourist attraction.

*Methodology/Design/Approach* – A qualitative descriptive approach was invoked. Data were collected through interviews, observation, and documentation. Three informants were selected using a purposive sampling technique and under two criteria, which were (1) being knowledgeable and (2) having engaged in developing the intended tourist attraction since its establishment. Data analysis was carried out through three stages, i.e., data reduction, data presentation, and conclusion drawing.

*Findings* – This research founded that three contributions actors made to developing the tourist attraction of Bukit Tangkeban in Nyalembeng, Central Java, Indonesia, namely (1) Human resource capacity building, (2) Unique tourist attraction packaging, and (3) Digital information technology utilization.

*Originality/value* – As it is limited to Bukit Tangkeban in Nyalembeng, the results cannot act as generalizations applicable to other tourist destinations with different characteristics. This research provides insight into best practices concerning the development of a tourist attraction in a village in a developing country.

**Keywords:** Actors, Contributions, Developing, Tourist Attraction

## Introduction

Optimal development of village tourism potential can boost national welfare in various ways. Community-based tourism (CBT) and ecotourism are two increasingly employed approaches to rural tourism development because they promise more inclusive opportunities for community empowerment (Dolezal & Novelli, 2020). Additionally, they encourage villages to manage and develop their tourist attractions effectively, bringing on new economic opportunities, covering increased employment, increased community income, and growing small and medium enterprises which support the tourism industry. Later, it will elevate rural economic resilience, as exhibited by village-owned enterprises (BUMDes), village-managed companies in Indonesia responsible for facilitating access to capital, mediating essential services, and motivating community participation (Prihartini & Choiriyah, 2024). That is, with the support of companies like BUMDes, villages can develop, manage their potential more independently, and address their economic challenges more efficiently.

In village tourism development, human resources play an integral role. Actors with innovative and creative contributions to the development also account for improving village welfare and driving the local economy. Likewise, their roles in economic, social, and environmental fields are positively correlated with the local community's quality of life (Hassan et al., 2022). Hence, bolstering human resource capacity is a critical step

\*Correspondence:  
Desy Nur Aini Fajri  
[desynur@staff.gunadarma.ac.id](mailto:desynur@staff.gunadarma.ac.id)  
Tourism Study Program, Faculty of Letters and Cultures, Universitas Gunadarma, Indonesia



to ensure villages can be attractive tourist destinations and maintain and manage their potential independently and sustainably (Purnomo et al., 2020). In addition, it is also crucial for the management to alleviate disruptions to local communities in terms of either social, cultural, or environmental, allowing tourism to develop sustainably and negating adverse impacts on local communities (Nugroho & Numata, 2022).

Besides, understanding the relative roles of diverse actors, assets owned, and social relationships in the community is essential as well, bringing about insights which enable local business units and economic entities to adapt and make the transition to a more knowledge-based production system. By drawing on social capital, innovations, and skills which thrive in communities, economic sectors can grow more competitive and cope with global challenges readily. Connectivity between local actors, institutions, and available resources is a major factor in creating a stronger and knowledge-oriented economic ecosystem, ultimately helping achieve sustainable development and community welfare (Gertler, 2010).

However, some of the actors cannot develop tourist attractions in their villages as a result of limited human resources capable of the development. According to Ngoc Su et al. (2021), human resources play an imperative role in maintaining the tourism workforce and elevating organizational resilience in the face of a global pandemic. Yamagishi et al. (2024) add that a lack of skills, training, and potential investment of farmers' capital to transform their farms into agricultural tourism locations serves as a major weakness in the related fields. Moreover, regarding our research, a lack of human resources can retard community-based tourism progress in villages (Pham Hong, et al., 2021). We identify local actors' low capacity, especially in packaging their tourist attraction uniquely. For tourism is seasonal, media costs and security threats are the main challenges faced by tourism businesses (Muluneh et al., 2022). We also notice the limited use of digital information technology in developing the tourist attraction. Three main obstacles to digital transformation encompass (1) a lack of digital skills, (2) organizational and cultural barriers, e.g., traditional mindsets devoid of digital awareness, and (3) environmental barriers, such as a lack of digital resources and infrastructure (Lei et al., 2023).

To our knowledge, most research in the related fields merely examines strategies for developing tourist destinations in general, hence concentrating on marketing and infrastructural areas. Research on actors' contributions to the development of tourist attractions remains rare, implying a paucity of understanding related to their innovations in creating and developing tourist attractions creatively.

Therefore, this research aims to fill the gap by exploring actors' contributions to the creative development of tourism attractions, particularly Bukit Tangkeban, Nyalembeng, allowing for its sustainability. Since it provides new insights into how local actors contribute as innovators to develop the tourist attraction to enhance village welfare, this research is important for developing countries with stagnant and underdeveloped villages.

### **Community Involvement, Sustainable Tourism, and The Role of Digital Technology in Tourism Development**

Community involvement in developing tourist attractions in a tourism village is key to achieving a successful and sustainable tourism village. According to researchers in China, community involvement directly affects the life satisfaction of residents in tourism villages (Jia et al., 2023) by increasing their household income (Rasoolimanesh et al., 2018). Additionally, researchers in India outline the positive impact of community engagement through social and environmental innovations on the development of sustainable tourism (Sharma & Bhat, 2023).

In addition, the paramount importance of community involvement is especially stressed in the decision-making process, when it can reduce conflicts by supporting sustainable tourism development (Alim et al., 2021). However, several communities cannot be involved in planning, decision-making, and participation in tourism development (Moyo & Tichaawa, 2017) on account of some obstacles, including knowledge and skill constraints, seasonal and part-time community involvement, and low wages (Rasoolimanesh et al., 2018).

There are a range of actors behind the successful and sustainable development of tourist attractions. Komppula (2016) mentions individual entrepreneurs, business managers, and local politicians are three main contributors to the leadership and development of tourism destinations as their charisma and local identity

can facilitate a cooperative atmosphere between actors, fostering the development. Their roles in developing a destination can be varied and highly dynamic.

Interestingly, while actor involvement is indispensable to destination development, local tourism authorities can sometimes pose barriers. Bureaucratic obstacles, fabricated program activities, overlapping roles of local governments, and public misunderstandings about the roles can stifle the successful implementation of government-led tourism programs (Kusumah, 2024). It emphasizes the need for a balanced and well-coordinated approach to tourism development and the engagement of many actors. Besides, as Welford & Ytterhus (2004) elucidate, the creation of networking opportunities and cooperation between service providers is necessary to improve environmental performance and produce a “green” image. Furthermore, adopting a participatory approach which involves all actors in planning and implementing tourism policies and programs is paramount to fostering progressive, sustainable, and competitive tourism destinations (Kusumah, 2024). Actors make pivotal contributions to tourism, such as augmenting digital literacy, encouraging market demand and creating authenticity, and boosting the internet network infrastructures (Fajri, et al., 2022). The efforts can engender more effective destination management and sustainable tourism practices.

As observed in markets in developing countries, the role of actors in digital technology is critical to developing community-based tourism. A study in Malaysia defines digital technology as an innovation for rural communities to buoy local businesses in community-based tourism in reaching the global market (Zainol et al., 2023). Using digital technology, actors can encourage local communities to innovate and promote sustainable tourism (Fajri et al., 2022; Inversini et al., 2020). For example, tourism development actors in China use AI, big data, and IoT to enrich tourist experiences and attain operational cost efficiency, including real-time monitoring (Musa et al., 2022).

## Method

This research was undertaken in Bukit Tangkeban, a tourist attraction in Nyalembeng, Central Java, Indonesia. A descriptive qualitative approach was exploited to describe actors’ contributions to developing the tourist attraction in creative ways. In choosing the approach, we were contingent on the consideration that it enabled us to gain a broader and deeper understanding of the phenomena related to the management of the tourist attraction. It also helped us thoroughly dig up facts to be explained qualitatively, specifically related to actors’ roles and contributions to developing the tourist attraction.

In the process of collecting data, several techniques were leveraged to generate a clear picture of how actors contributed to creatively developing Bukit Tangkeban. They were in-depth interviews to amass information from informants, direct observation at the tourist site to observe tourism management activities conducted, and documentation to collect visual and written data to support research results. A purposive sampling technique was used in selecting informants, who were three in number and selected by following these criteria: (1) having extensive knowledge about the management and development of Bukit Tangkeban and (2) having actively engaged in developing the tourist attraction since its establishment.

Purposive sampling technique was selected by several considerations. To begin with, the technique allowed us to focus on key actors that understood the dynamics of tourism development. Besides, we considered the limited number of informants with the desired requirements/criteria (some had no expected level of knowledge). Finally, only resource persons able to provide detailed and in-depth information about the development of Bukit Tangkeban were included.

Three pivotal steps were taken to ensure data validity and reliability in this research on actors’ contribution to developing tourist attractions in Nyalembeng. First, data were triangulated by collecting information using the following techniques: interviews with informants, field observations, and analysis of related documents. Second, member checking was performed by sharing the interview results and initial findings with informants to get feedback, ensuring an accurate interpretation consonant with their views. Third, consistency in data collection was maintained using a semi-structured interview guide that enabled us to propose core questions but remain focused and flexible to explore informants’ responses to actors’ roles, practices performed, and barriers.

Data analysis was performed in three stages. In the first stage, data reduction, information obtained from many different sources was filtered and selected based on its relevance to our objectives. The second stage, data presentation, was arranging the selected information into a more structured form easier to understand and inspect. The last stage was conclusion drawing, namely interpreting the analysis results to obtain a more comprehensive description of actors' roles and contributions to the development of the tourist attraction.

### Findings and Discussion

A natural tourist site, Bukit Tangkeban was located in Nyalembeng, Pulosari, Pemalang, north of Mount Slamet. Besides Bukit Tangkeban as a stunning natural scenery, the village of Nyalembeng offered a wealth of culture and history which, unfortunately, called for further development, especially concerning environmental education, traditional agriculture, and local art and cultural preservation. Other developments regarding adventure tourism and ecotourism should also be carried out, such as building hiking trails and camping grounds and holding live-in programs, allowing tourists to experience the daily life of the local community.

Bukit Tangkeban came with great potential to be an integrated tourist site with natural beauty, local culture, and traditional wisdom. Grounded on the historical narration circulating in the Nyalembeng community, Bukit Tangkeban had been long laden with religious nuances, as indicated by some tombs of important figures from the 1990s built there. The name "Bukit Tangkeban" was given by Abah Zidni, an Acehnese cleric who was married to a Sima resident and built a prayer room on the top of the hill. The prayer room served as a sanctuary where residents recited and learned religion, while scholars made use of it to gather and make plans to spread Islam in Pulosari and Moga.

A daily number of 50 visitors participated in the Bukit Tangkeban tour, and the number could climb to more than 100 people on holidays. The entrance ticket was IDR10,000.00/person, and the parking fee was IDR2,000.00/vehicle. Among the facilities available in Bukit Tangkeban were meeting halls, homestays, prayer rooms, MSME-owned stalls, cafés, camping areas, photo spots, toilets, and parking lots.



**Figure 1.** Prayer Room in Bukit Tangkeban. Source: Researcher Archive, 2024

Figure 1 shows that The existence of prayer room facilities *Mushola*, as well as the coolness of the air on the hill provide added value to this area. This Surau that has been hundreds of years old is a special attraction

for visitors. With many tourists coming to make a pilgrimage, local residents see the potential for tourism that can be developed in the place.

## **Actors' Contributions to Developing Bukit Tangkeban as a Tourist Attraction**

### ***Increasing Human Resources Ability to Elevate Tourist Services***

This study found that the involved actors endeavored to build human resource capacity in Bukit Tangkeban by acting as liaisons between the local community and visitors. The action allowed for accessibility to accurate and relevant information concerning Bukit Tangkeban for all parties.

*In the improvement of our human resources, there are two programs. The first program is to optimize local potential creatively. The program aims to maximize the local potential of Nyalembeng by maximizing the maintenance of the attraction. Hence, the tourism of Bukit Tangkeban can avoid destructive actions, enabling the next generation to enjoy its beauty. The second is the creative house program, which manages the purpose of broadening visitors' understanding of Bukit Tangkeban by giving educational tours on how to plant trees. We collaborate with some parties, e.g., the Pemalang Tourism Office and BUMDes (the village-owned enterprise) to present training and workshops on the development of local products, such as making typical Pemalang handicrafts. (personal communication, July 19th, 2024 in Bukit Tangkeban)*

The two programs Informant 1 mentioned were targeted at community members and were consistently performed. We elaborated on them as follows:

#### 1. Program to Optimize Local Potential Effectively

The program focused on enhancing the local potential of Nyalembeng, especially Bukit Tangkeban. We believed that the tourist attraction would not be as iconic as today with improper management. The actors concerned made their best effort to ensure that no risk due to irresponsible actions afflicted the tourist attraction, giving the next generation an opportunity to enjoy the beauty. Among the program products included interesting tourism packages, e.g., camping and outbound, and Nyalembeng typical food with natural and local ingredients. Training was also given to improve community members' skills in tourism and handicraft guides.

#### 2. Creative House Program

The program set a purpose of increasing the knowledge of the public, tourism managers, and visitors related to Bukit Tangkeban. Among the program's products was an educational tour where visitors could learn how to plant trees, stimulate fruit production, and pick fruit directly from trees. Additionally, a library was provided in the program area, allowing visitors to search for references, do assignments, and read books. The establishment of the library was pioneered by a collaboration between the village government and educational institutions around the tourist site.

The responsible actors developed and prepared a training curriculum which was in accordance with local needs. A collaboration was also made with related parties, e.g., the Pemalang Tourism Office and the Pemalang Village-Owned Enterprise to present quality training materials. The parties involved held a workshop on the development of engaging local tourism products, such as typical Pemalang handicrafts or traditional culinary. The program hence helped the local community create and promote products which appealed to tourists and provided a more diverse experience for visitors.

In addition, the actors were active in facilitating promotional and marketing activities advertising Bukit Tangkeban as an attractive tourist attraction. They devised promotional strategies which involved the utilization of social media, brochures, and tourism exhibitions to attract more visitors and the development of websites or applications which enabled tourists to get information and plan their visits comfortably. Likewise, the local community was equipped with marketing skills, allowing them to market the uniqueness of Bukit Tangkeban more effectively.

*As Pokdarwis members, we are committed to creating an attractive and sustainable tourist attraction of Bukit Tangkeban. We face difficulties in keeping up with economic growth, environmental preservation, and local culture. Our responsibility as Pokdarwis (members) is to ensure that every step we take is both for visitors and for the local community. (personal communication, July 19th, 2024 in Bukit Tangkeban)*

The actors continued to impel the local community to also actively partake in developing the tourist attraction of Bukit Tangkeban by organizing regular meetings and discussion forums to hear the community's input and aspirations concerning tourism management. With the community's engagement in the decision-making process, they could confirm that the development would be supportive of tourists' visits while being consistently favorable for the local community by virtue of the sustainable economic and social benefits it induced. With this approach, actors' significant contributions to human resource capacity building were markedly exhibited, ensuring the long-term existence of Bukit Tangkeban as a tourist attraction.

Homestay provisions manifested the real practice Bukit Tangkeban actors undertook in creating a long-term impact on the sustainability of the tourist attraction, that was particularly notable in the improved economy of the local community.



**Figure 2.** Homestays 'Ramayana' in Bukit Tangkeban. Source: Researcher Archive, 2024

Figure 2 shows that homestays in Bukit Tangkeban can increase the length of stay of tourists. Priambodo (2024) explains that the provision of accommodation services, such as homestays, could help create jobs and enhance the local economy. This homestay offers an experience at a rate of IDR400,000.00/night, including facilities such as beds, kitchenettes, and water heaters. Tourists can enjoy the amazing natural beauty with a view of Mount Slamet. The impacts of homestay provisions encompassed local actors' lower dependence level on a single source of income and improved eco-friendly practices.

### ***Various Tour Packages***

This research found that drawing visitors' interest at a constant level demanded the actors to highlight the beauty of nature and offer memorable experiences simultaneously. Therefore, they took the initiative to package the tourist attraction of Bukit Tangkeban in a unique and interesting way by providing interesting photo spots decorated with witty, melancholic, and relatable writings which resonated with young people. The concept successfully enthused visitors' attention, especially the younger generation, who were looking for a distinctive experience to share on social media.

Furthermore, infrastructural improvements were also made, e.g., the provision of wooden benches for relaxation and a viewing post where visitors could sightsee the breathtaking view of Mount Slamet. The improvements thus maintained visitors' sense of comfort and safety when they enjoyed the beauty of nature, which, in turn, increased the number of visitors in the tourist destination.

Investigating further, we noticed another unique tourist attraction, i.e., Taman Lang, with viral photo spots, such as the Glass Bridge and the Hanging Swing, which provided an exceptional experience of walking at a height while enjoying the view of Mount Slamet. The Glass Bridge was visually appealing and was challenging for those anxious to feel their adrenaline racing. Accordingly, the bridge was among the visitors' favorites for taking pictures and looking for a new experience.

Tourism packages offered in Bukit Tangkeban also covered camping activities, which arguably succeeded in attracting visitors to camp with friends and family. Promising unforgettable memories, camping in Bukit Tangkeban came with a uniqueness as its location laid at an altitude of 700 meters above sea level on the slopes of Mount Slamet. Thanks to the location, visitors could indulge themselves with mountain-typical cool air which was congenial to stress relief and relaxation. The spacious camping facilities and terraces could accommodate more than 20 tents with a capacity of four people, helping visitors perceive the sensation of spending the night outdoors. Besides, live music events at night produced a lively and warm atmosphere, which, coupled with natural beauty, resulted in social fun and serenity.

*We organize local art exhibitions, music festivals, traditional handicraft courses, local dance performances, and Pemalang specialties. It will promote the cultural richness which exists around Bukit Tangkeban and scale up (the number of) visits. We believe that we can attract tourists who are more aware of local cultural values by maintaining the authenticity and unique appeal of the region and engaging the local community in every activity. We also believe that we can support the sustainable development of Bukit Tangkeban. (personal communication, July 19th, 2024 in Bukit Tangkeban)*

With diverse initiatives and innovations the actors had, Bukit Tangkeban, which had been once regarded as a scary and mysterious burial site, was now an interesting and unique tourist destination. The successful transformation elevated the number of tourists and significantly accounted for the local economic growth and cultural preservation.

Bukit Tangkeban maintained six excellent tourist spots, i.e., (1) Sky Park Tourism, designed to provide an interesting experience for visitors with unique decorations for taking selfies, (2) Tangkeban Park Tourism, presenting stunning natural scenery with green hills and vast tea gardens as backdrops and several other tourist attractions, namely Water Park, Fish Therapy, Mini Zoo, and Reading Park, (3) Tangkeban Hill Agricultural and Hydroponic Education Tour, administering an educational tour which introduced visitors to agriculture and hydroponic technology, (4) Tangkeban Peak Tourist Spot, indulging visitors with an amazing panorama, including the majestic view of Mount Slamet, (5) Hanging Bike Tourist Spot, providing a cycling experience at a height with natural scenery, and (6) Rainbow Slide Tourist Spot, a 30-meter-long slide with an attractive, colorful design inspired by a bright and colorful rainbow.



**Figure 3.** Tangkeban Park Tourism. Source: Researcher Archive, 2024

Figure 3 shows that Tangkeban Park Tourism not only enriches the experience for tourists, but also plays an important role in improving the local economy. By attracting more visitors, the park creates new opportunities for local businesses, encourages entrepreneurship, and increase local community's incomes. Bukit Tangkeban Tourism Packages, as follows:

**Table 1.** Bukit Tangkeban Tourism Packages

No	Package Category	Package Name	Price
1	Tangkeban Tourism	Fun Tangkeban Park	IDR 25,000/person
		Taman Langit Asik	IDR 45,000/person
		Have Fun Tangkeban	IDR 70,000/person
2	Camping Packages	Camping Asik	IDR 2,000,000/20 people
		Camping Guling	IDR 3,500,000/20 people
3	Education Packages	Education Tourism	IDR 100,000/person
		Leadership Training – Tourism	IDR 150,000/person
4	Meeting Packages	Meeting Package	IDR 50,000/person
5	Jeep Adventure	Tangkeban Adventure – Waterfall	IDR 485,000/person
		Tangkeban Adventure – Semugih Tea Garden	IDR 160,000/person
6	Outbound Packages	Outbound A	IDR 150,000/person
		Outbound B	IDR 200,000/person

Source: Authors' field work, 2024

Local actors' ability to design a range of tourism packages that were adaptive and responsible was also key to a sustainable tourist attraction. Their consistent innovations, along with community engagement and natural-cultural involvement, allowed Bukit Tangkeban as a tourist destination to avoid market saturation. In addition, they could bolster the local economy resistance and preserve the environment and culture for the next generation.

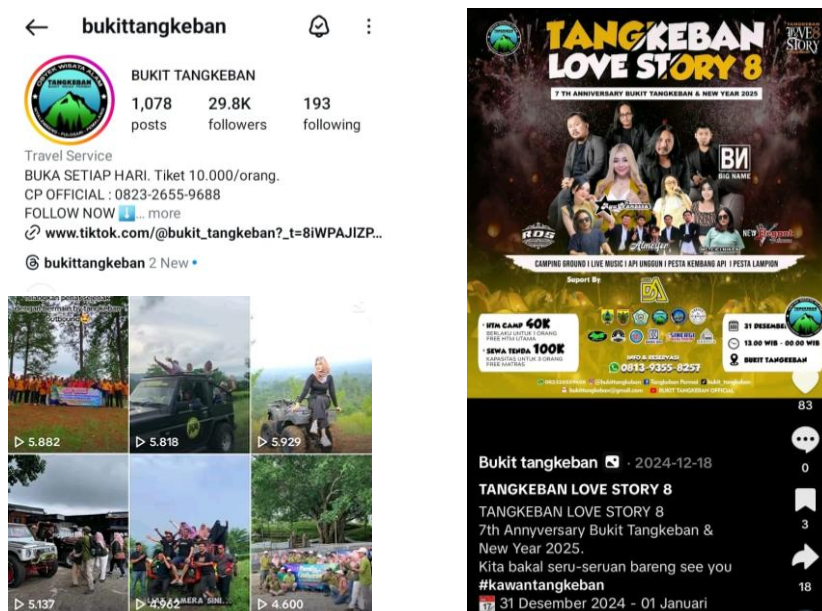
### ***Digital Information Technology Utilization***

This research found that modern digital information technology was of crucial importance to tourism development, making the promotion of tourist destinations able to cover more expansive areas and reach the

target market more efficiently. The actors concerned utilized information technology media, yet some quantity constraints laid ahead.

*Currently, we have only two computers and a few smartphones selected by the members, which are used for administration and (making) a range of important reports. Using mobile phones to promote the tourist attraction through several social media, such as Facebook, Instagram, and TikTok, will raise public awareness. Undoubtedly, the effect is faster because more people can access it. (personal communication, July 19th, 2024 in Bukit Tangkeban)*

Applying social media platforms was considered an efficient method of promotion to attract tourists. Therefore, the actors were determined to deploy several famed platforms, such as TikTok (@bukittangkeban), Instagram (@bukittangkeban), and Facebook (Bukit Tangkeban), to share engaging visual content and the latest information about events and facilities in Bukit Tangkeban. Some features, covering stories and live streaming, were invoked to interact directly with visitors, answer questions, and provide real-time updates. Additionally, the actors took further measures by drawing on digital marketing trends using relevant hashtags and collaborating with local influencers, resulting in deeper engagement between the management and potential visitors.



**Figure 4.** Tangkeban Social Media (Instagram @bukittangkeban). Source: Instagram, 20 April 2025

Figure 4 shows that event (7th Anniversary Bukit Tangkeban & New Year 2025) and number of followers of Bukit Tangkeban’s social media accounts. The number of followers of Bukit Tangkeban’s Instagram were reportedly to have 29,800 followers, with 1,078 posts (Instagram, updates on 20 April 2025). It pointed out that the actors successfully built a significant digital existence, with Instagram being the most popular and effective platform for attracting public attention. The high number of followers on Instagram reflected a huge potential for more extensive promotion and more active interaction with visitors, which could buoy marketing efforts and attract more tourists. Local actors’ adaptability to digital technology through social media expanded the target market and attracted new tourist segments, e.g., the Z generation and millennials, while favoring the branding of Bukit Tangkeban in building a unique tourist destination image. The results underlined the impact of digital technology utilization on the sustainability of Bukit Tangkeban.

Nevertheless, we identified several aspects in need of improvement despite the high number of followers and the already vast utilization of social media for promotion. To begin with, there was a lack of consistency in content updates, where irregular posting on social media remained the major problem, bringing about

interest loss or the latest information misses among the audience. Uncertainty in posting frequency could reduce the effectiveness of promotions and bring on a decline in follower engagement. Furthermore, there was also a pitfall concerning WiFi network availability, which could not be optimized on account of infrastructural and budget limitations. A solution to this was fortunately at hand, proposed by Cafe Arcafe, which granted free WiFi access as one of its supporting facilities for those making food and beverage purchases there.

### ***Actor's Challenges and Obstacles***

In packaging tourist attractions, it was inevitable for actors to face complex challenges covering human resources and management capacity. Limited knowledge about tourism management, digital promotion, and tourist services accounted for the main obstacles to more professional development. Besides, limited training and assistance from related parties hampered some programs from running optimally. Additionally, the surrounding community's awareness of the importance of sustainable tourism continued to call for improvements, as indicated by its inconsistent participation in maintaining and supporting the tourist area.

Other obstacles also arose in terms of infrastructure and funding. For instance, road access to the tourist site should be improved to make it more comfortable for tourists, especially during the rainy season. Several facilities, including toilets and garbage cans, should be built, and new rides should also be added. And yet, the actions were constrained by a lack of operational budget. The actors also confronted challenges in preserving nature and the natural beauty of the main attraction amid the increasing number of tourist visits.

### **Conclusion**

A successful tourist destination was dependent on its natural beauty or uniqueness and how the involved actors made an effective collaboration to bring on an attractive, comfortable, and sustainable environment for tourists. Regarding our research, as presented by the results, we could draw a conclusion that the engaging local actors played a pivotal role and made significant contributions to the development of the tourist attraction of Bukit Tangkeban in Nyalembeng. They made a range of strategic efforts to improve the tourist attraction, hence espousing the sustainability of the tourism sector as well. With those effective strategic steps, Bukit Tangkeban could be a leading tourist destination which was attractive for tourists and favorable for the local community as it could provide economic and social benefits in a sustainable manner.

In spite of many different measures taken to enhance the tourist attraction of Bukit Tangkeban, we found some challenges in optimizing tourism management, including constraints in the availability and utilization of digital information technology media by the community and local tourism actors. It barred tourists' access to digital services related to destination information, ticket bookings, interactions with service providers, and others. A lack of adequate digital infrastructure and insufficient digital literacy among the public were two factors which entailed further attention. In addressing these challenges, actors in Nyalembeng should consistently innovate with creativity, allowing for desired development in Bukit Tangkeban and enabling the tourist destination to be a magnet for tourists, both domestic and international.

As a suggestion, further measures should be taken to reinforce digital literacy and information technology utilization in the tourist destination management. Collaboration between stakeholders, be they academicians, the tourism industry, and local governments, also constitutes the key to creating a sustainable tourism ecosystem.

### **List of abbreviations**

CBT, Community-based tourism; BUMDes, village-owned enterprises.

### **Acknowledgment**

For this article's completion, we thanked Universitas Gunadarma for funding this research and the rural managers in Bukit Tangkeban for providing support and data availability during the field research.

**Declaration****Ethics approval and consent to participate**

Not applicable.

**Consent for publication**

Not applicable.

**Availability of data and materials**

The data supporting the findings of this study are available upon request.

**Competing interests**

The authors declare that there is no conflict of interest regarding this work.

**Declaration of generative AI and AI-assisted technologies**

During the preparation of this work the author used Grammarly in order to correct spelling mistakes and help me make better sentences. After using this tool/service, the author reviewed and edited the content as needed and takes full responsibility for the content of the published article.

**Author contributions**

DNAF writing-original draft preparation, conceptualization, methodology, validation, formal analysis, investigation, data curation, writing-review and editing, supervision. RSI gather data collection and project administration. All authors have read and agreed to the published version of the manuscript.

**Funding**

This research is supported by Universitas Gunadarma, Indonesia.

**Author detail**

<sup>1</sup>Tourism Study Program, Faculty of Letters and Cultures, Universitas Gunadarma, Indonesi

Received: 05 March 2025

Accepted: 05 May 2025

Published online: 05 May 2025

**References**

- Alim, M. A., Jee, T. W., Voon, M. L., Ngui, K. S., & Kasuma, J. (2021). Tourism Development Through Communities'support: Rural Communities'perspective. *Geo Journal of Tourism and Geosites*, 39, 1473-1482. <https://doi.org/10.30892/gtg.394spl18-791>
- Dolezal, C., & Novelli, M. (2020). Power in community-based tourism: empowerment and partnership in Bali. *Journal of Sustainable Tourism*, 30(10), 2352–2370. <https://doi.org/10.1080/09669582.2020.1838527>
- Fajri, D. N. A., Damanik, J., Priyambodo, T. K., & Sutikno, B. (2022, December). Actor's Role in Developing Creative Rural Tourism Marketing in the Digital Era: A Case Study in Ponggok, Central Java. In *International Academic Conference on Tourism (INTACT)" Post Pandemic Tourism: Trends and Future Directions"(INTACT 2022)* (pp. 278-292). Atlantis Press. [10.2991/978-2-494069-73-2\\_21](https://doi.org/10.2991/978-2-494069-73-2_21)
- Hassan, T. H., Salem, A. E., & Abdelmoaty, M. A. (2022). Impact of Rural Tourism Development on Residents' Satisfaction with the Local Environment, Socio-Economy and Quality of Life in Al-Ahsa Region, Saudi Arabia. *International Journal of Environmental Research and Public Health*, 19(7), 4410. <https://doi.org/10.3390/ijerph19074410>
- Inversini, A., Rega, I., & Gan, S. W. (2020). E-Tourism as a Tool for Socio-economic Development. *Handbook of e-Tourism*, 1-16. [https://doi.org/10.1007/978-3-030-48652-5\\_108](https://doi.org/10.1007/978-3-030-48652-5_108)
- Jia, Y., Liu, R., Li, A., Sun, F., & Yeh, R. (2023). Rural tourism development between community involvement and residents' life satisfaction: tourism agenda 2030. *Tourism Review*, 78(2), 561-579. <https://doi.org/10.1108/TR-02-2022-0097>
- Komppula, R. (2016). The role of different stakeholders in destination development. *Tourism Review*, 71(1), 67–76. <https://doi.org/10.1108/tr-06-2015-0030>
- Kusumah, A. H. G. (2024). Breaking Down the Barriers: Rethinking Government's Role in Indonesian Tourism Destination Development. *Society*, 12(1), 50–60. <https://doi.org/10.33019/society.v12i1.580>
- Lei, J., Indiran, L., & Haiyat Abdul Kohar, U. (2023). Barriers to digital transformation among MSME in tourism industry: cases studies from Bali. *International Journal of Academic Research in Business and Social Sciences*, 13(3), 844-858. <http://dx.doi.org/10.6007/IJARBS/v13-i3/16575>

- Musa, M., Rahman, P., Kang, Z. R., & Hossain, S. F. A. (2022). Technology application in the Chinese tourism industry. In *Technology application in tourism in Asia: Innovations, theories and practices* (pp. 219-239). Singapore: Springer Nature Singapore. [https://doi.org/10.1007/978-981-16-5461-9\\_13](https://doi.org/10.1007/978-981-16-5461-9_13)
- Moyo, S., & Tichaawa, T. M. (2017). Community involvement and participation in tourism development: a Zimbabwe Study. *African Journal of Hospitality, Tourism and Leisure*, 6(1), 1-15. [https://www.ajhtl.com/uploads/7/1/6/3/7163688/article\\_33\\_vol\\_6\\_1\\_2017.pdf](https://www.ajhtl.com/uploads/7/1/6/3/7163688/article_33_vol_6_1_2017.pdf)
- Muluneh, D. W., Chiriko, A. Y., & Taye, T. T. (2022). Tourism destination marketing challenges and prospects: The case of the southern route of Ethiopia. *African Journal of Hospitality, Tourism and Leisure*, 11(1), 294-309. <https://doi.org/10.46222/ajhtl.19770720.226>
- Ngoc Su, D., Luc Tra, D., Thi Huynh, H. M., Nguyen, H. H. T., & O'Mahony, B. (2021). Enhancing resilience in the Covid-19 crisis: lessons from human resource management practices in Vietnam. *Current Issues in Tourism*, 24(22), 3189–3205. <https://doi.org/10.1080/13683500.2020.1863930>
- Nugroho, P., & Numata, S. (2022). Resident support of community-based tourism development: Evidence from Gunung Ciremai National Park, Indonesia. *Journal of Sustainable Tourism*, 30(11), 2510–2525. <https://doi.org/10.1080/09669582.2020.1755675>
- Pham Hong, L., Ngo, H. T., & Pham, L. T. (2021). Community-based tourism: Opportunities and challenges a case study in Thanh Ha pottery village, Hoi An city, Vietnam. *Cogent Social Sciences*, 7(1). <https://doi.org/10.1080/23311886.2021.1926100>
- Priambodo, M. P. (2024). Application of the Community Economic Development Approach to Enhance the Development of Participatory-based Cultural Ecotourism in Palparan Rural Area. In *E3S Web of Conferences* (Vol. 595, p. 03010). EDP Sciences. <https://doi.org/10.1051/e3sconf/202459503010>
- Prihartini, I., & Choiriyah, I. U. (2024). Roles of BUMDes in Increasing Village Income and Community Sustainability. *Indonesian Journal of Cultural and Community Development*, 15(3). <https://doi.org/10.21070/ijccd.v15i3.1076>
- Purnomo, S., Udin, U., Rahayu, E. S., Riani, A. L., & Suminah, S. (2020). Empowerment Model for Sustainable Tourism Village in an Emerging Country. *The Journal of Asian Finance, Economics and Business*, 7(2), 261–270. <https://doi.org/10.13106/jafeb.2020.vol7.no2.261>
- Rasoolimanesh, S. M., Jaafar, M., & Tangit, T. M. (2018). Community involvement in rural tourism: a case of Kinabalu National Park, Malaysia. *Anatolia*, 29(3), 337-350. <https://doi.org/10.1080/13032917.2017.1412327>
- Sharma, V., & Bhat, D. A. R. (2023). The role of community involvement in sustainable tourism strategies: A social and environmental innovation perspective. *Business Strategy & Development*, 6(2), 119-127. <https://doi.org/10.1002/bsd2.227>
- Welford, R., & Ytterhus, B. (2004). Sustainable development and tourism destination management: A case study of the Lillehammer region, Norway. *International Journal of Sustainable Development & World Ecology*, 11(4), 410–422. <https://doi.org/10.1080/13504500409469843>
- Yamagishi, K., Gantalao, C. and Ocampo, L. (2024), "The future of farm tourism in the Philippines: challenges, strategies and insights", *Journal of Tourism Futures*, Vol. 10 No. 1, pp. 87-109. <https://doi.org/10.1108/JTF-06-2020-0101>
- Zainol, N. R., Abdullah, F. A., & Rahman, M. K. (2023). Exploring digitalization-driven in innovative eco-tourism sector. In *Social Entrepreneurship and Social Innovation in Eco-Tourism* (pp. 61-84). Singapore: Springer Nature Singapore. [https://doi.org/10.1007/978-981-99-1827-0\\_5](https://doi.org/10.1007/978-981-99-1827-0_5)

## Publisher Notes

Borneo Novelty Publishing remains neutral with regard to jurisdictional claims in published maps and institutional affiliations.