

**Tourism Value Chain in Community-Based Rural Tourism:
Harmonizing the Roles of Government and Community**

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Acknowledgements

الله سبحانه وتعالى
All praise to

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Abbreviations and Acronyms

ASEAN	: Association of Southeast Asian Nations
CBRT	: Community-Based Rural Tourism
CBT	: Community-Based Tourism
CSR	: Corporate Social Responsibility
F&B	: Food and Beverage
Forkom	: <i>Forum Komunikasi</i> (Communication Forum)
GGDD	: Global Green Destination Days
GVC	: Global Value Chain
HDI	: Human Development Index
ICTs	: Information and Communication Technologies
LMDP	: Local Medium-term Development Plan
LMICs	: Low- and Medium-Income Countries
NbT	: Nature-based Tourism
NGOs	: Non-Governmental Organizations
NMDP	: National Medium-term Development Plan
Pokdarwis	: <i>Kelompok Sadar Wisata</i> (Tourism Awareness Group)
PRISMA	: Preferred Reporting Items for Systematic Reviews and Meta-Analyses
RPJMD	: <i>Rencana Pembangunan Jangka Menengah Daerah</i>
RPJMN	: <i>Rencana Pembangunan Jangka Menengah Nasional</i>
RQ	: Research Question
SLR	: Systematic Literature Review
TGVC	: Tourism Global Value Chain
TVC	: Tourism Value Chain
TVW	: Tourism Value Webs
UNWTO	: United Nation World Tourism Organisation
USP	: Unique Selling Point
WoS	: Web of Science
WTO	: World Tourism Organisation

Abstract

Regardless of their multiple functions, rural areas face numerous problems that may come from the neighboring urban areas or their own natural characteristics. Community-Based Rural Tourism (CBRT) development then emerges as one alternative solution to address the various problems in rural areas that pinpoint the participation spirit. This approach has been implemented by governments worldwide to support rural development policies. However, many case studies show that policies often do not fully support the concept of CBRT. Additionally, the implementation of CBRT development policies does not always align with the written policies. This can then disrupt the achievement of the policy targets and may even lead to new problems. Owing to the fact that tourism is not a single activity. Instead, it is a series of multidimensional activities that involve interrelated elements that collaborate as a value chain system to achieve the targets. In this sense, the harmony between policy and implementation in the tourism value chain is crucial to ensure the achievement of the goals of sustainable rural development. Therefore, this study aims to analyze the policies and implementation of CBRT development based on all elements of tourism as useful input for further CBRT development, achieving better harmonization and benefiting all stakeholders involved. The study uses a case study of tourism village development in Sleman Regency, Special Region of Yogyakarta, Indonesia, which inaugurated the highest tourism index in Indonesia and has adopted the CBRT concept to develop its rural areas. This study began by identifying the holistic tourism value chain concepts and elements from the existing literature and utilizing them as a basis for further analysis of the harmony between the policy and implementation in CBRT development. Qualitative methods, with a combination of deductive and inductive approaches, were implemented for multiple stakeholders to gain a deeper understanding of the CBRT development process. The evaluation of the CBRT development policy focuses on the policy environment, which consists of stakeholders' commitment, resources, and mechanisms, to provide a full review from the policy initiatives to the implementation. Meanwhile, the implementation by the communities was investigated using the abduction method, based on the community's self-reliance aspects, which consist of objectives/goals, ability/rights, and own resources, which led to the community self-reliance assessment model. The results of this study provide a thorough policy environment evaluation stage in CBRT development. It also indicates the multiple helix model of CBRT development, where the community acts as the main stakeholder. Furthermore, this study also observed the challenges of rural communities in CBRT development based on the aspects of community self-reliance that can be an input for CBRT development policies in the future. This study is not without limitations. As tourism development involves multiple stakeholders, analysis from other stakeholders' perspectives is necessary to enrich the knowledge in this approach and support the achievement of goals for all of the stakeholders. In addition, the CBRT development is supposed to solve the self-reliance, empowerment, and sustainability issues in rural areas. Therefore, further study are needed for the community empowerment and sustainability assessment issue in CBRT development to achieve the main goal of sustainable rural development.

Keywords: Community-based rural development, Tourism value chain, policy environment, community self-reliance, sustainable rural development

Chapter 1. Introduction

1.1. Overview

Rural areas play an important role and have significant effects on large populations around the world. It has multiple functions that can, directly and indirectly, support the balance of livelihoods towards sustainable development (Revkova, 2022). For instance, rural areas that are commonly associated with agricultural activities can become the main suppliers for the region and support urban areas with the potency of green energy exporters (Anderson, 2015; Poggi *et al.*, 2018). Rural areas are also often utilized for natural conservation to prevent natural disasters such as floods, landslides, and other disasters that can affect the surrounding areas (Niedzielski, 2015). Furthermore, rural areas habitually provide a natural landscape that provides suitable habitat for various species in a natural environment (Mantino, 2021). In addition, rural areas also preserve the indigenous traditions of local people for their socio-cultural values and lifestyle (Chen, 2020). Finally, rural areas also have a role as a home for around 3.4 billion people worldwide (Maja *et al.*, 2020), making them greatly important for sustainable development in general. Therefore, the existence of rural areas needs to be protected, preserved, and developed for their various purposes.

Rural areas are often characterized by low populations, slow growth, and homogeneous lifestyle (Gadebo, 2010). This causes the development of rural areas to naturally be slower than urban areas, which are more heterogeneous and dynamic. However, rural areas can experience rapid and significant changes when impacted by the development of urban areas, which causes an under-bounded city condition where the urban character surpasses the urban administration border (Marwasta, 2010). The urban sprawl process will greatly affect the rural areas, both morphologically and socio-culturally (Rana and Marwasta, 2015). Furthermore, this situation may lead to rural transformations that convert the rural character into a more urban style. The rural transformation process caused by urban sprawl can have both positive and negative impacts on rural areas. The negative effects may affect the sustainability and identity of rural areas by disrupting their environmental, social, and economic functions (Nasreddine, 2021).

Rural areas are commonly associated with agricultural activities, emigration, an aging population, and a declining overall population, often resulting in a sense of disconnection from both national and global dynamics (Hedberg and do Carmo, 2012). The characteristics of rural areas are also identified by several shared constraints, including low levels of education and

skills (Salemink *et al.*, 2017), as well as limited financial resources and inadequate public facilities (Cheung, 2021). These limitations then lead to problems such as poverty (Adiyia, Vanneste, *et al.*, 2017), out-migration (Hidayat, Onitsuka, *et al.*, 2023), agricultural land conversion (Hidayat, Sianipar, *et al.*, 2023), socio-cultural transformation (Berdegué *et al.*, 2014), and more. These distinct characteristics of rural areas may lead them to vulnerable conditions and jeopardize rural functions and sustainability. Therefore, alternative solutions are required to anticipate and solve the problems that are suitable to the rural socio-economic and environmental conditions.

The community-based rural tourism (CBRT) concept is frequently employed as a promising alternative strategy for addressing challenges in rural areas and fostering their development. It is often utilized due to its perceived capacity to tackle prevalent issues in rural settings, particularly those related to self-reliance, empowerment, and sustainability (Giampiccoli and Kalis, 2012; Mtapuri and Giampiccoli, 2013). Community-based tourism development facilitates the creation of employment opportunities, enhances social cohesion, preserves cultural heritage, and promotes environmental preservation (Islam *et al.*, 2013). Consequently, CBRT has the potential to yield positive outcomes across economic, socio-cultural, and environmental dimensions. Hence, adopting tourism development with a participatory approach to rural areas development emerges as a viable alternative solution.

1.2. Problem Statement

1.2.1. The coverage of tourism

World Tourism Organization (UNWTO; 1991), as mentioned in Camilleri (2018), has defined tourism by referring to people's activities in traveling and staying in places other than their original residences for certain purposes such as leisure, business, *etc.*, for not more than a year. The various purposes along with human activities, natural potencies, and cultures all over the world have been diverging tourism activities to develop into different types. Considering these divergences, World Tourism Organization (2019) distinguishes tourism types into cultural tourism, ecotourism, rural tourism, adventure tourism, health tourism, wellness tourism, medical tourism, business tourism, gastronomy tourism, urban tourism, mountain tourism, education tourism, sports tourism, and coastal, maritime as well as inland water tourism. However, the vast diversity of studies indicated that tourism types could be much more varied than the formal classification, and each of these extended types of tourism has specific

characteristics that typologically distinguish it from the rest of the forms, including community-based tourism (CBT).

Moreover, tourism is not a single activity. It is a series of multidimensional activities that include interrelated and interdependent elements that work together as a system to achieve certain goals which rely heavily on each other to provide the overall tourism service and/or products for consumers (Varvaressos, 2018; Yilmaz and Bititci, 2006b). In practice, stakeholders taking care of the elements are required to function side by side as a tourism value chain (TVC), which, given adequate management, would induce holistic tourism development eventually (Stipanović and Rudan, 2016). In other words, TVC covers a set of chained activities conducted by multi-sector stakeholders who simultaneously work together to provide value to consumers and themselves (Song *et al.*, 2013). Therefore, the tourism development initiative based on rural community participation should consider each aspect of TVC and encourage the community's contribution to them.

Tourism Value Chain (TVC) is not a new topic in the academic world. Multiple scholars have brought up this subject and implemented it in their studies. However, various concepts and scopes offered in the academic literature give diverse perspectives and lead to different understandings. Therefore, it is necessary to understand these concepts and their utilization in order to apply them properly to future studies related to TVC.

1.2.2. Government policies on CBRT

Numerous governments have embraced the Community-Based Rural Tourism (CBRT) concept as a means to foster rural development within their respective territories. However, the implementation approaches vary, reflecting the influence of various factors (Giampiccoli and Mtapuri, 2012). One such factor pertains to the multifaceted interpretations of CBRT within scholarly discourse. Ishihara (2020) elucidates this diversity, highlighting discrepancies in conceptualization across literature, particularly concerning the aims of CBRT initiatives and the extent of community engagement therein. Discrepancies in these facets may, in turn, impede the realization of CBRT objectives in their intended spirit. Consequently, deficient policy implementation in CBRT development can cause adverse outcomes such as poverty alleviation and social conflict, as observed by Medina-Muñoz *et al.* (2016). Furthermore, governmental involvement often falls short in practice, characterized by its absence, feebleness, or minimal presence, as noted by Giampiccoli and Mtapuri (2012). Government-led CBRT

endeavors frequently lack robust regulatory frameworks or encounter sub-optimal enforcement, resulting in challenges in the implementation process.

Continuous monitoring and evaluation of policies are essential to ensure that the implementation progress remains aligned with the intended objectives and ethos. Moreover, policies should be designed to accommodate and facilitate the overarching principles of community-based tourism development, ensuring that programs fully realize the benefits of the concept without causing undesirable impacts. It is also imperative to monitor the implementation of these concepts to ensure alignment with the specific situations and conditions of rural communities, thereby achieving policy objectives and enhancing community livelihoods. Government policy determinations are typically documented in official records, serving as references for program implementation. However, these policy documents often present a general overview and may not encompass all implementation details. Consequently, difficulties may arise in maintaining long-term policy continuity, especially when there are changes in officials or related regulations. In addition, accurate assessment through official documents also may not fully reflect on-ground realities. Therefore, there is a need for a comprehensive policy evaluation method that captures the entire process, from policy inception and preparation to implementation, monitoring, and evaluation, in detail.

1.2.3. Community challenges in CBRT development

Regarding policy implementation, the typical development of rural tourism often follows a top-down approach directed by government policies and plans (Mtapuri and Giampiccoli, 2016; Situmorang *et al.*, 2019). This can result in development that aligns more with exogenous actors' visions rather than the local community's goals and values (Liu, 2020). Rural destinations may also evolve in ways that do not optimally benefit residents or preserve local culture and environments (Giampiccoli and Mtapuri, 2012). In response, Community-Based Rural Tourism (CBRT) has emerged as an alternative model that positions local communities as key decision-makers in rural tourism development (Ohe, 2019). CBRT fosters community control and participation, enabling residents to guide tourism growth based on their priorities (Nimble, 2023). Tourism growth would thus reflect indigenous values, protect environmental or cultural assets valued by residents, and channel benefits into community-chosen initiatives (Ishihara, 2020). In practice, CBRT enables communities to develop tourism offerings that provide authentic experiences for visitors while accurately representing local traditions, lifestyles, and culture. It leads to local circulations of revenues among locally owned tourism

businesses (Ohe, 2019). Residents also gain fair employment, entrepreneurship, and training opportunities, enabling direct participation in tourism sectors based on their skills and interests (Kayat, 2014). In short, as rural areas navigate complex decisions regarding if and how to develop tourism sustainably, CBRT offers a grounded path to develop rural tourism guided from within.

Looking at these explanations, CBRT holds significant potential to foster community self-reliance in rural regions (Nimble, 2023). CBRT induces self-reliance by enabling rural communities to optimally utilize local assets, including natural resources, cultural heritage, traditional knowledge, buildings, foods, etc., and transform them into tourism products that generate socioeconomic returns for locals (Giampiccoli and Mtapuri, 2012). CBRT also helps strengthen community capacity to level the playing field for rural communities previously disadvantaged by lack of opportunity, resources, or external support (Manaf *et al.*, 2018). By fostering participation, consultation, and sharing of benefits across different stakeholder groups in a rural community, CBRT could help establish inclusive community institutions and equitable mechanisms for tourism planning, implementation, and returns distribution, which are essential for self-reliant rural development (Kayat, 2014; Nimble, 2023; Ohe, 2019; Sambodo *et al.*, 2023). Still, challenges remain for translating CBRT's self-reliance goals into outcomes in practice. Rural communities can struggle with limited funding, inadequate skill sets, internal conflict, market access barriers, and other resource disadvantages (Trejos *et al.*, 2008). Well-intentioned CBRT initiatives may falter without resolving such constraints. More research is vital for understanding conditions and policies that can enable self-reliance through CBRT in diverse rural contexts. As CBRT expands globally, a deeper investigation of its conjunction with community self-reliance can inform policies and interventions for rural community resilience and sustainability.

1.3. Research Objective and Research Questions

Based on the explanation above, it is essential to understand the CBRT development policies more deeply, which include all of the processes from the policy initiative, policy-making, and policy implementation by the government to how the community is involved in the implementation process. The harmony of the CBRT policy-making and implementation by the government and the CBRT development by communities in every tourism value chain (TVC) aspect will affect the CBRT development and will have significant implications. Due to that matter, the vital roles of the two stakeholders are supposed to build mutual support for the

goals of both parties and provide benefits for the other stakeholders involved. Unfortunately, the current literature lacks studies that specifically address the harmonization between government policies on CBRT and the implementation by rural communities, which is crucial for enhancing CBRT development. Therefore, this study aims to investigate the roles of both the government and the community in the CBRT development process and to explore how these roles can be aligned and mutually supportive to achieve their respective goals. This research objective can be achieved by answering these research questions:

1. What are the tourism aspects in the TVC that need to be considered for tourism planning and development?
2. What constitutes a feasible and consistent policy in CBRT development, from initial initiation through implementation and evaluation?
3. How is the community's self-reliance in CBRT development, and what is the challenge that they are facing?

1.4. Significance of The Study

The development planning process is a multifaceted endeavor that encompasses several critical stages. These stages include identifying pertinent issues, establishing clear objectives, conceptualizing strategies, formulating policies, executing planned actions, and evaluating program outcomes (Marchini et al., 2019). These stages, collectively known as the planning cycle, provide a structured framework for guiding developmental initiatives in various contexts. Particularly noteworthy within this process are the stages of monitoring and evaluation, which play pivotal roles in pinpointing initial challenges, foreseeing potential complications, and offering insights to refine existing procedures (Siyag, 2013). These stages also serve to propose alternative approaches for addressing emerging issues, thereby contributing to the iterative nature of effective development planning.

One recurrent challenge in development planning pertains to ensuring alignment between policy formulation and practical implementation. This challenge becomes pronounced in contexts where implementation responsibilities rest with entities distinct from the policymakers themselves, such as in the case of CBRT development initiatives. The introduction of the Tourism Value Chain (TVC) approach presents an opportunity to conduct a more comprehensive and nuanced assessment of CBRT initiatives. By adopting this approach, analysts can delve deeper into the intricate dynamics of CBRT planning and implementation, thereby generating more robust and accurate findings. This study advocates for leveraging the

TVC framework to evaluate CBRT development strategies comprehensively while also identifying novel challenges encountered during the planning and implementation phases. Such insights are invaluable for informing future policy enhancements and operational adjustments within CBRT frameworks.

In summary, this study proposes an alternative approach to evaluating CBRT development planning through the lens of the TVC framework. By emphasizing the interplay between the comprehensive tourism development concept, policy formulation, implementation dynamics, and operational challenges, the study aims to enrich the understanding of CBRT initiatives' effectiveness. Moreover, by highlighting the complexities inherent in CBRT development processes, the research contributes to ongoing discussions on refining policy frameworks and optimizing operational strategies in rural tourism development contexts.



Figure 1. Logical flowchart of the study

1.5. Structure of Dissertation

This research consists of eight chapters. Chapter 1 is designed to draw the general introduction and the problem statement that lead to the research objective and research questions. Chapter 2 presents the literature review, providing foundational knowledge on the main topics of this study drawn from existing literature, specifically the tourism value chain, CBRT policy development, and community-based CBRT development. The purpose of this chapter is to elaborate on these concepts and compile the knowledge that various scholars have studied, thereby supporting the subsequent steps of this research. Chapter 3 is the methodology that explains the research framework, case study area, and the general method for the identification of government and community's role in CBRT development. Chapter 4 is the

systematic literature review that is dedicated to synthesizing the general framework of TVC as the general conceptual framework in this research. Chapter 5 provides the result of the policy environment that reflects the government's role in CBRT development and its relationship with other stakeholders. Meanwhile, chapter 6 provides the assessment of the community's self-reliance and its challenges in CBRT development as the basis of the community's role. These results are then discussed in Chapter 7 to observe the harmony and implications between the policy and the implementation of CBRT development. Chapter 8 then concludes the research, discloses the academic contributions and managerial implications, indicates the study limitations, and suggests policy recommendations and further studies.

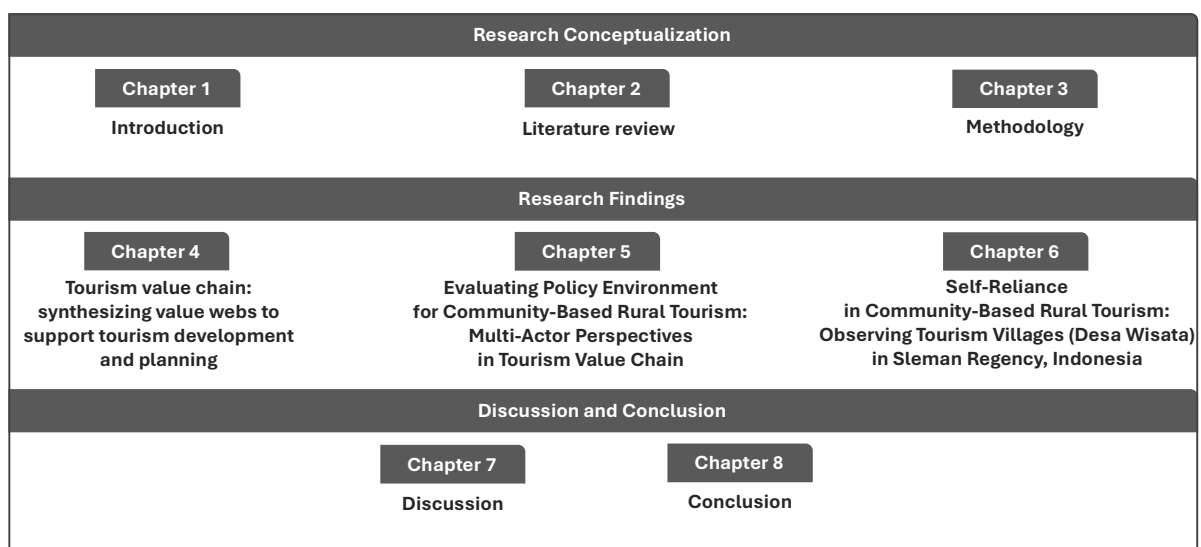


Figure 2. Structure of dissertation

Chapter 2. Literature Review

2.1. Emerging history of TVC

The wide spectrum of tourism types and scales has encouraged the advances of numerous perspectives to further the development of tourism activities. Those perspectives might include sustainability (Kantar and Svržnjak, 2017; Marzo-Navarro *et al.*, 2015) and tourism value chain (Boden *et al.*, 2015; Hjalager *et al.*, 2016; Varvaressos, 2018; Yilmaz and Bititci, 2006b). In general, most tourism studies consider sustainability as the primary perspective at the center of their scientific pursuits, reflecting an ongoing global trend in sustainability-focused research. However, fewer studies consider the tourism value chain (TVC) as an underlying perspective for systematic tourism development and planning.

In the history of TVC (Figure 3), Porter (1985) was the first scholar who introduced the concept of value-chain. Porter described value-chain as a group of core activities that include designing, producing, marketing, delivering, and supporting the product. The series of core activities was stated to lead to profit generation for a firm and value creation for its consumers. In general, a value chain was illustrated as an intangible reality and more of a framework to understand how the world worked. Kaplinsky & Morris (2001) later added that a value chain indicated the full range of required activities from the beginning of early conception, various production stages involving different transformations and service inputs, the follow-up product delivery to consumers, and final disposals after consumption. The value-chain theory first proposed by Porter (1985) was consistently adopted and further developed by various scholars in different sectors, including tourism. In fact, the value-chain concept itself had roots long before the term “value-chain” was first coined. The first notion was proposed by Perroux (1955) with the growth pole notion, which was followed by Hirschman (1958), who developed the linkage approach. Later concepts, including Lauret (1983) with the *filière* approach, complemented the early notions. Then, the progress was followed by Porter (1985), who introduced the notion of the value chain concept, and Gereffi (1994) with the global value-chain concept (Altenburg, 2007; Mitchell, 2012). Since the value-chain approach was designed to be flexible, some scholars began to study and implement it in various sectors, including tourism. In particular, UNWTO (2013) described TVC from the perspective of stakeholders. The UNWTO suggested TVC as the underlying concept in providing value-added into goods and services delivered to consumers during their tourism journey. The provisions of values

could occur directly or indirectly in activities involving tourists physically. Their journey ranged from pre-departure planning and booking, which were followed by post-departure transportation, accommodations, foods, handicrafts, assets, excursions, and other support services at the destination. In fact, the concept deviated in terms of scope from generic product-focused value-chain concepts by Porter (1985) and the global value-chain concept by Gereffi (1994) that focused on supplier-consumer relations.

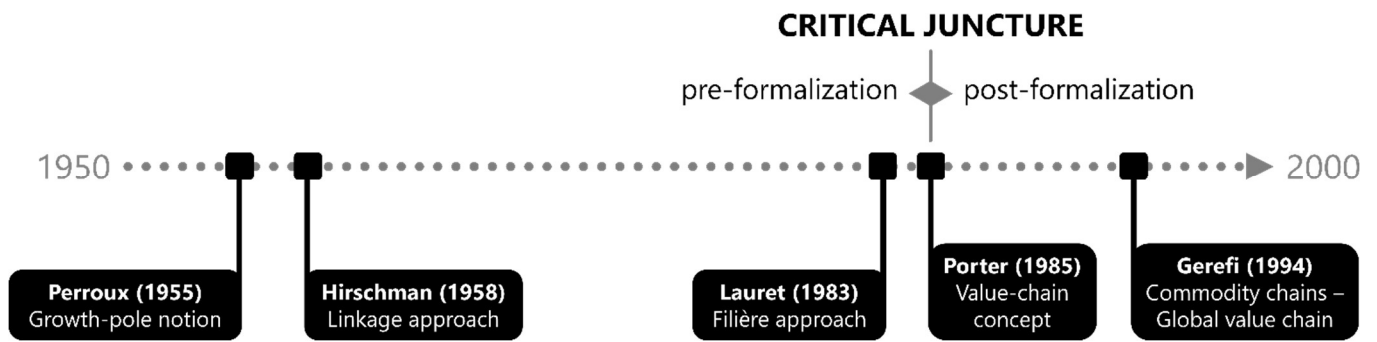


Figure 3. Historical emergence of TVC

2.2. CBRT policy development

Community-based tourism (CBT) is vital for sustainable tourism (Simons and de Groot, 2015), offering a promising approach to achieving economic, social, and environmental development for local communities by providing area-specific tourism products (Goodwin and Santilli, 2009). With its origins in the 1970s and gaining popularity in the mid-1990s, CBT is acknowledged for its comprehensive coverage of multiple aspects, including cultural heritage, poverty reduction, community development, and environmental conservation (Chanchani *et al.*, 2009; Giampiccoli and Mtapuri, 2019; Ishihara, 2020). For instance, CBT can foster social cohesion and empowerment by encouraging community participation in decision-making processes and promoting a sense of ownership over local resources (Okazaki, 2008). Besides, CBT in rural areas can generate alternative income sources for rural communities, reducing their reliance on traditional livelihoods and promoting economic diversification (Aris Anuar and Mohd Sood, 2017). The widespread adoption of CBT in government policies has led to its integration into rural development strategies, giving rise to CBRT (Giampiccoli and Mtapuri, 2012, 2020; Kayat, 2014). CBRT development aims to capitalize on the unique attributes of rural areas, such as their rich cultural heritage, pristine natural environments, and strong community ties, to create authentic and sustainable tourism experiences that benefit visitors and local communities. Thus, CBRT necessitates context-specific rural policies and strategies

that consider the unique characteristics of rural areas and promote collaborative rural governance structures that facilitate stakeholder engagement and cooperation.

Literature reflects the diverse perspectives on CBT definitions. While the core aspects were generally consistent across these definitions, subtle differences emphasized specific elements, such as community ownership, management, and involvement in tourism activities (Goodwin & Santilli, 2009; Suansri, 2003; Spenceley, 2008, as cited in Yanes et al., 2019). For example, Suansri (2003) suggested that CBT involves tourism activities that the community manages and owns. Subtly differ, Goodwin & Santilli (2009) emphasized that CBT refers to tourism owned or managed by the community. In contrast, Spenceley (2008), as cited in Yanes et al. (2019), offered a more inclusive definition, suggesting that CBT involves tourism owned, managed, or co-managed by one or more community members. These varying definitions underscore the complexity of the CBT concept and the need for an in-depth understanding of its various dimensions. In the rural context, the different meanings of CBRT are inherited from the diverse objectives of rural development itself, which involve poverty alleviation, environmental conservation, migration control, *etc.* They lead to different CBRT conceptualizations, as the specific focus and priorities of each policy may vary depending on the context and the needs of the local communities. Given the heterogeneity in the literature, adopting the CBT concept and the objectives set for CBRT development in one policy may differ from those in other policies.

However, Yanes *et al.* (2019) highlighted the absence of a standardized framework for evaluating CBT policies, leading to practical inconsistencies in assessing CBT initiatives. The study thus proposed a policy analysis framework that considers various aspects influencing CBT initiatives. Afterward, Giampiccoli *et al.* (2021) analyzed CBT development policies from the perspective of their vision and primary objectives. However, their study focused solely on the content of policy documents, examining them to the ideal conditions for CBT rather than the actual reasons behind the establishment of these policies. In other words, the approach overlooks contextual situations that shape the formulation and implementation of CBT policies, limiting the applicability of their findings to real-world situations. In practice, to ensure the success of CBT/CBRT policies, it is crucial to consider the comprehensiveness of the legal documents and the availability of necessary resources and mechanisms to achieve the intended goals (Gritsenko and Efimova, 2017). This entails examining the policy environment, including the institutional structures, financial resources, and capacity-building initiatives supporting CBT/CBRT policies. A more holistic approach allows CBT stakeholders to gain a deeper

understanding of the factors that contribute to the success or failure of CBT/CBRT initiatives and identify opportunities for improvement.

The policy environment refers to the conduciveness of the various aspects surrounding policies that support their achievement of targets (Jiang *et al.*, 2012). It encompasses both the policymaking and policy implementation processes to ensure effectiveness and alignment with intended goals (Wong *et al.*, 2013). Furthermore, Gritsenko and Efimova (2017) emphasize that the policy environment should consider physical, economic, institutional, and environmental factors. This broad coverage of aspects provides a more holistic perspective on policy, encompassing the entire process from initiation to goal achievement.

Wong *et al.* (2013) proposed an evaluation framework for the policy environment, arguing that it offers more significant insights compared to traditional policy analysis methods. It incorporates both the policymaking and policy implementation processes by considering the commitment of stakeholders, the availability and capacity of resources, and the mechanisms or processes involved in executing the policy (Owners *et al.*, 2019). Examining these critical factors allows for a more in-depth understanding of the policy environment. A favorable policy environment is necessary to achieve the desired outcomes of a policy, as it ensures that the appropriate resources, support, and mechanisms are in place to facilitate policy implementation (Jiang *et al.*, 2012). Besides, it can inform future strategic directions and development plans. In the context of CBT/CBRT, the framework can be particularly useful for assessing how the policy environment helps support local communities, protect the environment, and preserve socio-cultural characteristics. By examining the alignment of stakeholder interests, the suitability of financial and human resources, and the efficiency of policy implementation mechanisms, policymakers can gain valuable insights into the factors that contribute to the success or failure of CBT/CBRT initiatives. Considering its usefulness and benefits, this study decided to use it as part of the analytical frameworks.

2.3. CBRT implementation by communities

The CBRT concept is commonly implemented to solve self-reliance issues along with empowerment and sustainability problems in rural areas (Giampiccoli and Kalis, 2012; Giampiccoli and Mtapuri, 2019). It aimed to internalize the production process and organize the local resources to provide tourism products (Ohe, 2019). It also supports the ultimate target of the community development process, which is complete community self-reliance (Giampiccoli and Mtapuri, 2017). In this sense, the tourism products provided by the

community should be developed with the concept of self-reliance to accomplish the target of community development and the ultimate target of sustainable rural development.

Community-based tourism development is not a simple task, as many challenges have to be faced. Not only has the concept been interpreted differently by scholars and brought various characteristics to it, but the implementation is often manipulated and fails to represent the novel and accurate target of the community-based concept (Saayman and Giampiccoli, 2016). It obstructs the rural community from reaching the main target of CBRT development, which is the self-reliance condition. Moreover, the development of self-reliant tourism by rural communities can be difficult because of several factors. Ishihara (2020) specifically pinpointed the lack of financial and technical resources as some of the crucial factors. As a result, there are many communities that still have problems with self-reliance in CBRT development and still have dependency on the externalities, such as government and private sectors (Giampiccoli and Mtapuri, 2019). The government, although it has an indispensable role in CBRT development, should only be an external actor and support as a facilitator (Giampiccoli and Mtapuri, 2017). The government's supports are expected ultimately to provide policies that can promote a more locally controlled tourism sector and enhance the community's self-reliance (Dłużewska and Giampiccoli, 2021).

In the existing literature, several approaches have been suggested to improve the community self-reliance in CBRT. Community's local values development (Hutagalung *et al.*, 2022), improving political will for community empowerment (Zielinski *et al.*, 2018), and capacity-building (Imbaya *et al.*, 2019) are some of them. Nevertheless, different problems will need different solutions. Meanwhile, support from the government can be unbalanced as the government institutions normally have their own plan and targets, and it can easily cause an over-reliance from the community (Runyowa, 2017; Yanes *et al.*, 2019). Furthermore, inappropriate involvement from externalities, including government, can affect not only the level of self-reliance but also the empowerment process in the community (Giampiccoli and Mtapuri, 2012). In addition, improper CBRT implementation will not help the rural people achieve its target and can cause a negative impact, such as poverty alleviation and social conflict (Medina-Muñoz *et al.*, 2016). The condition shows that, in the context of CBRT development, enhancing self-reliance through policy can be complex, requiring a careful identification of communities' genuine needs to foster self-sufficiency without generating new dependencies. Therefore, assessing the challenges related to community self-reliance in CBRT development is crucial to understanding the circumstances and implementing effective solutions.

Achieving community self-reliance in community-based tourism development necessitates comprehensive self-reliance across all tourism aspects, as is reflected in the Tourism Value Chain (TVC). This approach advocates for local communities to actively engage and manage every stage of tourism development, from initial planning and resource management to marketing and visitor services (Moscardo *et al.*, 2017). By empowering communities to manage all facets of the TVC independently, they can cultivate economic resilience (Musavengane and Kloppers, 2020), preserve cultural authenticity (Ahebwa *et al.*, 2016), and enhance environmental sustainability (Giampiccoli, Mtapuri and Dłuzewska, 2020). Furthermore, fostering self-reliance throughout the TVC enables communities to leverage their unique assets, local knowledge, and cultural heritage to create meaningful tourism experiences while reducing reliance on external actors (Chatkaewnapanon and Kelly, 2019). Ultimately, this integrated and self-reliant approach promotes inclusive development that aligns with community priorities and aspirations within the context of sustainable tourism practices.

2.4. Tourism planning and development in the corridor of TVC

This literature review section explains that the success of tourism development policies relies heavily on a supportive environment to ensure proper implementation. Discrepancies between policy and implementation can hinder the achievement of policy goals and even lead to unforeseen problems. Unfortunately, current research lacks a thorough analysis of the relationship between policy and implementation in CBRT development. In the context of CBRT, rural communities are the primary actors in tourism development. Thus, CBRT development policies must align with the needs of these communities. Existing literature shows that CBRT often faces numerous challenges that prevent optimal progress. Therefore, policies must also address these challenges to help communities achieve their goals, which in turn helps the government meet its policy objectives. This alignment should be conducted within a comprehensive framework that covers all aspects of tourism to achieve the best results. According to the literature, the Tourism Value Chain (TVC) provides a holistic overview of all tourism aspects. Thus, aligning policy and implementation within the TVC framework promises a more optimal achievement of CBRT development goals.

The relationships among the aspects mentioned above are illustrated in Figure 4, highlighting the gaps that require further investigation. GAP 1 focuses on the scope of the Tourism Value Chain (TVC), which serves as the framework for further research on CBRT policy and implementation. This gap needs to be investigated initially to understand the broader

context. GAP 2 involves examining the entire policy formulation process, from initiation and formulation to implementation and evaluation, to identify any discrepancies or areas for improvement. GAP 3 addresses the harmonization between the policies developed and implemented by the government and the CBRT development undertaken by the community, which are the main actors in this process. Finally, GAP 4 focuses on the challenges faced by communities in achieving the primary objectives of CBRT development, ensuring that the community's needs and goals are met alongside governmental policies.

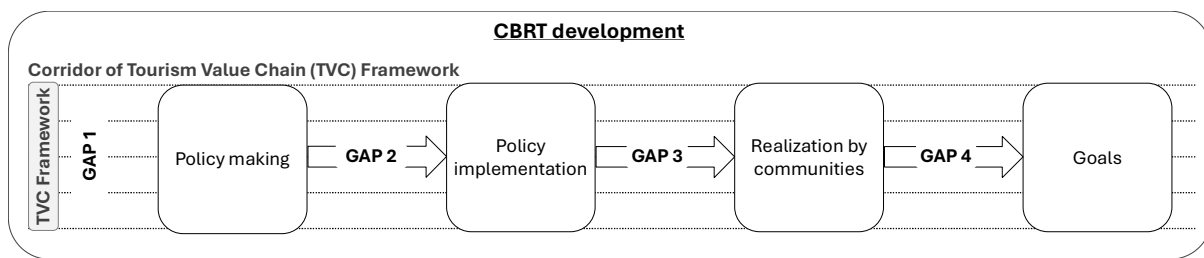


Figure 4. Literature framework

Chapter 3. Methodology

3.1. Research Framework

The TVC framework will help describe all activities within the tourism sector more comprehensively. However, since the TVC frameworks in the existing literature vary, it is necessary to synthesize the general TVC framework as the initial work of this study. The general TVC framework will then be utilized as a basis for further research on the Community-Based Rural Tourism (CBRT) analysis. Applying this framework will offer a more detailed perspective, allowing for the identification of gaps in the policy formulation, implementation, and evaluation processes of the CBRT development program.

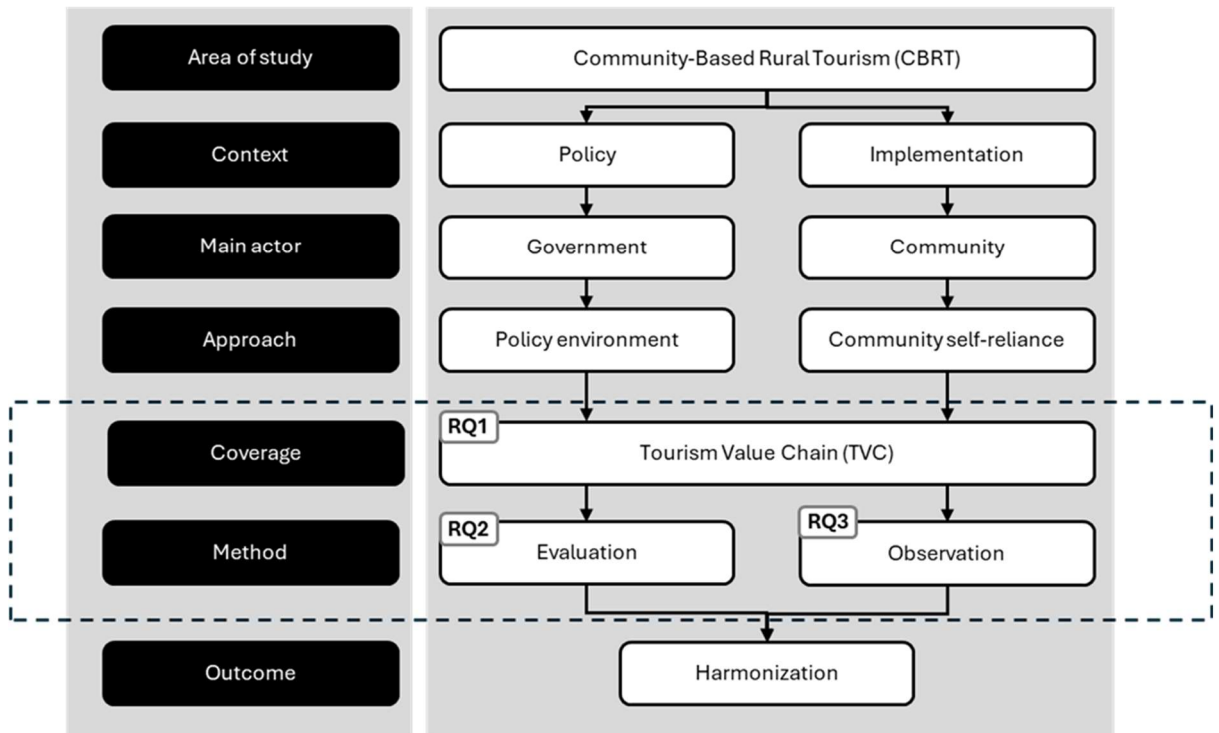


Figure 5. Research framework

The application of the general TVC framework to analyze the harmony and implication of CBRT policy and implementation tends to give recommendations for further policy improvement. CBRT development policies are primarily executed by government entities, ranging from the central to local levels. However, the essence of CBRT lies in empowering rural communities to be key stakeholders with a spirit of self-reliance. Ensuring alignment between these two aspects will positively impact the achievement of respective objectives.

Conversely, any discrepancies or gaps between them may impede progress or even yield negative outcomes for both goals. Therefore, this study aims to utilize a thorough TVC framework approach to examine the government's role in developing CBRT policies and the communities' role in implementing tourism village development initiatives in their respective regions. The harmony and gaps in these main stakeholders' roles will have significant implications for the CBRT development process.

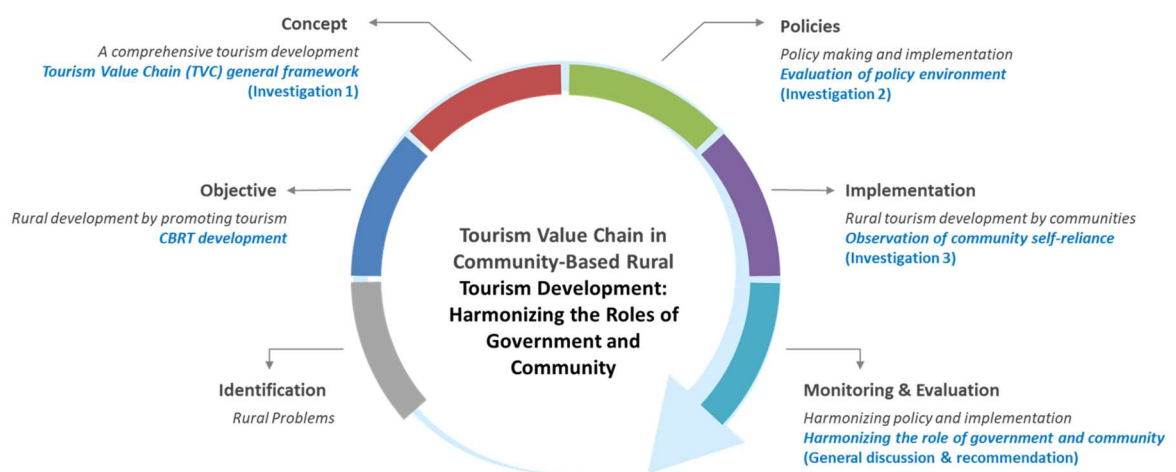


Figure 6. Research framework position in the logical flowchart

3.2. Study Area

Despite the worldwide trend of urbanization (Kundu and Pandey, 2020), rural areas and communities remain a significant part of the world, especially in developing countries (Li *et al.*, 2019; Sianipar *et al.*, 2013). Of those in the developing world, Indonesia is an upper-middle-income country with a sizeable rural population (Putri *et al.*, 2022). The significance of rural communities in the country's rural-urban linkage has made rural development a priority in its social and regional development programs. However, potential tourism destinations in Indonesia's rural areas were largely treated as given, hence receiving insignificant attention. It was not until 2010 that the National Medium-Term Development Plan (Rencana Pembangunan Jangka Menengah Nasional, or RPJMN) finally considered rural tourism as a focus point of rural development through the inclusion of the tourism village program (Government of Indonesia, 2010). The initial purpose was to improve rural competitiveness, which would later foster economic value-added. The initial target set in the RPJMN 2010–2014 was the establishment of 200 tourism villages in year one, with a projection of 2000 tourism villages

in 2019 (Government of Indonesia, 2010; Rudwiarti *et al.*, 2021). It was later progressed in the RPJMN 2020–2024 that promoted self-reliance issues. However, the targeted state of self-reliance in the RPJMN is inapplicable due to different dependency issues between tourism villages (Hutagalung *et al.*, 2022), leading to difficulties in achieving self-reliance conditions in rural tourism.

In general, the development of rural areas in Indonesia reflects a traditional emphasis on the agricultural sector (Birowo and Hansen, 1981; Sianipar and Widaretna, 2012; Tarlani and Sirajuddin, 2020). The strategic move to focus on developing rural tourism has led to the designation of several regions with substantial rural populations as global tourism destinations, including Toba in North Sumatra (Widianingsih *et al.*, 2023), Mandalika in West Nusa Tenggara (Rosa, 2017), and Yogyakarta on Java Island (Hendijani and Yuliana, 2016). However, the lack of basic infrastructure hinders tourism development in rural regions outside Java and Bali islands (Purwoko *et al.*, 2022; Singgalen *et al.*, 2018; Sutono *et al.*, 2018), making self-reliance in CBRT a distant target. Consequently, a self-reliant CBRT is a more achievable goal for regions on Java or Bali islands, given the better-prepared infrastructure. Among the significant tourism destinations on Java Island, the Special Region of Yogyakarta (*Daerah Istimewa Yogyakarta*), or Yogyakarta for short, holds a strategic position in the country's tourism industry, attributed to its carefully preserved natural landscape and sociocultural resources. Yogyakarta's unique appeal lies in its longstanding legacy of the Sultanate of Yogyakarta (*Ngayogyakarta Hadiningrat*) since the middle of the 1700s (Rukmi and Siregar, 2020). This historical and cultural heritage has played a crucial role in shaping the region's identity and attracting visitors from around the world. The combination of well-prepared infrastructure, solid communal backgrounds, and rich sociocultural resources has created a promising future for self-reliant CBRT in Yogyakarta.

Of the five administrative regions in Yogyakarta, Sleman Regency (Figure 7) has the most significant position in Indonesia's tourism industry. In 2016, Sleman was inaugurated by the Ministry of Tourism as the regency with the highest tourism index in the country (Devi and Firmansyah, 2019). This achievement indicates Sleman's rising prominence as a leading tourism region capable of attracting both domestic and international visitors. As reflected in national and regional policies (Government of Indonesia, 2010; Local Government of Sleman Regency, 2021), Indonesia considers the significance of strengthening the rural economy through rural tourism. The policies specifically advocate Community-Based Tourism (CBT) in rural areas, which, in practice, implies CBRT. Following these policy guidelines, Sleman Regency has established tourism villages (*desa wisata*) to stimulate socio-economic growth. A

desa wisata constitutes a rural community working collectively in the tourism sector by adhering to CBT principles (Governor of Special Region of Yogyakarta, 2020). Technically, a *desa* (village) refers to the smallest administrative entity for rural areas within the hierarchical structure of the Indonesian government. However, an officially recognized *desa wisata* does not necessarily fall within the physical boundaries of a single administrative *desa*. In fact, several tourism villages in Sleman Regency fall together within the exact administrative village boundaries (Figure 8). It reflects the organic development of rural tourism clusters based on communal movements rather than administrative divisions.

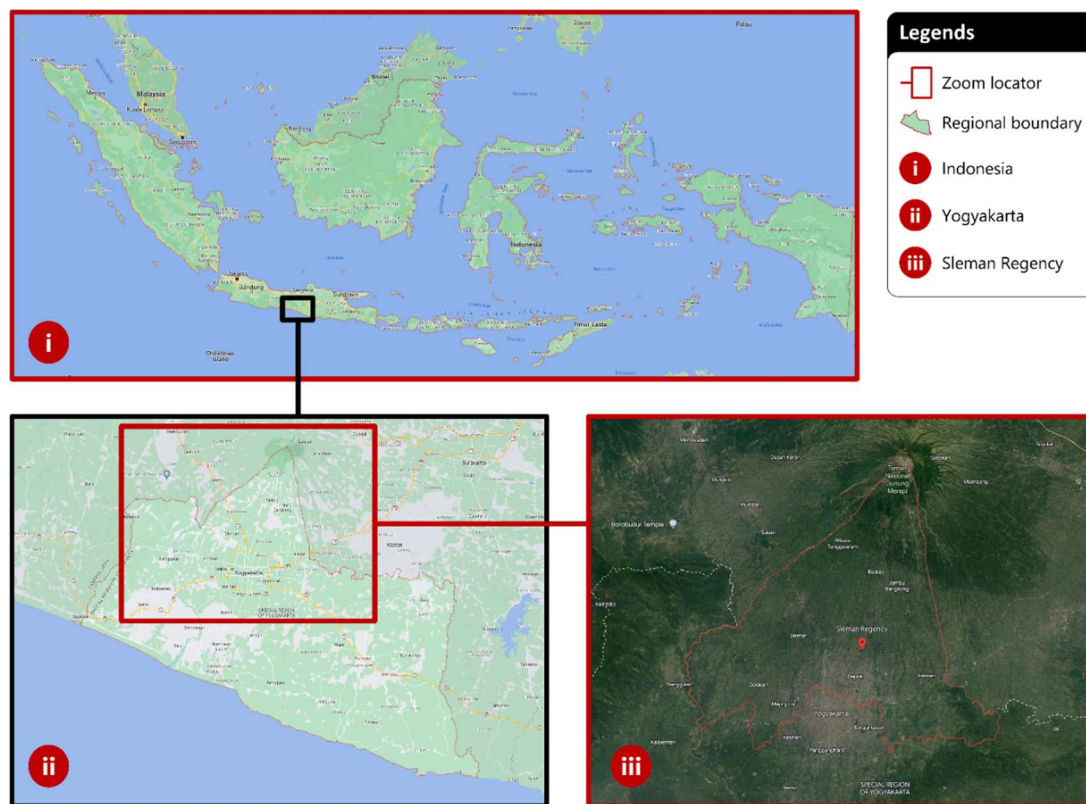
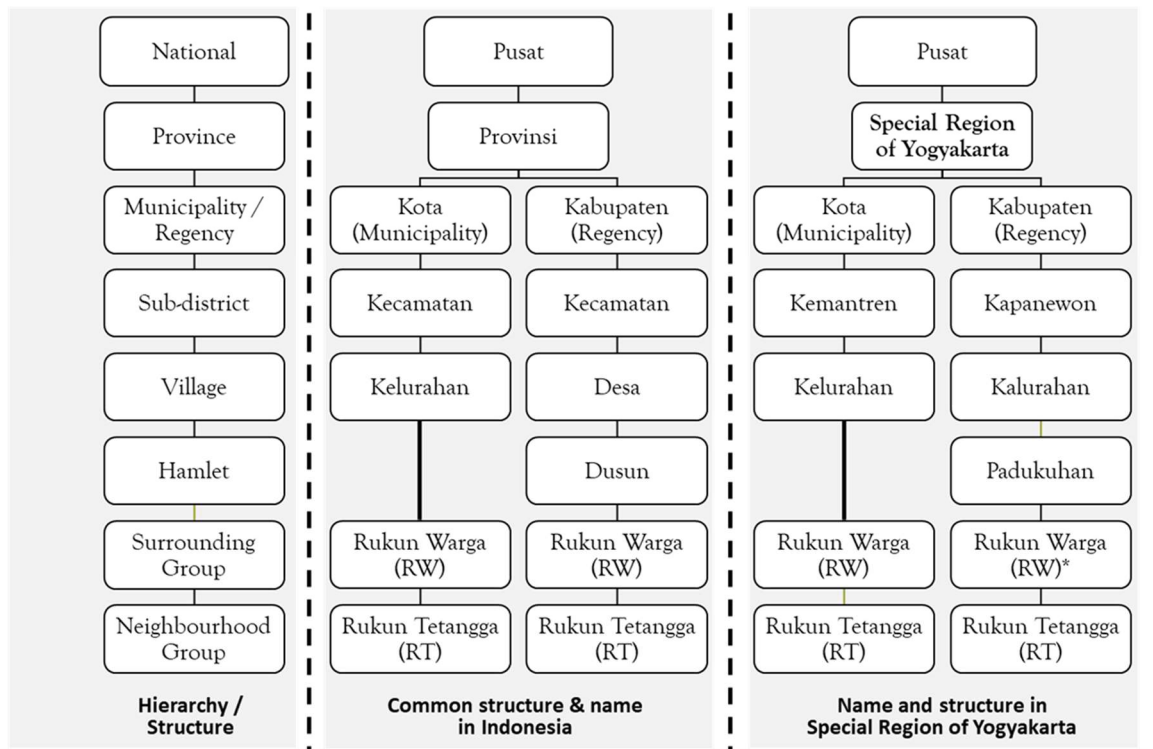


Figure 7. Location of Sleman Regency (iii) in Yogyakarta (ii), Indonesia (i)

In general, Sleman Regency covers an area of 574.82 km², divided into 17 sub-districts and 86 villages, with a population of 1,088,109 in the middle of 2021 (Local Government of Sleman Regency, 2022). Sleman Regency has higher economic growth and Human Development Index (HDI) than the national average level (Local Government of Sleman Regency, 2022). Nevertheless, the Gini ratio of the Sleman Regency is higher than the national level, with the concentration of low-income families in the rural areas (Local Government of Sleman Regency, 2021). It shows high inequality between urban and rural people in Sleman Regency. In 2016, Sleman Regency obtained the highest tourism index among regencies in

Indonesia (Devi and Firmansyah, 2019). These conditions support the Sleman Regency in developing rural tourism.



* One regency in Special Region of Yogyakarta does not include RW in its structure

Figure 8. The Administration Area Structure in Indonesia

In recent years, tourism villages in Sleman Regency have shown significant development in quality and quantity. As of 2019, Sleman was home to 44% of all tourism villages in Yogyakarta (Rudwiarti *et al.*, 2021), indicating the dominance of the regency in the local tourism village sector. By 2020, the number of registered tourism villages under the administration of the Regional Government of Sleman Regency (*Pemerintah Daerah Kabupaten Sleman*, or *Pemkab Sleman*) increased to 53, showcasing the continuous expansion of tourism villages across the regency. Of those registered villages, Pentingsari stands out as an exceptional case. In 2018, Pentingsari Tourism Village received an international award from the Global Green Destination Days (GGDD) for implementing sustainable tourism practices across various indicators (Hutagalung *et al.*, 2022). At the local level, the evaluation and classification of tourism villages in Sleman Regency are periodically conducted by *Pemkab Sleman* every two years (Governor of Special Region of Yogyakarta, 2020). The biannual periodic evaluation subsequently indicates the number of officially recognized tourism villages in Sleman, which may increase along with the emergence of new CBRT initiatives turned

tourism villages or decrease when previously registered tourism villages become inactive. Only tourism villages that pass the demanding criteria of the assessment receive official legal status from Pemkab Sleman, complete with specific classifications that indicate their quality levels. In addition, classification of the tourism villages in Sleman Regency is also given based on the main attraction type by considering their Unique Selling Point (USP). The USP differences were then classified into four categories: culture, nature, creativity, and handicraft (Local Government of Sleman Regency, 2018).

Various CBT-favorable policies have been developed to support the self-reliance of rural communities in developing tourism activities in their areas (Regional Development Planning Board of Sleman Regency, 2015). However, the policy environment in which these supposedly supportive policies are applied remains unreliable due to numerous issues. In that sense, those tourism villages offered a beneficial research environment for the objectives of this study. Besides, those villages would allow a synthesis based on multiple situations under the same research questions, making it possible for this study to produce more generalized findings for the issues in question (Greene and David, 1984; Stewart, 2015). Therefore, the tourism villages in Sleman Regency were used as multiple case studies for this research.

3.3. Data collection and analysis

The study was initiated by synthesizing the general framework of TVC from the existing literature. Various empirical studies with a TVC framework application are gathered and analyzed to identify the similarities, the differences, and how they relate to each other with the aim of getting the general framework of TVC that can be flexible and applicable to various types and scales of tourism. The study utilizes a systematic literature review approach to enhance clarity, objectivity, and reproducibility, thereby increasing an equitable representation of existing data (Haddaway *et al.*, 2015; Paez, 2017).

The ultimate aim of this study is to analyze the harmony between the policy and the implementation of CBRT development. Therefore, the main target focuses on the main stakeholders of each topic: the government as the policy maker and the community as the main actor. The policy analysis uses the policy environment evaluation concept, which can thoroughly observe the policies' development, implementation, and evaluation. It includes the dimension of stakeholders' commitment, resources, and mechanisms. Meanwhile, the CBRT development process by communities was analyzed through the community self-reliance concept that reflects the total involvement of the community in the entire process. This involves

three main aspects: objectives/goals, rights/ability, and own resources. The theory approaches are then supported by the general framework of TVC as a conceptual framework.

This study used a qualitative approach for data collection and analysis since evaluating a specific aspect of policies is better conducted through a qualitative approach (Midmore, 1998; Tirado Ballesteros and Hernández, 2019). Multiple data sources and data collection methods were employed to help with triangulation in the qualitative process of evaluation studies (Ammenwerth *et al.*, 2003). The data collection was conducted through interviews with the key informants, questionnaire surveys, and supported by a literature review. The sampling process for data collection used purposive and snowball sampling to target the key respondents, while the data collection was conducted by the main researcher with help from a research assistant from local people. The general information can be found in Table 1.

Table 1. Summary of data collection and analysis techniques

Aspects	TVC framework	Policy	Implementation
Main target	Existing literature	Government	Community
Objective	To synthesize the general TVC framework that covers all tourism activities	- To observe how the policy environment in the context of CBRT can foster the development, implementation, and evaluation of tourism policies. - To discover how the policy environment involves multiple actors in CBRT to ensure effective tourism policies.	To observe community self-reliance in CBRT development based on community viewpoints and existing related theories of community self-reliance concepts.
Approach	PRISMA	Policy environment	Community self-reliance
Dimension	• Concept • Scope • Value • Perspective • Tourism types • Tourism scale	• Stakeholders' commitment • Resources • Mechanism	• Objectives/goals • Right/ability • Own resources
Methodology	• 3 stage of PRISMA protocol • Thematic analysis (Braun and Clarke, 2006)	• 4 stage approach evaluation (Wong <i>et al.</i>, 2013) • Framework analytical approach	• Abduction method (Timmermans and Tavory, 2012)

Aspects	TVC framework	Policy	Implementation
		• Thematic analysis (Braun and Clarke, 2006) • Triangulation method (Ammenwerth <i>et al.</i>, 2003)	• Systematic combining (Dubois and Gadde, 2002) • 5 steps of Framework Analytical Approach (Goldsmith, 2021)
Data sources	• Scopus • Web of Science (WoS)	• Interview with government officers • Government's document review • Questionnaire survey to communities	• Interview to communities • Literature review
Sampling	• Relevant empirical research published in a journal	• Snowball sampling (Noy, 2008) • Purposive sampling (Tongco, 2007)	• Purposive sampling (Tongco, 2007)
Tools	MS Office 365	nVivo software version 14	
Additional information	• No limitation of publication year in the sampling	• The interview was conducted in 2 phases. • The questionnaire survey was conducted by an external research assistant (Stevano and Deane, 2019)	• The interview was conducted by an external research assistant (Nguyen <i>et al.</i>, 2022; Stevano and Deane, 2019)

Chapter 4. Tourism value chain: synthesizing value webs to support tourism development and planning

4.1. Introduction

Tourism studies have discovered various types and scales of tourism activities. Despite having some overlapping qualities, tourism types, such as natural park tourism (Kariyawasam *et al.*, 2020), cruise tourism (Liu *et al.*, 2020), and community-based tourism (Rindrasih, 2018), establish distinctive characteristics that distinguish them from each other. Besides, different scales of tourism destinations, including national (Konishi, 2019; Yokkhun and Papasratorn, 2018), regional (Florida-Benítez, 2021), and local scales (Setthachotsombut and Sua-iam, 2020), also imply unique characteristics in terms of stakeholders, impact and the flow of a tourist's journey.

In general, value-added is essential for consumers and suppliers since values attract demand, encouraging suppliers to allocate proper resources (Hjalager *et al.*, 2016). The value itself is a unique co-creation by consumers based on suppliers' propositions that benefit them (Fernández-Villarán *et al.*, 2020; Zhang *et al.*, 2018). Since different stakeholders carry a variety of interests and conduct specific tasks and activities within the entire tourism industry, tourism development and planning should consider all aspects of TVC. Nevertheless, multiple concepts and scopes of TVC in the literature could lead to different directions in tourism research and practices, as each chain in a TVC is vital but is treated differently. For example, Zheng *et al.* (2021) followed the concept of TVC that focuses more on the products, while Christian (2017) brought the concept of TVC that focuses more on the connection between suppliers and consumers. In another study, Fernández-Villarán *et al.* (2020) studied TVC based on the tourist's journey. Wide-ranging focuses of the TVC concept induce the emergence of distinct chains and flows in tourism activities despite unilaterally using the same notion of "Tourism Value Chain."

One size does not fit all. This review does not intend to seek a perfect or the most appropriate TVC concept but rather to understand the holistic complexity by connecting existing concepts. Therefore, this study attempts to synthesize a functional TVC framework covering all tourism activities from the beginning to the end. Practically, this review highlights the interrelation and cross-influencing aspects, which helps understand the complexity of TVC

adopted in tourism development and planning. To achieve the aim, this study attempts to answer four research questions:

- RQ1** How do existing concepts explain the scope of TVC?
- RQ2** What are the values, and who are the beneficiaries of TVC?
- RQ3** What types and scales exist in the implementation of TVC?
- RQ4** How are these aspects interrelated to form a general TVC framework?

4.2. Methodology

This study focuses on identifying critical aspects of TVC to answer the first three research questions. Six observed aspects in this review include concepts, scope, values, perspectives, types, and scales. The concepts of TVC explain the underlying logic and ideas, while the scope provides the chain details in each concept. Meanwhile, value identification explains the primary purpose of activities in TVC, while perspectives show the actors in TVC who gain or offer the value(s). Next, the types and scales of tourism act as the basis for the applicability of the framework. Furthermore, this study answers the fourth research question by synthesizing a general TVC framework from the answers to the first three questions (the six aspects). Generating a synthesis for the entire set of TVC aspects thus drives the focus on analyzing each aspect in empirical studies. These inquiries translate into a necessity to search and select empirically scientific research through a systematic literature review. This study refers to the PRISMA protocol (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) to collect the articles. PRISMA has provided a systematic four-stage diagram for transparent and accountable systematic literature reviews (Page *et al.*, 2021).

This research gathers relevant articles from two scientific abstract and citation databases (Scopus® and Web of Science™ (WoS)). Searches on these two platforms use two sets of keywords in Boolean strings with slight differences in filtering settings (Table 2). This study uses keywords in strings to limit search results since individual terms such as “value chain” and “tourism” are too generic. Consequently, generic individual terms lead to excessive search results that contain articles not necessarily relevant to TVC topics. The search does not apply any limitation of the publication year to gather all possible studies on TVC. On the other hand, this study applies several predefined exclusion criteria to clear up the early search results from non-essential articles and other noises. Since two databases and two search filters are involved, duplicated results are possible. This review applies manual checks to remove the duplications. Next, this study limits the literature to empirical research published in journals to analyze the

implementation of tourism activities in certain areas and/or types. The purpose of selecting only journal articles (published, accepted, and in-press manuscripts) is to focus on peer-reviewed research that dealt with the implementation of TVC concepts. Furthermore, it ensures sample quality since scholars consider peer-reviewed journal articles as the primary way to disseminate their research results (Henttonen, 2010). Consequently, an exclusion filter applies to books, book series, and conference proceedings. In addition, another exclusion filter applies to non-English articles to avoid any misinterpretation of textual and cultural meaning. The last criterion excludes articles that do not fully embrace TVC as their fundamental theory in use.

Table 2. Search strings and filters

Code	Keywords	Filters	
		Scopus	Web of Science
K1	<i>“tourism value chain” OR “value chain of tourism” OR “tourism global value chain” OR “global value chain of tourism”</i>	ALL FIELDS	
K2	<i>“value chain” AND tourism</i>	TITLE-ABS-KEY	TOPIC

4.3. Results

4.3.1. The comprehensiveness of search databases

The searches on two databases of scientific literature (Scopus and WoS) were conducted in January 2022. Since the databases include forthcoming and online-first articles, the search results also include articles published after the search date to the extent to which the respective database has indexed the articles.

The first results they delivered included 1,149 articles with a total of 381 duplicates. The duplicates include 119 duplicates from Scopus, 70 duplicates found on WoS, and 192 duplicates shared between them (Figure 9). Therefore, the total number of articles from the screening is 768 articles, which include 471 articles found only in Scopus, 105 articles found only on the WoS platform, and 192 articles found in both databases. Technically, both databases (Scopus and WoS) implement various differences in their coverage policies, the covered volume of data, and designated scopes. These differences lead each of them to provide a database-specific list of literature. However, their uniqueness is measurable by employing certain measures. This study applies Meyer’s index, Traditional Overlap, and Relative Overlap (Sánchez et al., 2017; Merli et al., 2018). In general, Meyer’s Index (Eq. 1) evaluates the relative uniqueness of a

database in a two-database search for a given topic. The index (M) delivers the capacity of the evaluated database (i) to produce the number of articles (n) in covering the string being searched. In the calculation, the weight of 1 (f_d) is given to the number of primary sources ($d \rightarrow I$) that emerged only in the evaluated database, while the weight of 0.5 (f_d) is given to the number of articles emerged from both databases (secondary sources; $d \rightarrow II$) since they are duplicates. Meanwhile, Traditional Overlap (Eq. 2; O_T) represents similarity level between the two database being used. It considers the overlapping of all articles found on Scopus (n_s) and all articles found on Web of Science (n_w). Then, the Relative Overlap (Eq. 3; O_R) indicates the comparative percentage of the number of articles (n) found in an evaluated database (i) over those found in the other database (j).

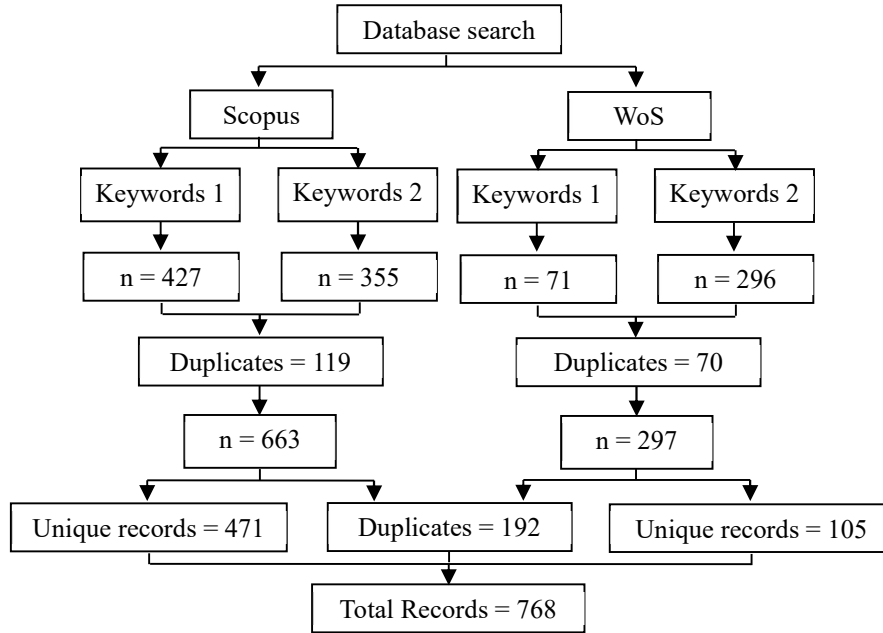


Figure 9. Results from literature searches

$$M_i = \frac{\sum_{d=I}^{II} (n_{i.d} \times f_d)}{n_i} \quad (\text{Eq. 1})$$

$$O_T = 100 \times \left(\frac{|n_s \cap n_w|}{|n_s \cup n_w|} \right) \quad (\text{Eq. 2})$$

$$O_{R,i} = 100 \times \left(\frac{|n_i \cap n_j|}{|n_i|} \right) \quad (\text{Eq. 3})$$

where M = Meyer's Index
 i = database being calculated (Scopus $\rightarrow S$; Web of Science $\rightarrow W$)
 j = database *not* being calculated (Scopus $\rightarrow S$; Web of Science $\rightarrow W$)
 n = number of articles
 d = specific category of sources (primary $\rightarrow I$; secondary $\rightarrow II$)
 f = category-specific weight (primary $\rightarrow 1$; secondary $\rightarrow 0.5$)
 O_T = traditional overlap between Scopus and Web of Science (%)
 $O_{R,i}$ = relative overlap for i database over j database (%)

By utilizing these three measures, this study evaluates the results of a literature search on the Scopus and the WoS databases for their uniqueness and singularity. In terms of Meyer's Index (M), the higher the value of Meyer's Index for an evaluated database (M_i), the greater the singularity of the database. With 471 primary sources ($n_{S,I}$) and 192 secondary sources ($n_{S,II}$) on Scopus, the database's Meyer's Index (M_S) is 0.855. With 105 primary sources ($n_{W,I}$) and 192 secondary sources ($n_{W,II}$) on WoS, its Meyer's Index (M_W) is 0.677. On the other hand, the higher the Traditional Overlap (O_T) value between the two databases (Scopus $\rightarrow S$; Web of Science $\rightarrow W$), the more similar these databases are. With 192 secondary articles ($|n_S \cap n_W|$) and 768 total articles ($|n_S \cup n_W|$), the Traditional Overlap (O_T) between the databases is 25.00%. Then, with 192 articles found in both databases ($|n_S \cap n_W|$) and 663 total articles found on Scopus ($|n_S|$), the Relative Overlap of Scopus over WoS ($O_{R,S}$) is 28.96%. In addition, with 192 articles found on both databases ($|n_S \cap n_W|$) and 297 total articles found on WoS ($|n_W|$), the Relative Overlap of WoS over Scopus ($O_{R,W}$) is 64.64%. In other words, Scopus covers 64.64% of results that emerge from WoS, while Web of Science only covers 28.96% of results that emerge from the Scopus database. Although the number of articles from the Web of Science database (297) is much smaller than that of the Scopus database (663), it still contributes essentially to the PRISMA selection with 105 unique articles.

4.3.2. PRISMA protocol

Articles gathered through the database searches are processed through the PRISMA protocol. Figure 10 shows the PRISMA-based article inclusion/exclusion process. The first

(raw) search results include 1,149 articles, to which the PRISMA protocol reduces to only 53 articles that, to some extent, consider TVC as a concept to use. The 53 articles began to appear in 2000; however, they continuously appeared every year since 2006, with considerable increases until recently (Figure 11). The institutional affiliations of TVC scholars are from all over the world, with the highest number of authors from European countries (Figure 12). The regional spread of TVC studies indicates that it is a global topic of interest. Furthermore, they appear in 46 scholarly journals (Figure 13), showing TVC as a widely accepted and acknowledged concept by a fair number of publishers. However, there is also a possibility that high-ranked journals have an implicitly low interest in publishing more than two articles with TVC topics.

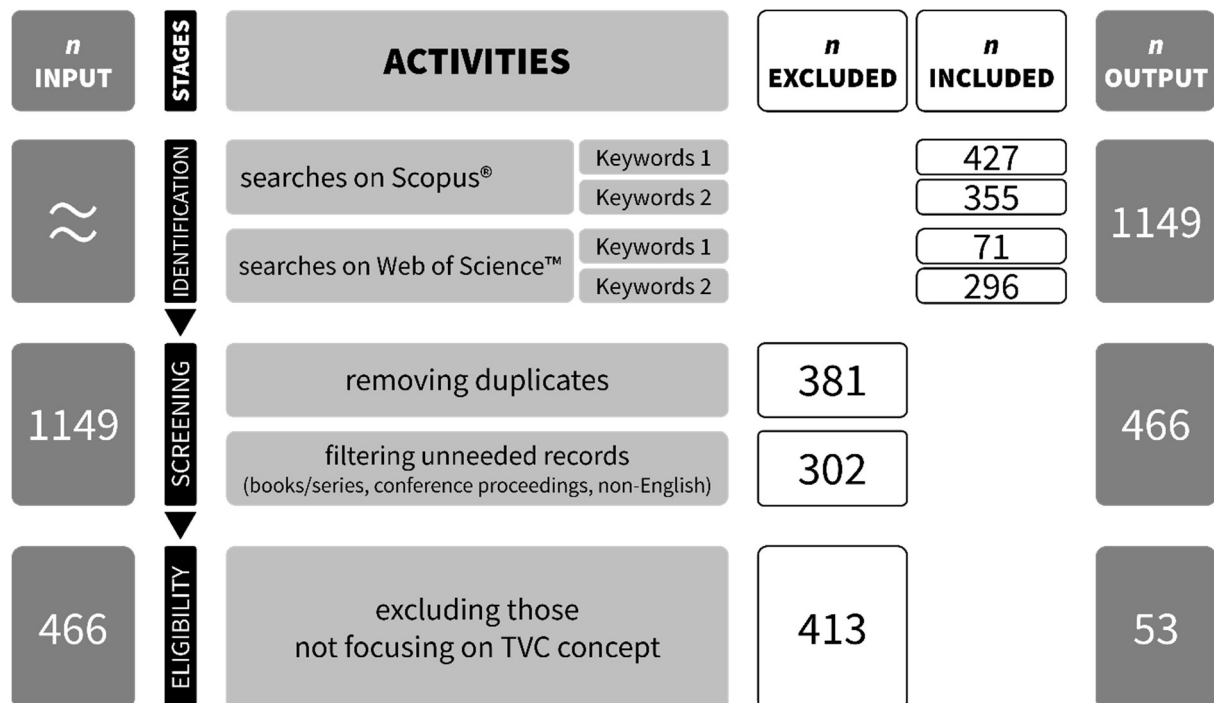


Figure 10. PRISMA protocol over the results of literature searches

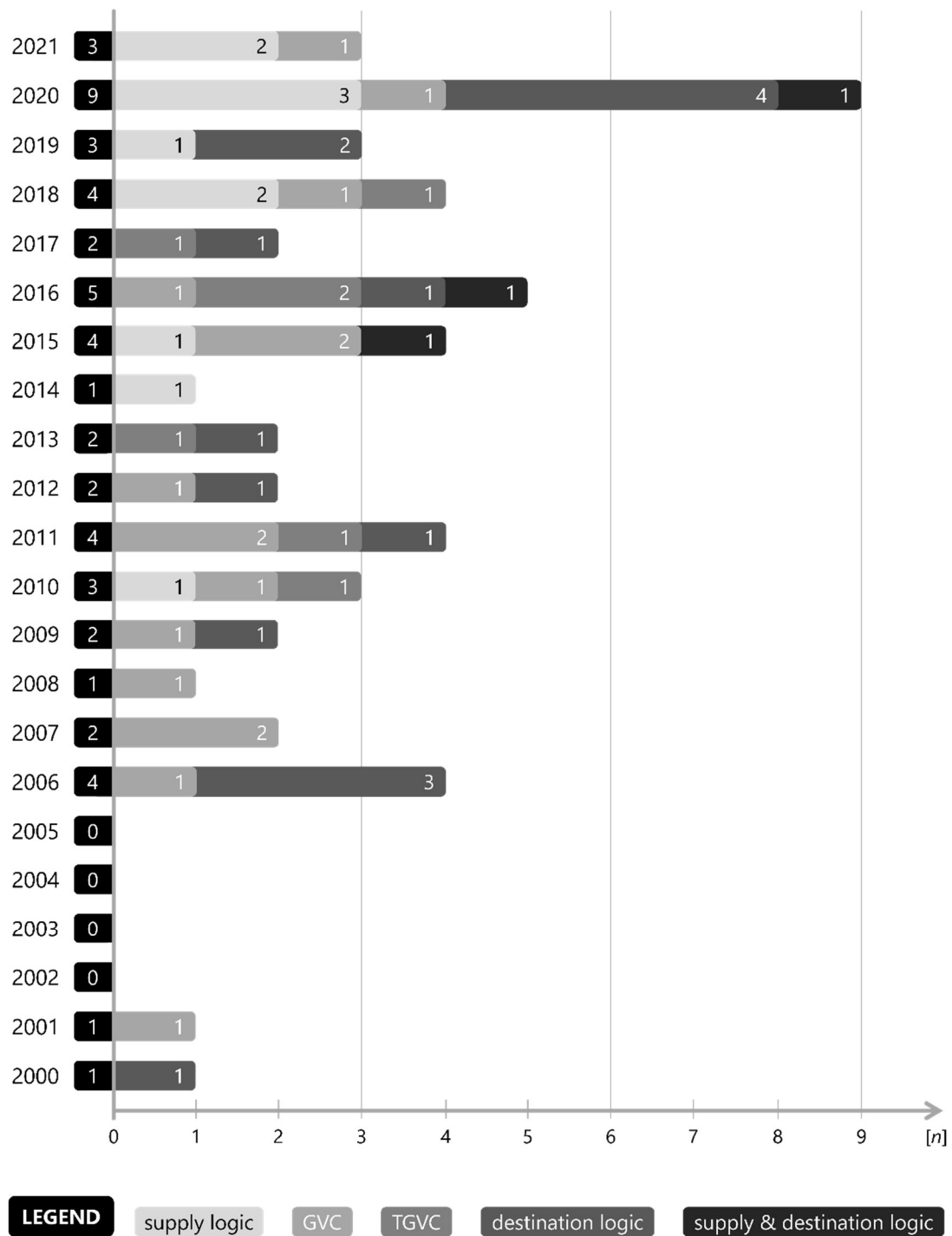


Figure 11. Number of Articles applying different TVC concepts per year

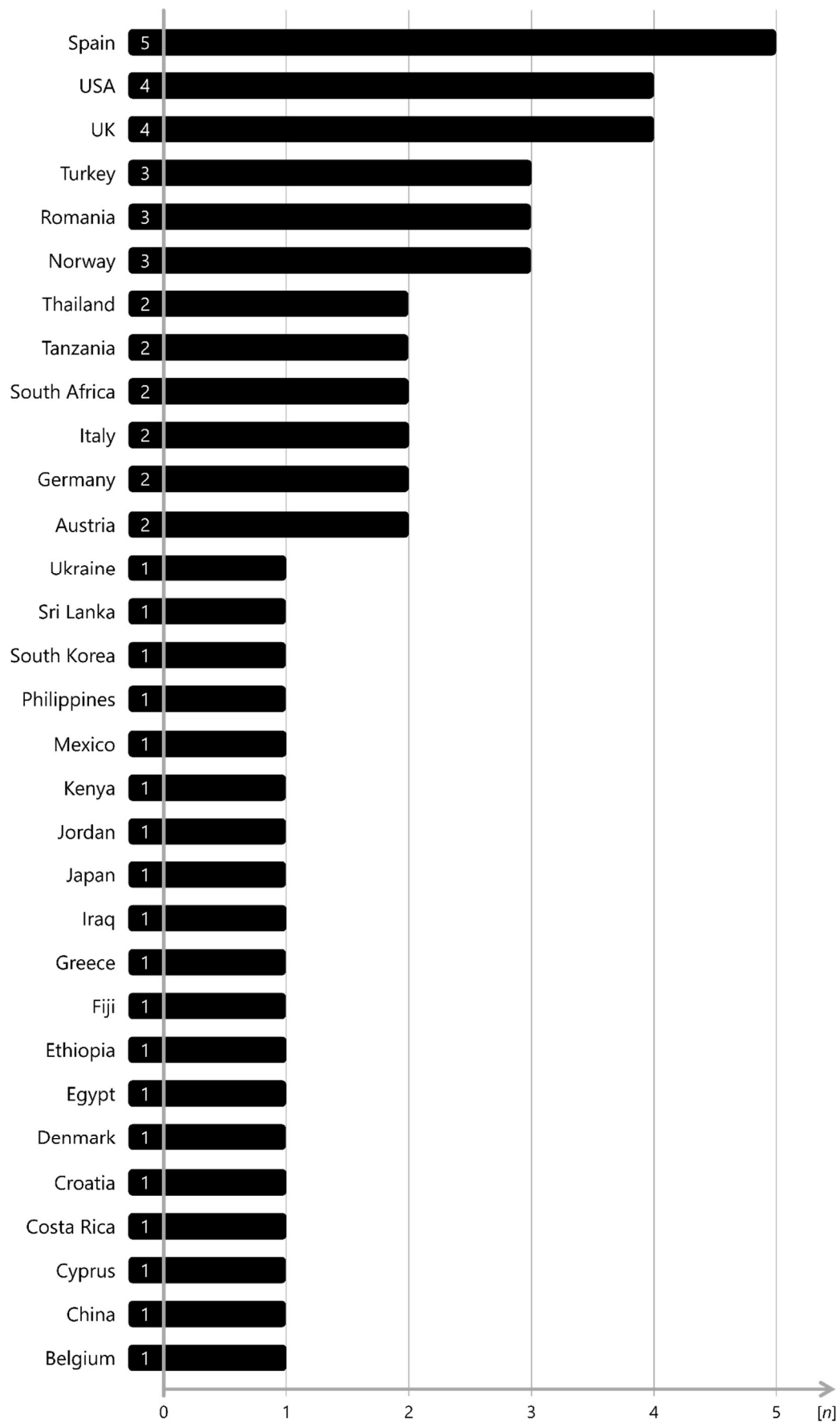


Figure 12. Country affiliation of the authors of articles applying TVC

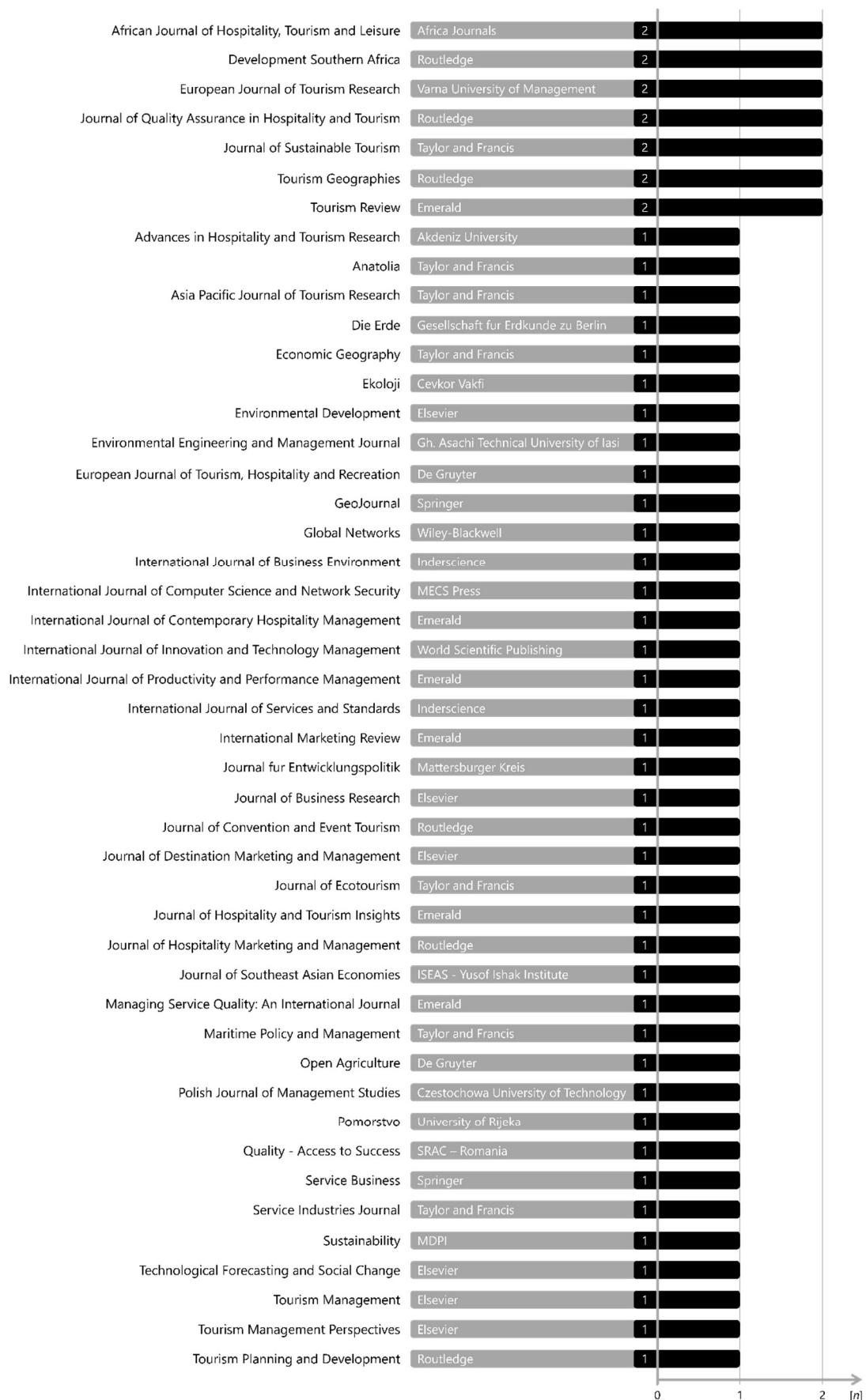


Figure 13. Number of articles applying TVC concept per journal

4.3.3. Overview of coverage

Although different TVC concepts appear in the selected literature, they still appear alternately in recently published articles. This indicates that later TVC concept(s) do not replace early TVC concept(s). The emergence of multiple TVC concepts over the years (Figure 11) enriched the body of knowledge of TVC since each of the concepts offers varying scopes in explaining and incorporating TVC. In fact, articles applied TVC through different logic (Figure 14), perspective-value (Figure 15), and tourism types (Figure 16). Furthermore, those TVC concepts have been implemented on broad scales (Figure 17), from as large as continental to as small as a single organization (Hjalager *et al.*, 2016). Among the 52 selected TVC-centered articles, 12 articles studied TVC in general without stating their specific scales of tourism study. Meanwhile, 1 article took at a continental scale, 20 articles at a country scale, 18 articles at a regional scale, and 1 article at an organizational scale. Since TVC is scalable while also useful to diagnose issues for the development of tourism policies and strategies (Mitchell, 2012), the differences in scale lead to different details and complexity. As an example, M. E. Boden & Wei (2010) studied how to improve TVC in a single organization (hotel) by setting up its e-business standards. Consequently, the result is not directly implementable in a larger-scale TVC. As another example, some studies stated that tourists in country-scale tourism are grouped into international and domestic tourists along with airplanes as the main transportation mode from their origins to destinations. Some other articles mentioned that activities in destination countries were arranged by national or local operators as part of tourism activities. In fact, national tour operators played an essential role in TVC (Adiyia *et al.*, 2015). However, in local or regional tourism, the tourist origin is not necessarily differentiated into international and domestic, and transportation within the country will still be in the transportation stage to the destination since it has not yet entered the destination area.

Table 3. Selected publications according to TVC concepts

No.	Concept	Publication	
		Author(s)	Year
1	Supply logic	Boden, Wei	(2010)
2		López-Sánchez, Pulido-Fernández	(2014)
3		Gjerald, Lyngstad	(2015)
4		Anderson	(2018)
5		Gao, Deng	(2018)
6		Abdullah, Salman, Ahmed	(2019)
7		Foris, Florescu, Foris, Barabas	(2020)

No.	Concept	Publication	
		Author(s)	Year
8	Destination logic	Morales-Zamorano, Camacho-García, Bustamante-Valenzuela, Cuevas-Merecías, Suarez-Hernández	(2020)
9		Setthachotsombut, Sua-iam	(2020)
10		Boiko, Liubynskyi, Strikha, Zarakhovskyi	(2021)
11		Wondirad, Kebete, Li	(2021)
12		Weiermair	(2000)
13			(2006)
14		Yilmaz, Bititci	(2006a)
15			(2006b)
16		Helmy, Travers	(2009)
17		Soteriades, Dimou	(2011)
18		Pomeanu, Teodosiu	(2012)
19		Anderson	(2013)
20		Dinu, Nistorescu	(2015)
21		Hjalager, Tervo-Kankare, Tuohino	(2016)
22		Stipanović, Rudan	(2016)
23		Rylance, Spenceley	(2017)
24		Konishi	(2019)
25		Rivera, Gutierrez	(2019)
26		Chung, Choi, Yoo, Kim	(2020)
27		Fernández-Villarán, Rodríguez-Zulaica, Pastor	(2020)
28		Kariyawasam, Wilson, Rathnayaka, Sooriyagoda, Managi	(2020)
29		Thees, Erschbamer, Pechlaner	(2020)
30		Winter, Kim	(2020)
31	Global Value Chain (GVC)	Wynne, Berthon, Pitt, Ewing, Napoli	(2001)
32		Raventos	(2006)
33		Barham, Dörry, Schamp	(2007)
34		Mitchell, Faal	(2007)
35		Guzmán, Moreno, Tejada	(2008)
36		Lessmeister	(2009)
37		Erkuş-Öztürk, Terhorst	(2010)
38		Romero, Tejada	(2011)
39		Tejada, Santos, Guzmán	(2011)
40		Mitchell	(2012)
41		Adiyia, Stoffelen, Jennes, Vanneste, Ahebwa	(2015)
42		Ndivo, Cantoni	(2015)
43		Mwesiumo, Halpern	(2016)
44		Foster, Graham, Mann, Waema, Friederici	(2018)

No.	Concept	Publication	
		Author(s)	Year
45	Tourism Global Value Chain (TGVC)	Bueno, Urbistondo, Martínez	(2020)
46		Hadjielias, Christofi, Christou, Drotarova	(2022)
47		Gui	(2010)
48		Gui, Russo	(2011)
49		Holmgren	(2013)
50			(2016a)
51		Christian	(2016b)
52			(2017)
53		Yokkhun, Papasratorn	(2018)

Note: Detailed information on the logic, scope, value, type, and scale covered in each study are available in Appendix I.

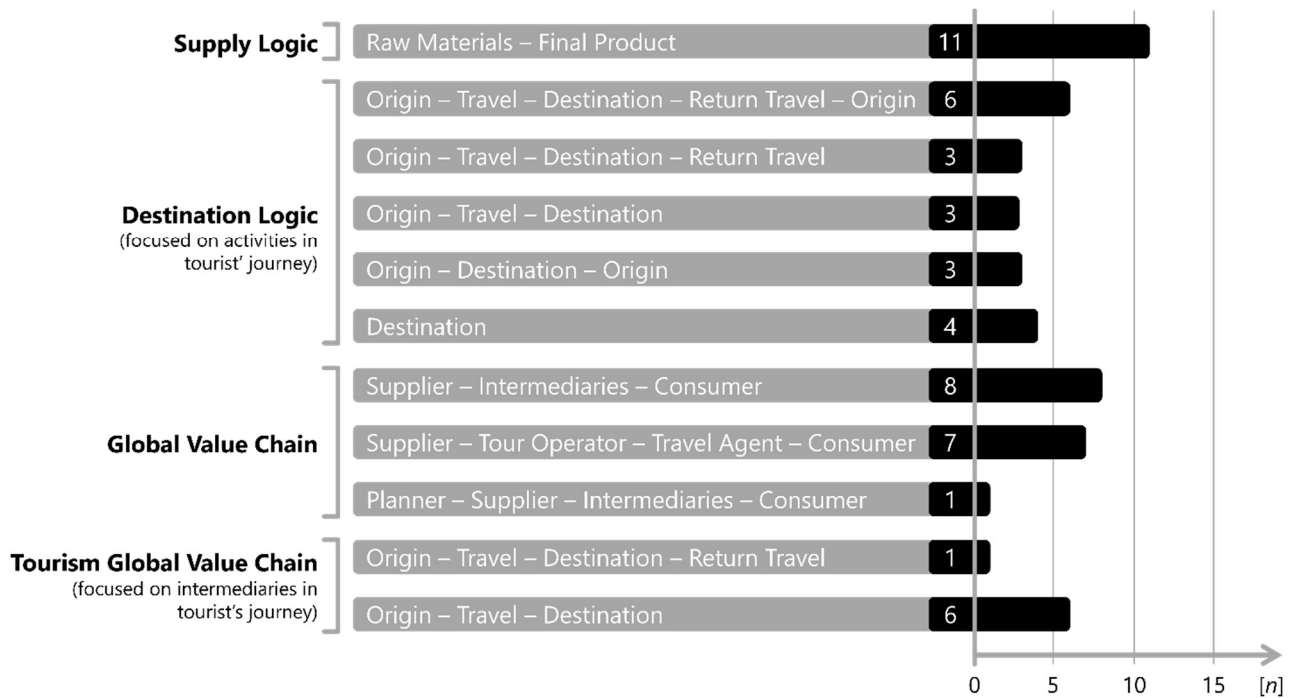


Figure 14. TVC concepts: logic and scope

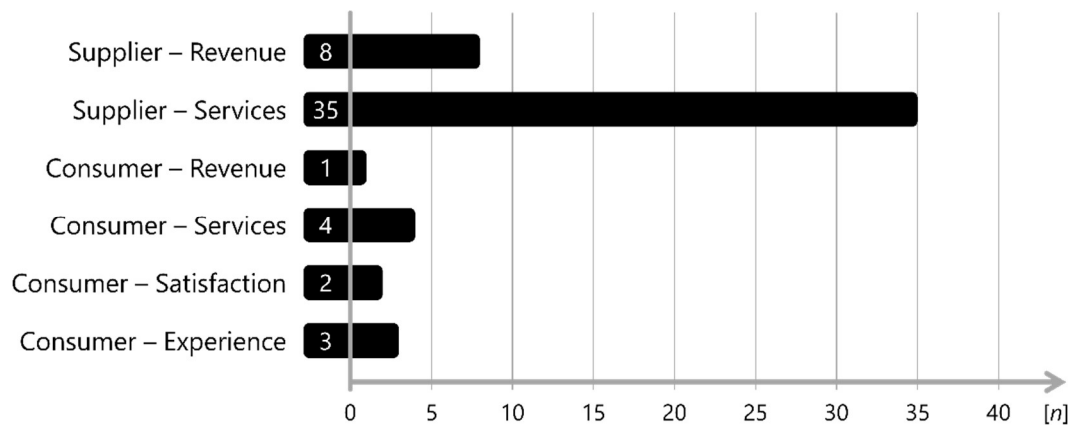


Figure 15. Number of articles applying TVC concept according to perspective and value

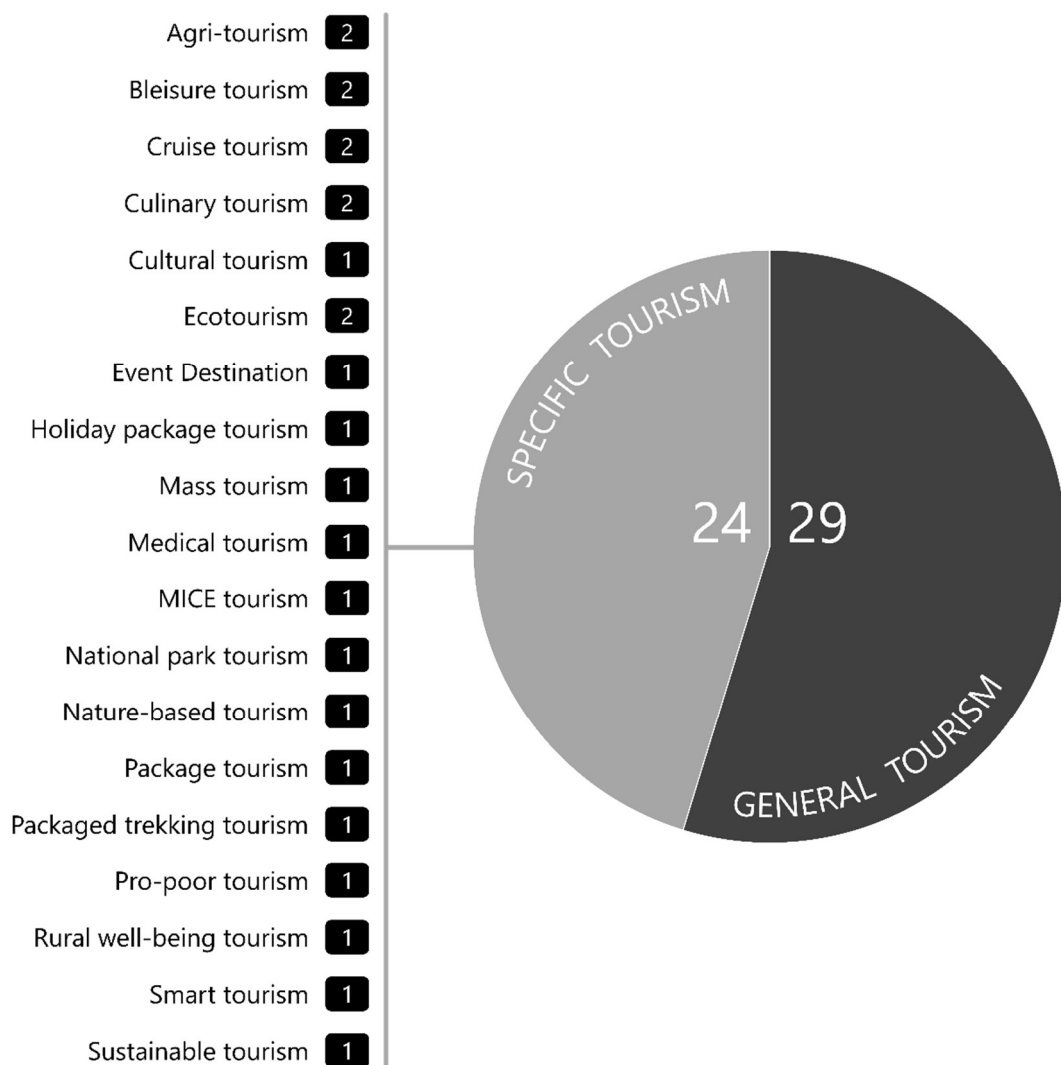


Figure 16. Number of articles applying TVC concept according to tourism type

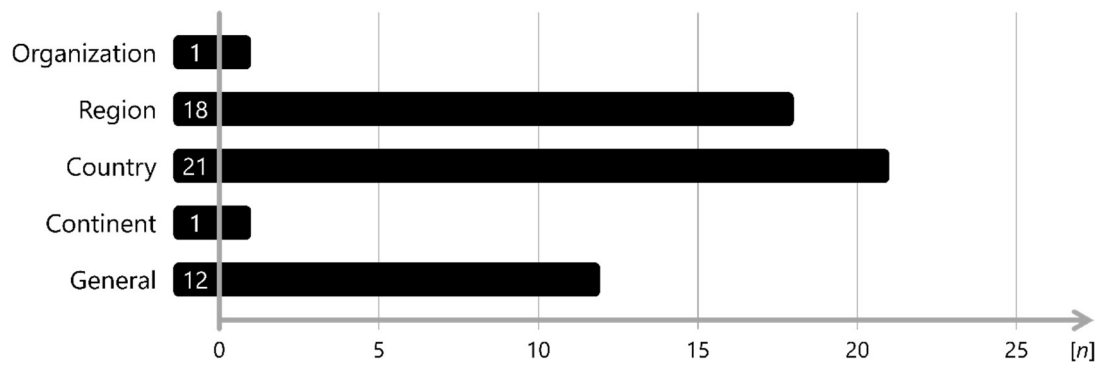


Figure 17. Number of articles applying TVC concept according to tourism scale

4.4. Analysis: Logics and angles of TVC

4.4.1. Supply logic

Table 3 provides information on the concepts and implementations for all selected articles. Among them, (Hjalager *et al.*, 2016) proposed two distinct tourism logic (supply logic and destination logic) in observing TVC. Supply logic focuses more on different production stages to meet tourist demands in all aspects of tourist activities. The root understanding was from the value-chain concept by Porter (1985), who put more focus on the product by basically justifying a value-chain from the perspective of manufacturing companies (Gao and Deng, 2018; Thees *et al.*, 2020). Tourism scholars had further developed and have been adopting a more fitted value-chain concept for tourism activities by departing from the generic value-chain. In terms of scope, supply logic covers the processes of supply, product transformation, and service support. Chained stages are translated into primary supply-focused activities: inbound logistics, operations, outbound logistics, sales, and services. These primary activities occur in conjunction with other supporting elements, including procurement, technologies, human resources, and firm infrastructure (Anderson, 2018; Foris *et al.*, 2020; Gjerald and Lyngstad, 2015; Morales-Zamorano *et al.*, 2020). In terms of practical activities, the supply logic elaborates the activities from the planning process, production, and marketing to the delivery of products or services (Abdullah *et al.*, 2019; Wondirad *et al.*, 2021).

4.4.2. Destination logic

Weiermair (2000) suggested the first pre-formalized notion of destination logic in the literature. The study advocated that the concept of TVC should center on how a destination facilitates consumers. Later, Hjalager *et al.* (2016) justified the concept by formally proposing

TVC from a “destination logic” with clear distinctions from the supply logic of Porter’s value chain. The destination logic (Figure 14) considers TVC a series of tourist activities (Pomeanu and Teodosiu, 2012; Soteriades and Dimou, 2011; Weiermair, 2006a). It suggests how a destination should deliver a series of services in pre-departure processes, in-destination activities, and post-return services after tourists return to their origins. Weiermair (2000) described the logic from the supplier’s perspective to probe chained events in destination logic. Meanwhile, Clawson and Knetsch (1966) in Fernández-Villarán *et al.* (2020) suggested consumers’ perspective to look at the journey cycle from the pre-planning intention-building phase to the post-visit sharing experience. Most of the selected literature focused solely on the development/application of destination logic. In addition, Thees *et al.* (2020), Dinu & Nistorescu (2015), and Hjalager *et al.* (2016) attempted to relate destination logic with supply logic. The central element of the destination logic centers on how far TVC followed the path of tourists, implying multiple yet interconnected chains. Even though value-adding chains of tourism are stretchable since tourists receive advertisements until after-sales services (Weiermair, 2006a), some scholars largely focused on the details of pre-departure before the journey begins (Minube, 2011 in Fernández-Villarán *et al.*, 2020). Meanwhile, some other scholars focused on destinations where main tourism activities take place (Anderson, 2013; Rivera and Gutierrez, 2019; Rylance and Spenceley, 2017; Winter and Kim, 2020). Then, some others suggested a general picture of the journey from pre-departure until post-visit stages (Weiermair, 2000, 2006a; Yilmaz and Bititci, 2006a, 2006b).

4.4.3. Global Value-Chain (GVC)

In addition to regular supply and destination logic, scholars also adopted and developed the GVC concept (Figure 14). In general, studies employing the GVC concept described how a value chain forms relations between suppliers and consumers with the help of intermediaries such as tour operators and travel agents (Barham *et al.*, 2007; Erkuş-Öztürk and Terhorst, 2010; Guzmán *et al.*, 2008; Lessmeister, 2009; Mwesiumo and Halpern, 2016; Raventos, 2006; Wynne *et al.*, 2001). Afterward, Hadjielias *et al.* (2022) added a planner role at the beginning of the TVC. In that sense, the GVC concept differs distinctly from the original Porter’s value chain concept. It focuses more on the relationship between the actors/stakeholders involved, while Porter’s value-chain focuses more on technical activities to improve the competitive advantages of the entities involved (Foster *et al.*, 2018; Romero and Tejada, 2011). In terms of scope, the GVC concept classifies value chains into five specific-purpose types: modular, value

chains, captive, hierarchy-centered, and market-focused value chains (Gereffi *et al.*, 2005; Tejada *et al.*, 2011). The classification distinguishes the aim of a value chain in terms of its governance and potential ways for improvements (Adiyia *et al.*, 2015; Boiko *et al.*, 2021; Ndivo and Cantoni, 2015).

4.4.4. Tourism Global Value-Chain (TGVC)

As aforementioned, the GVC concept focuses on the relations between suppliers and consumers as its primary target. Since the general behavior of actors and the activities involved in tourism differs from other industrial sectors, tourism scholars eventually discovered a theoretical and practical necessity to extend the GVC concept by refitting it with the sector-specific characteristics of value-chains in tourism (Christian *et al.*, 2011). The scholars established a fundamental understanding that the conceptual extension should have the general outline of GVC yet consider the tourism journey spanning through the entire TVC. From the scientific endeavor, the concept of TGVC (Figure 14) emerged as the resulting product. Although most articles focused on the tourists' journey from their origins to tourism destinations, Holmgren (2013) had begun to consider the return-travel phase in the scope of TGVC. In practice, TGVC seeks to identify the focal intermediaries in each stage of a tourist's journey and maintains a strong focus on the relationship between actors/stakeholders.

4.4.5. Two distinct angles for TVC

In the literature, most TVC studies attempted to deliver services to consumers (tourists) by considering the provision from the viewing angle of suppliers. In contrast, the rest of the studies attempted to advocate an alternative approach to take advantage of the viewing angle of consumers. Studies advocating the consumer-centered perspective primarily suggested the potential of understanding consumer behavior (Hjalager *et al.*, 2016; Weiermair, 2006b) and the values the consumers (tourists) are looking for (Chung *et al.*, 2020; Helmy and Travers, 2009; Holmgren, 2013; Konishi, 2019; Mitchell and Faal, 2007; Yilmaz and Bititci, 2006a, 2006b). Meanwhile, some studies gave additional angles, including governance (Adiyia *et al.*, 2015) and intermediaries (Rojas Bueno *et al.*, 2020). Since intermediaries connect consumers and suppliers, the angle could work for either actor (Rojas Bueno *et al.*, 2020). In that sense, TVC concepts fundamentally differ according to the viewing angle taken by the TVC managers (*i.e.*, suppliers' or consumers' perspectives). In practice, the two distinct angles would deliver

direct and indirect impacts on TVC. Thus, it is imperative to consider the right angle for the right circumstances during tourism planning and development. In particular, the impact would be apparent according to the location and the activities involved. Location-wise, consumers' angle suggests the coverage of TVC from origin, travel-out, and return to the origin. The TVC may include multiple destinations since tourists can visit multiple locations throughout a single chain of journeys. In contrast, suppliers' angle suggests the coverage of TVC from tourists' origin(s), wherever the origin(s) might be, facilitating the tourists to visit a destination (s), providing in-destination services, facilitating post-visit departure, and offering after-sales services outside the destination(s), wherever the destination(s) might be.

4.5. Discussion: Synthesizing general TVC framework

4.5.1. Tourism Value-Chain: Perspectives

Figure 18 shows the destination logic from two distinct angles: supplier and consumer. Meanwhile, intermediaries could use either angle since they connect suppliers and consumers (Rojas Bueno *et al.*, 2020). Among the 53 selected literature (Table 3), most studies assumed that a tourist's journey merely involves a singular and linear path that extends from the origin to the point of return. However, the tourist can visit multiple destinations in a single trip. In this sense, the supplier's perspective might not provide holistic coverage of the entire value chain. A cruise tourism study by Gui & Paolo Russoz (2011) suggested tourism as being similar to a "joint venture" between multiple suppliers. Along with a cruise line, cruise providers supply their products/services onboard. Meanwhile, in-destination suppliers provide their products/services around the destination port. In that sense, destinations act as part of the cruise journey. Tourists come from the cruise ship and typically return to the ship, making the ship their "origin." In the context of activities, the consumer's perspective follows a tourist's journey, while the supplier's perspective follows the services provided to the tourist. Konishi (2019) suggested several post-visit activities from the consumer's perspective, such as impressions, gifts, and reviews. On the other hand, suppliers-centered activities include after-sales services (Hjalager *et al.*, 2016). The perspectives then decide which values the suppliers and/or consumers gain and indicate how tourism planning and development can use specific approaches to improve the values. Technically, values offered to tourism consumers refer to the products or services they gain (Abdullah *et al.*, 2019). Consumer values can then be measured by their satisfaction over their tourism journey (Yilmaz and Bititci, 2006b). Therefore, tourism

development and the stakeholders involved should strongly consider the consumer's perspective in developing tourism products and services to improve consumer satisfaction.

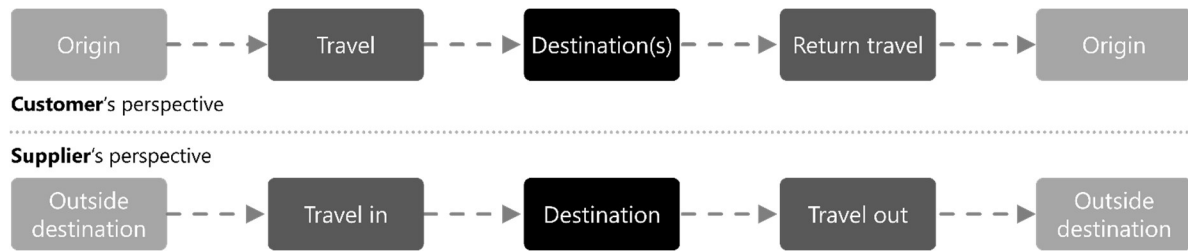


Figure 18. Destination logic from customer and supplier perspectives

4.5.2. Tourism Value-Chain: Values

Of the selected literature (Table 3), several studies described values that the actors gained and offered. Interestingly, some described TVC from the supplier's perspective but referred to services being provided as the values. While consumers get products and services, the shared values of suppliers can take the form of financial benefits and business stability (Anderson, 2013; Mitchell and Faal, 2007). In fact, most value chain analyses employ a solid lean toward economic aspects while neglecting sociocultural and environmental aspects as an integral part of TVC management (Spenceley & Meyer, 2016 in Rylance & Spenceley, 2017). If values considered in a TVC analysis go beyond economic benefits, the analysis should consider sociocultural and environmental aspects in the tourism sector (Christian, 2016). Among the literature, Christian (2016) and (2017) advocated the inclusion of institutional and social aspects in TVC studies, especially in the context of inducing social improvements. In fact, the statements strengthened the effort by Dinu & Nistorescu (2015) to advocate a greater focus on the social and environmental impact of TVC. It was followed up by Kariyawasam *et al.* (2020) by stating that national parks could bring value through income-generation activities for tourism, biodiversity protection, infrastructure development, and local economic diversification. However, it is critical to note that tourism planning and development might bring undesirable negative impacts if they are not carefully treated, especially in relation to social aspects (Winter and Kim, 2020). Furthermore, tourists also seek social activities and environmental interaction in value co-creation (Xie *et al.*, 2021). Therefore, these aspects would be crucial in tourism development and planning processes.

4.5.3. Implementation of TVC concepts: Types and scales

Types and scales can determine the complexity of TVC. Technically, different types of tourism lead to different details in TVC. Since tourism types trigger customized activities according to goals and characteristics, TVC differs for each type of tourism. Two TVC-based studies on cruise tourism (Gui, 2010; Gui and Paolo Russoz, 2011) suggested that destinations, aside from the cruise itself, include multiple physical locations around the port, for offshore activities, and in the destination country. These destinations noticeably involve different kinds of activities and actors. Meanwhile, other examples took the form of nature-based tourism (NbT). One interesting NbT centered on the fishing activity as the product, which included fish processing and freezing in the value chain (Holmgren, 2013). Another example appears in medical tourism, which begins with medical advice, followed by medical treatment and recovery at the tourism destination (Helmy and Travers, 2009). Next, package tourism suggests that tour operators take a dual-role position as intermediaries and suppliers since they offer customized products to customers (Guzmán *et al.*, 2008). It also shows the possibility of a single stakeholder running multiple value chains. The different types of tourism imply how complex a TVC is and how it depends on specific types and conditions, which should be considered during tourism planning and development. In addition, the contextual settings and complexity also suggest that thematic TVC studies are required to develop the body of knowledge on tourism development.

4.5.4. Outlines of the general framework

As Porter (1985) explained, the value chain is an extremely complex phenomenon that may take different forms between firms. However, it is possible to explore generic tourism activities in a TVC. To do so, reviewing relevant tourism studies brings a deeper and wider understanding of the implementation of TVC analyses. It builds a complementary connection between knowledge and issues advocated by the literature. Based on the results of analysis and discussions over the 53 selected literature, this study develops the outline for a general TVC framework (Figure 19). As the underlying form of the framework, this study distinguishes TVC into five consecutive phases, which correspond to the five phases in the destination logic based on the perspective of suppliers (Figure 18). Activities in each phase emerge from the 53 selected literature, especially those corresponding to that particular phase. In the pre-delivery phase, the first stage is a promotion that leads to a reservation. Alternatively, tourists can pass the reservation phase by traveling directly to the destination. It usually applies to independent

tourists who manage their own travel and activities without using intermediary services (Yilmaz and Bititci, 2006a). Typically, the pre-delivery phase occurs at the tourist's origin, but suppliers can actively play their role by delivering promotions directly to potential tourists. For example, social networks can act as an essential tool for promotional activities (Rivera and Gutierrez, 2019). In the next phase, tourists travel to their destination to experience all the available services. However, not every tourist destination provides all the options, and tourists do not always take all the services since tourist behavior is dynamic and unpredictable during their journey (Hwang & Fesenmaier, 2011 in Chung et al., 2020). The next phase is traveling out of the destination, after which the post-visit evaluation (review) and after-sales services would follow. The after-sales services can act as a follow-up of the evaluation and be a bridging approach to promote future tourism trips, continuing the effort to attract consumers. In short, after-sales services are part of an essential strategy for tourism marketing (López-Sánchez and Pulido-Fernández, 2014).

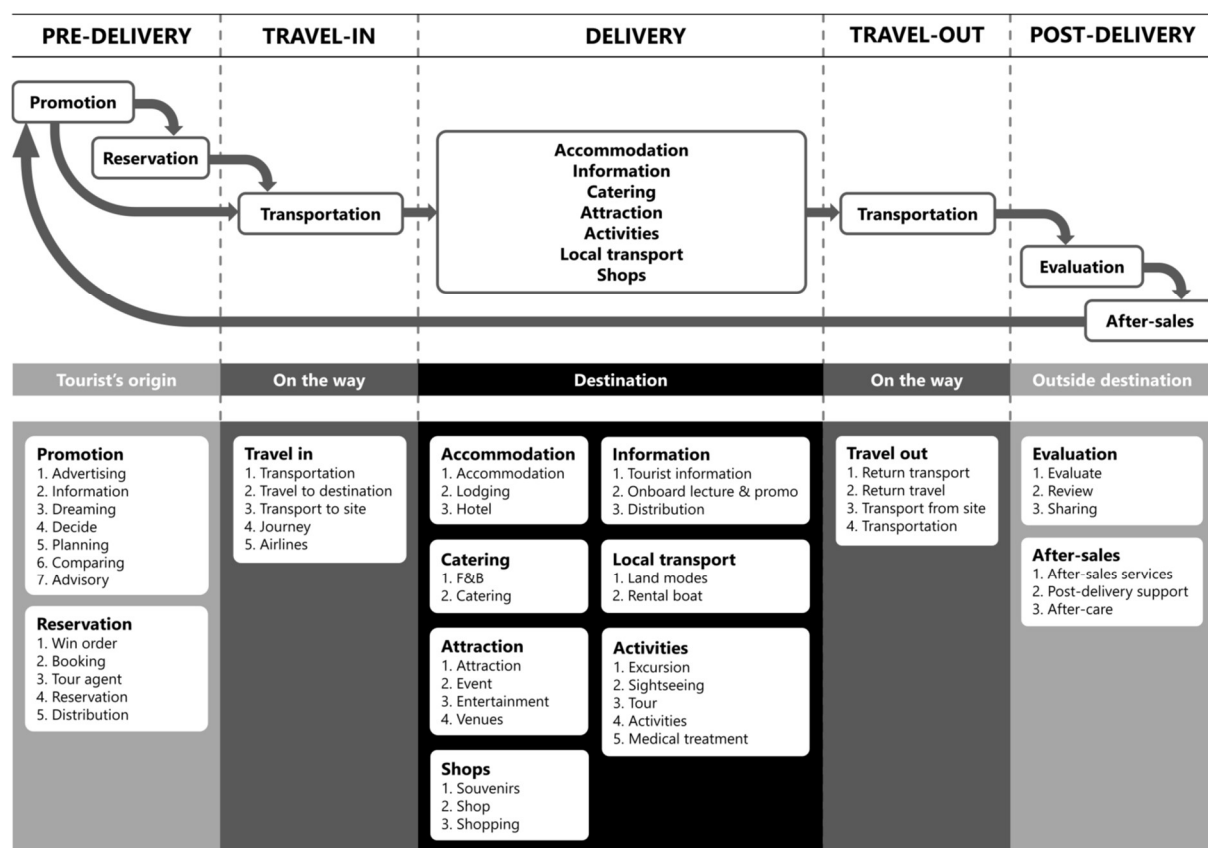


Figure 19. Outline of general TVC framework

4.5.5. General TVC framework: The Tourism Value Webs

Following the outline of the TVC framework (Figure 19), the general TVC framework intends to induce complementary relations among the concepts, which would form a functional network of tourism concepts (logic and scope), values, and perspectives for flexible tourism types and scales. As a horizontal frame, the scope of destination logic covers the journey of tourists in consuming tourism products/services from early to later phases. In the vertical direction, the supply logic follows the flow of tourism products/services from the initial production phases to a connecting node with the destination logic at which tourists receive the final products/services. In other words, the supply-centered chain describes how tourism products/services reach consumers (tourists) during their tourism journey. Within the supply logic, raw materials go through multiple flows and branches, forming a layered network of convergences (assemblies for physical products or developments for non-physical products/services) through which they systematically form the final products/services. Some material flows might get branched out from their primary directions and converge with flows toward other final products/services, forming cross-connected webs beyond a confined network. Meanwhile, TGVC acts as the bridge at the connecting nodes to connect the flows of the final products/services, which could go through transits in multiple regions toward specific physical tourism phases within destination logic. Since TGVC is theoretically an extension of GVC, the inclusion of TGVC into the general TVC framework has technically ensured the inclusion of core GVC characteristics. Looking at the general TVC framework, the interconnections of destination logic, supply logic, and TGVC imply that the values disperse organically. In that sense, the general TVC framework induces the Tourism Value Webs (TVW) framework (Figure 20). Rather than inducing a typical value chain that centers on individual actors, value webs advocate complex pathways that interlink multiple value chains working side-by-side to support the entire system (Naah, 2020). Thus, the TVW represents the framework of a layered and cross-connected value network in tourism, covering numerous connections and interactions between role-specific stakeholders to obtain actor-specific economic or social benefits by delivering value-added for tourists (Allee, 2008; Best *et al.*, 2022). Theoretically, TVW would help to understand more about the complexity of TVC and the aspects involved. Practically, TVW would help assess the holistic impact of tourism activities on various facets of society.

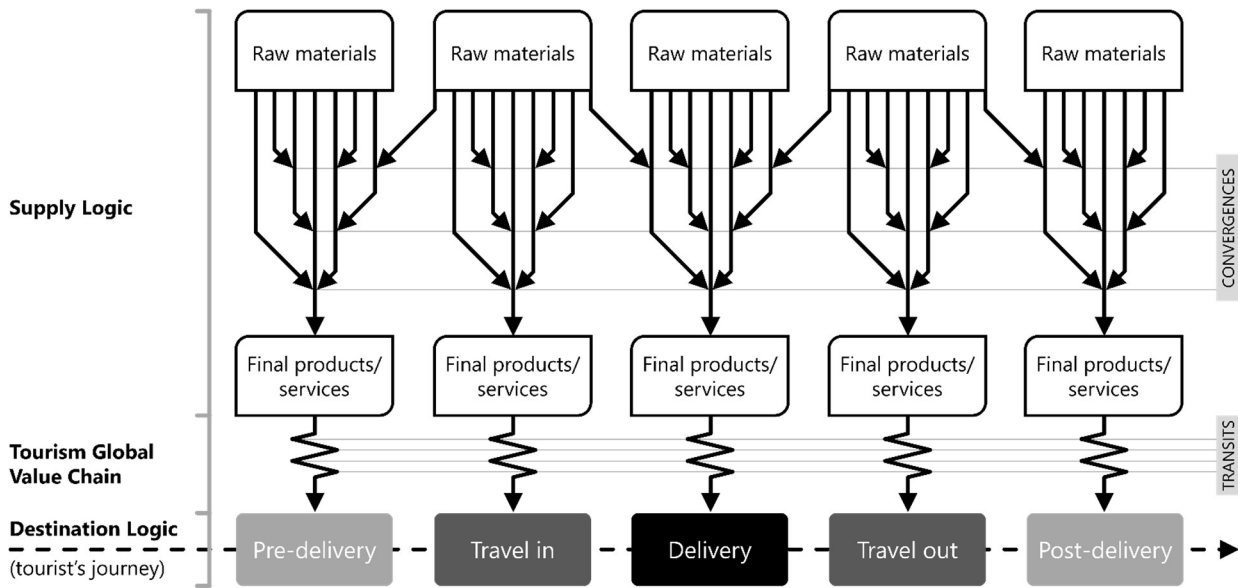


Figure 20. The framework of Tourism Value Webs (TVW)

4.6. Conclusions

The PRISMA-based systematic literature review has shown a diverging phenomenon between TVC-related concepts that follow certain sets of logic and scope. Each of the supply logic, the destination logic, the GVC concept, and the TGVC concept has its own scope, perspectives, and values in providing the details of activities in different tourism types at different tourism scales. In fact, later concepts do not replace earlier concepts since they focus on different scopes. It is a practical reason why all TVC concepts are still being adopted and developed today. Since the concepts have their own scope in describing TVC, studies adopting different concepts would produce different results. In fact, the results are sometimes incomparable because the studies walk on different paths. However, it is possible to explore a broader view and more comprehensive representation in describing TVC. This study explores potential relations among these concepts and combines them to form the general framework of TVC. The general TVC framework encompasses different scopes, perspectives, and value-webs for a more comprehensive value chain analysis, making the framework, to some extent, able to cover different details in TVC. For example, suppliers attempt to provide products/services while consumers are making their journey. The suppliers need to deal with their production chain, yet their locations may not be in physical proximity to the targeted journeys. While different logics would produce different coverage of results, the general TVC

framework provides a clear depiction of avoiding the fragmented results of logic-specific analyses.

This review synthesizes the TVW framework by discovering multiple concepts of TVC in the literature, laying the foundation for further studies. Inherently, different logic produces different coverages of analysis. The TVW framework provides the entire overview of multiple TVC concepts, avoiding the fragmented results of logic-specific analyses. In addition, it encompasses different scope/logic, values, and perspectives for a more comprehensive value chain analysis, making the TVW framework, to some extent, able to cover different details in interconnected TVCs. This study also contributes to a better understanding of complex tourism activities to encourage more comprehensive tourism development and planning studies. Although tourism studies typically refer to a single TVC concept based on the research focus, tourism development, and planning should notice and anticipate the holistic TVW concept to make the process and results more comprehensive and practical. The inquiry implies a critical necessity to consider/involve all stakeholders, including policymakers and tourism destination developers since TVW covers multiple activities and stakeholders that work together to build and add value.

In terms of limitations, existing studies typically focus on the economic aspect of TVC. Looking at some glimpses in the selected literature that began to acknowledge sociocultural and environmental aspects, this study suggests expanding the TVW framework to include operational variables in the two aspects for a holistic TVC analysis. Besides, the general TVC framework is flexible and can be implemented for different types of tourism at various scales. However, the implementation over specific types and scales may lead to different details. It could technically occur due to the different characteristics and details of every tourism activity. Considering the high variations in tourism types and scales, this review offers the possibility of refitting the general TVC framework to specific sets of tourism types and scales. The type- and scale-specific refitting will be a valuable input for tourism planning and development since the adaptation would discover more details on the observed TVCs. Therefore, this study suggests further exploration of potential values in TVC to enrich the knowledge about the TVC approach. The last limitation is the limited number of selected articles. Further studies may consider employing an automated meta- or content analysis to cover a more significant number of articles since more extensive coverage would potentially uncover an in-depth understanding of the total complexity of TVC.

Chapter 5. Evaluating Policy Environment for Community-Based Rural Tourism: Multi-Actor Perspectives in Tourism Value Chain

5.1. Introduction

Tourism policies provide the framework to foster sustainable tourism practices, with primary objectives to improve economic benefits for local communities while also protecting the environment and preserving socio-cultural values (An and Alarcón, 2020). In practice, balancing the needs of tourists, communities, and the environment is crucial in ensuring the long-term viability of the entire tourism industry. This equilibrium can be achieved by formulating comprehensive tourism policies that consider the complexity of sustainable tourism. In the process, governments, tourism organizations, local communities, and other relevant stakeholders should collaborate to incorporate sustainability principles into tourism policies (Cardoso, 2020). This provides valuable insights and resources for developing robust and context-specific sustainable tourism policies. Leveraging the collective expertise and experience of the stakeholders allows policymakers to craft well-informed strategies tailored to the unique needs and challenges of specific tourism contexts (Bello *et al.*, 2016; Setyagung *et al.*, 2013). In practice, sustainable tourism policies require ongoing monitoring and evaluation to ensure successful implementation. Regularly assessing tourism policies enables governments, tourism organizations, and local communities to make data-driven decisions and adapt their strategies as necessary to pursue the overall sustainability of the tourism industry (Koerner *et al.*, 2023). In that sense, the environment in which tourism policies exist is critical in pursuing a sustainable tourism industry.

The relationship between the policy environment and tourism policy in pursuing sustainable tourism involves the broader context in which these policies are formulated, implemented, and evaluated (Anderfuhren-biget and Ed, 2014). Basically, the policy environment covers various factors, including social, economic, environmental, and political aspects, collectively shaping tourism policy development. As such, the policy environment can either act as a catalyst or an obstacle to formulating and implementing tourism policies (Bakker, 2018). A supportive policy environment, characterized by clear regulatory frameworks (Chakrabarty, 2020), solid political commitment (Allaberganov *et al.*, 2021), and stakeholder collaboration (Kurkela *et al.*, 2023), can encourage the development of tourism policies that promote sustainability. Regulatory frameworks provide the necessary guidelines for stakeholders to adhere to and align their actions with sustainability objectives (Chakrabarty,

2020), while political commitment signals the prioritization of sustainability as the ultimate goal of the tourism industry (Pforr *et al.*, 2014). In parallel, stakeholder collaboration fosters a sense of shared responsibility and facilitates the exchange of knowledge and resources, thereby enhancing the overall effectiveness of tourism policies (Klint *et al.*, 2012). Given the critical role of the policy environment in shaping tourism policies, governments, tourism organizations, and local communities must adopt a favorable policy environment. It allows policymakers to create the conditions for tourism policies to thrive to contribute to the long-term resilience of the tourism industry.

In the context of community-based rural tourism (CBRT), the policy environment and tourism policies face unique challenges in pursuing sustainable rural tourism. Basically, rural areas have extremely particular socio-economic and cultural characteristics compared to urban areas. For example, rural communities may have financial constraints (Zielinski *et al.*, 2018), limited access to formal education (Zheng *et al.*, 2022), and a stronger attachment to traditional practices (Zhu *et al.*, 2021), making the policy environment less favorable to adopt more generalized tourism policies developed at higher administrative levels. Besides, rural communities may have stronger social ties and a greater sense of collective identity than urban communities (Onyx *et al.*, 2014). While strong community cohesion can support collective decision-making and resource management, it can also lead to resistance to change and difficulties in accommodating external stakeholders. Then, rural tourism often attracts different types of visitors compared to urban tourism (Huang *et al.*, 2016), such as those seeking nature-based experiences, cultural immersion, or adventure activities. This requires different policy environments and policies to ensure that tourism development is sustainable and meets the needs and expectations of visitors and local communities.

In literature, the issue of policy environment has become increasingly important in tourism studies. However, there are noticeable gaps in CBRT literature regarding the policy environment and its role in supporting rural-focused tourism policies to achieve sustainable rural tourism. In general, CBRT literature often emphasizes the role of local communities and their capacity to manage and benefit from tourism development (Ezeuduji *et al.*, 2020; Kayat *et al.*, 2016; Lenao, 2014). While this focus is essential, it may lead to an underemphasis on the role of the policy environment and its impact on the formulation and implementation of rural-focused tourism policies. On the other hand, some studies on CBRT did cover general policy and governance issues (Gohori and Merwe, 2021; Manaf *et al.*, 2018). Still, they have not delved deeper into the holistic interactions between government-community relations, inter-agency coordination, and other complex challenges associated with tourism policies for

CBRT. Evaluating the policy environment in the development of Community-Based Rural Tourism (CBRT) provides a comprehensive view of each stage and interaction within the tourism policy development process. This approach highlights details that are beneficial for future research. This is because the policy environment encompasses not only the policies themselves but also the policy-making and implementation processes (Wong *et al.*, 2013). Such an evaluation helps to uncover critical insights into stakeholder roles, institutional frameworks, and socio-cultural factors, thereby identifying potential gaps and challenges. This holistic approach ensures that future interventions are more responsive to the local context and more likely to achieve sustainable outcomes.

Thus, this study aims to observe how the policy environment in the context of CBRT can foster the development, implementation, and evaluation of tourism policies in all phases of tourism activities. Particularly, it attempts to discover how the policy environment involves multiple actors in CBRT to ensure effective tourism policies from the initiation, formulation, and implementation phases. By evaluating the current policy environment, this study is expected to construct feedback for tourism policies in the future that can lead to a sustainable rural tourism industry. This study hence attempts to answer the following research questions:

RQ1 What is the appropriate framework to evaluate the policy environment of CBRT?

RQ2 From multi-actor perspectives, what forms of policy environment can support CBRT policies?

RQ3 How the policy environment influences multiple facets of CBRT?

5.2. Literature Review

5.2.1. Community-based tourism development in rural areas

Community-based tourism development policies in rural areas can be likened to a double-edged sword. On one hand, the influx of tourists to rural areas brings financial benefits to local communities, providing an important source of income and economic development (Novelli *et al.*, 2017). This economic boost is essential for improving the livelihoods of rural residents. Additionally, rural communities have the opportunity to showcase their unique culture and traditions to visitors from other regions, fostering cultural exchange and mutual understanding (Medina-Muñoz *et al.*, 2016). The development of tourism in rural areas, where social and cultural conditions remain robust, can also serve to strengthen the relationships between domestic tourists and local rural communities. This interaction allows for the exchange of

values from both the past and present, reinforcing a sense of shared heritage and community (Light *et al.*, 2021).

However, the development of tourism can also lead to significant rural transformation, where rural landscapes and communities are modified to cater to the needs and expectations of tourists (Urry, 1992). This transformation can sometimes bring about positive changes, such as improved infrastructure and increased access to services for rural residents (Berdegue *et al.*, 2014). Despite these potential benefits, Larsen (2014) argues that the influx of tourists can also have detrimental effects on the visited areas. The negative impacts may include environmental degradation, cultural commodification, and the disruption of local social dynamics. These issues highlight the importance of carefully crafted tourism development policies in rural areas to balance economic benefits with the preservation of local environments and social-cultural conditions.

In this context, the policy environment plays a crucial role. Effective tourism development policies must be designed to create a supportive environment that facilitates the achievement of primary goals, such as economic development and cultural preservation, while minimizing potential negative impacts. This requires a comprehensive approach that includes stakeholder engagement, sustainable planning, and continuous monitoring and evaluation. By fostering a policy environment that prioritizes these aspects, rural communities can benefit from tourism development while safeguarding their unique cultural and natural heritage.

5.2.2. CBRT and Tourism Value Chain (TVC)

Kaplinsky and Morris (2001) suggested that value chain analysis is valuable for understanding the policy environment. By examining the various components of the TVC, researchers, and policymakers can gain insights into the complex interrelationships among stakeholders, the distribution of benefits, and the potential bottlenecks or challenges that may hinder the effective implementation of CBT initiatives. This holistic TVC approach to policy analysis can help identify opportunities for enhancing the sustainability and inclusiveness of tourism development, ensuring shared benefits among all stakeholders, particularly local communities. In the context of CBT, the evaluation of the policy environment should, therefore, incorporate an analysis of the TVC, which should consider the roles and responsibilities of different stakeholders, the allocation of resources, and the mechanisms for coordination and collaboration. By examining the TVC, policymakers can identify potential synergies and areas

for improvement, fostering a more conducive environment for the successful implementation of CBT initiatives.

In practice, tourism products are created through a process of value creation that involves two primary stakeholders of TVC: tourists (as consumers) and suppliers. The value creation process includes a wide range of activities, from the early pre-delivery to the post-delivery stages, consisting of 13 main activities, as illustrated in Figure 21. This framework, often referred to as the destination logic of TVC, provides a comprehensive understanding of the various stages and components involved in developing and delivering tourism products. In addition to the destination logic, the literature also proposed the Tourism Value Web (TVW; Figure 20), which incorporates the entirety of production processes and the role of multi-layered intermediaries in connecting tourism products and services with tourists as consumers. The TVW offers a more holistic perspective on the complex interrelationships among various stakeholders and activities within the tourism sector, emphasizing the need for effective coordination and collaboration to ensure the successful delivery of tourism products and services. In this sense, integrating the TVC and TVW frameworks into evaluating the policy environment for CBT/CBRT can facilitate a more holistic understanding of the factors that contribute to the success of CBT/CBRT initiatives. The frameworks thus serve as essential tools for informing tourism development policy, as they provide a comprehensive overview of the numerous activities and stakeholders involved in the tourism sector.

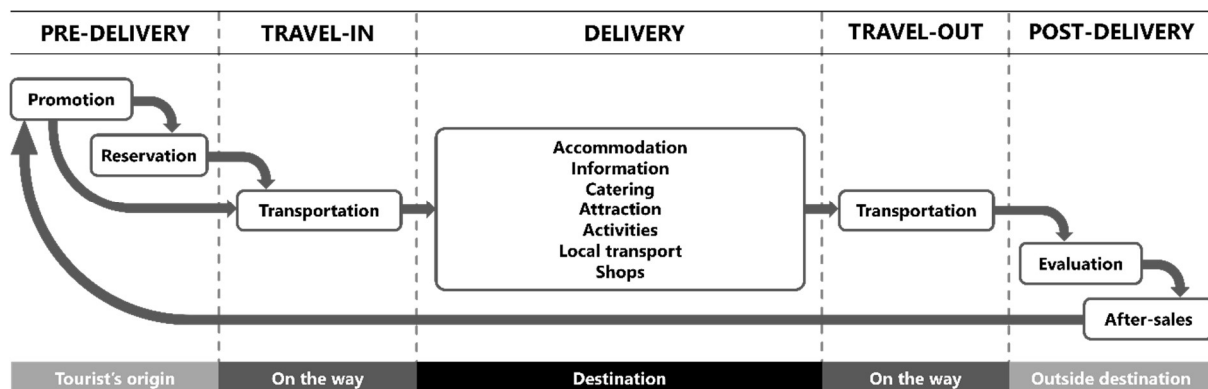


Figure 21. General TVC Framework

Looking at the benefits and suitability of the TVC framework to understand the complex dynamics of the tourism sector, this research decided to conduct the evaluation of the policy environment for CBRT development by using TVC as the conceptual framework. This study argued that TVC would allow a more detailed and comprehensive assessment of the formulation and implementation of rural-focused tourism policies for CBRT development. As

aforementioned, the TVC framework enables a thorough examination of the various processes necessary to develop and deliver tourism products. This, in turn, facilitates us in identifying potential gaps, challenges, and opportunities within the policy landscape, ultimately informing the development of more effective and targeted strategies for promoting CBRT. Moreover, applying the TVC framework to analyze tourism policies would provide valuable insights into the coverage and emphasis of these policies across the entire value chain. By mapping the distribution of policy interventions and priorities within the TVC, we can better understand the areas that receive the most attention and support, as well as those that may require further investment or improvement.

5.3. Methodology

5.3.1. Research Design: Multi-Actor Perspectives

This study adopts the conceptual TVC framework (Figure 21) and the analytical frameworks by Wong *et al.* (2013) to evaluate the policy environment of the CBRT development policies in the Sleman Regency. The research stages covered a basic location analysis (history, politics, and institutional structure), an examination of the tourism policies and the roles of stakeholders in all TVC and TVW stages, an evaluation of the policy environment (commitment of stakeholders, the availability and capacity of resources, and the mechanisms or processes involved in executing the policy), and an analysis of the implications for future policymaking in CBRT development. The evaluation of the policy environment follows the three dimensions of the policy environment suggested by Wong *et al.* (2013), which include the relationship among stakeholders, available resources and capacity, and enabling procedures or mechanisms. This study used a qualitative approach for data collection and analysis since evaluating a specific aspect of policies is better conducted through a qualitative approach (Midmore, 1998; Tirado Ballesteros and Hernández, 2019). Multiple data sources and data collection methods were employed to help with triangulation in the qualitative process of evaluation studies (Ammenwerth *et al.*, 2003).

The first and main data collection is semi-structured interviews with officers from the local government to get detailed information about the policy environment of CBRT development in Sleman Regency. The respondents' selection was made using snowball sampling to enrich sampling clusters and access hidden populations (Noy, 2008). Meanwhile, the second data collection is by reviewing official documents to get legal legitimation. Data was collected based on respondents' information and official government websites. Then, to strengthen data validity

and information integrity, the third data collection, a questionnaire survey, was conducted in the observed tourism villages. Survey samples were selected based on purposive sampling, which can arguably be more effective than random sampling in certain conditions (Tongco, 2007). The sampling process targeted tourism villages registered in 2020 and still active in 2022¹. The samples selected were 49 tourism villages. The target interviewees were the village leaders and/or active community members from each of the villages. The survey visits were assisted by a research assistant, who, as a third party, could bring benefits and different insights for the data collection to support the research (Stevano and Deane, 2019).

Table 4. Data collection

METHODOLOGY	INTERVIEW	LITERATURE REVIEW	QUESTIONNAIRE SURVEY
Sources	Government	Document	Communities
Population	Government officers related to rural tourism development	National and local government documents	Tourism villages in Sleman Regency
Sampling	Snowball sampling	Documents related to rural tourism development	Purposive sampling, Tourism villages registered in 2020 and still active in 2022
Expected main result	Detail information	Legitimacy	Validation of the implementation
Data Collection	Face-to-face (2020) Phone (2022)	Official website, key informants	Conducted by a research assistant and recorded

The study started by analyzing the official documents of the Local Medium-Term Development Plan (LMDP; *Rencana Pembangunan Jangka Menengah Daerah – RPJMD*) of the Sleman Regency, as the general development planning document. In parallel, this study interviewed a government officer who led the development of the LMDP to understand how general policies in the regency integrated the development planning of tourism villages. After that, primary data collection used snowball sampling for face-to-face interviews with other stakeholders directly involved in making and implementing rural tourism policies. Relevant supporting documents were collected simultaneously from respondents and from official websites that complemented information from the interviews. The interviews were conducted

¹ The local government conducted the verification and evaluation for tourism villages every two years.

in native languages, a mix of Indonesian (national) and Javanese (a local language). The interview visits were in 2020 and 2022. The year 2020 ended the LMDP 2016-2021, as the regency elected a new regent in December 2020. Meanwhile, 2021 marked the transition time when the local government prepared a new LMDP for 2021-2026. Two periods of the interviews were intended to evaluate the implementation of the previous policy and the decision-making process of the new policy. This period also witnessed the Covid-19 pandemic, which had a massive impact on tourism.

The next step involves conducting a survey using questionnaires targeted at the tourism villages. This phase is prioritized to gather additional information and enhance the validity of the data obtained from documents and interviews. The questionnaire covers types of support from local governments, institutions providing the support, and the mechanisms of how this assistance is delivered at each stage of the Tourism Value Chain (TVC). The support mechanisms are classified into three types. The first is top-down, where the government provides assistance without considering the community's input. The second is bottom-up, where support is given purely based on community requests according to their needs. The third type is mixed, derived from information gathered through interviews with government officials, where the government predetermines assistance programs, but the distribution is still based on formal requests from the community through proposals.

The data, to maintain cultural and specific nuances in data interpretation (Krishnamurthi *et al.*, 2022), were coded in the original language using the NVivo software. The data was then analyzed by following the five steps of the framework analytical approach and validated by triangulation from different methods and sources (Ammenwerth *et al.*, 2003; Goldsmith, 2021; Morse, 1991). The relevant quotes were then translated into English for reviewing and writing purposes (Krishnamurthi *et al.*, 2022).

Table 5. Questionnaire form for the communities

		Value Chain												
		1	2	3	4	5	6	7	8	9	10	11	12	13
1	What kind of support/aid has been given from the local government for this tourism village development?													
	a. Cash													
	b. Goods													
	c. Construction													
	d. Training													
	e. Assistance													
	f. Facilitation													
	g. Others													
	h. None (<i>If none, then continue to Q4</i>)													
2	How is the procedure?													
	Directly given by the government without communication with the community (top-down)													
	Purely requested by the community based on the needs (bottom-up)													
	Community requests based on the types of support set by the government													
3	Which institution manages the support/aid?													
	Department of Tourism													
	Kapanewon / Sub-district Office													
	Other institution, please mention													
	Other institution, please mention													
<i>Q4-Q6 only if there were no support/aid received</i>														
4	government?													
	Yes													
	No													
5	If "Yes", why was it rejected?													
	Not prioritized													
	No fund													
	No response													
	Others													
6	If "No", why have you not tried to propose a support / an aid?													
	Do not know the procedure													
	Do not need it yet													
	Others													

Note:

Value chain:

- | | |
|---------------------|------------------------|
| 1 Promotion | 8 Attraction |
| 2 Reservation | 9 Activity |
| 3 Transportation in | 10 Souvenir |
| 4 Information | 11 Transportation out |
| 5 Local transport | 12 Evaluation |
| 6 Accommodation | 13 After-sales service |
| 7 Food & Beverage | |

Table 6. List of respondents for the interview

RESPONDENT	INSTITUTION	AFFILIATION	TOPIC
I 2000&2022	Regional Planning and Development Board	General Planning	• Basic condition (politic & institutional)
II 2000&2022	Regional Planning and Development Board	Tourism General Planning	• Basic condition (politic & institutional) • Policy (all TVC)
III 2000&2022	Department of Tourism	Human Resources Development	• Basic condition (politic & institutional) • Policy (all TVC)
IV 2000	Ex Department of Tourism	Tourism	• Basic condition (history & politic)
V 2000&2022	Department of Tourism	Tourism Facilities	• Policy (all TVC)
VI 2000&2022	Department of Tourism	Capacity Building and Organization	• Policy (all TVC)
VII 2000&2022	Department of Tourism	Promotion	• Policy (promotion & reservation)
VIII 2000&2022	Department of Tourism	Attraction and Creative Economy	• Policy (promotion, attraction, & activity)
IX 2022	Regional Planning and Development Board	Land and Spatial Planning	• Basic condition (politic) • Policy (general mechanism)
X 2022	Regional Planning and Development Board	Special Funds Planning	• Basic condition (politic) • Policy (general resources & mechanism)
XI 2022	Regional Planning and Development Board	Research and Development Planning	• Basic condition (politic) • Policy (general mechanism)
XII 2022	Industrial and Trading Agency	Industrial Instructor	• Policy (attraction & activity)
XIII 2022	Environmental Agency	Environmental Conservation	• Policy (attraction & activity)

5.4. Results

5.4.1. Location analysis

The regulation of rural tourism development planning in Indonesia officially kicked off in 2010 through the enactment of the National Medium-Term Development Plan (NMDP; *Rencana Pembangunan Jangka Menengah Nasional – RPJMN*) 2010-2014, which was immediately derived into general guidance for tourism villages. Nevertheless, tourism villages in Sleman Regency had organically started long before that time. The first tourism village was established around 1999, and in 2005, there were already eight tourism villages registered in the regency. The number of tourism villages has increased since then, especially after formal acknowledgment and support from the national government. In 2022, the number reached 80 tourism villages, and all of them were initiated by rural communities. It shows that the establishment of tourism villages had been organically initiated without interference from the government.

The administrative jurisdiction of the Sleman Regency within the Special Region of Yogyakarta (*Daerah Istimewa Yogyakarta – DIY*, or simply Yogyakarta) has significantly benefited the regency. Yogyakarta has special privileges from the national government that allow them to manage some of their internal affairs, including a self-administered cultural sector. In practice, the national government has supported Yogyakarta with special funding since 2012. The cultural development somewhat affects the development of tourism villages in Yogyakarta, including the Sleman Regency. In Yogyakarta, tourism village is defined as “*suatu integrasi antara atraksi, akomodasi, dan fasilitas pendukung yang disajikan dalam suatu struktur kehidupan masyarakat yang menyatu dengan tata cara dan tradisi yang berlaku*” (Governor of Special Region of Yogyakarta, 2020). A free translation means "an integration of attractions, accommodations, and supporting facilities presented in a structure of community life that is integrated with the prevailing procedures and traditions". Sleman Regency then also uses this definition in their draft of regional regulation for tourism villages.

Tourism villages in Sleman Regency are considered a prospective "commodity" for Sleman Regency that can bring economic benefit and protect the rural area in Sleman Regency from massive land conversion. In 2016, the policy was explicitly written in LMDP 2016-2021 and supported by a Regent Decision that included tourism village as one of the featured products of Sleman Regency (Local Government of Sleman Regency, 2016). However, based on the official documents, there is only one department among 45 institutions in the regency

directly involved with tourism village development, which is the Department of Tourism (*Dinas Pariwisata*).

5.4.2. Understanding The Policy Environment

The term "policy environment" refers to the various factors influencing the conductivity of a policy ((Jiang *et al.*, 2012). Therefore, evaluating the policy environment involves looking at a broader context beyond the policy itself. Following the aspects of policy environment evaluation suggested by Wong *et al.* (2013), this study investigates the policy environment based on three main aspects: stakeholder commitment, available resources, and the procedures or mechanisms in place to implement the policy. These aspects are then evaluated on each of TVC phases and considering the aspects in the TVW framework.

The ongoing development of tourism villages in Sleman Regency basically refers to the CBT concept. It encourages the rural community to be self-reliant in developing their tourism activities in their area. In practice, the main stakeholder of tourism village development in the Department of Tourism is the Division of Human Resources and Tourism Business (HR-TB), with primary responsibilities covering all TVC phases and aspects, from promotion to after-sales services. The division coordinates with other divisions in the Department of Tourism for the implementation and cooperates with the Subdivision of Labor and Tourism, the Regional Development Planning Board, for general planning and budgeting. Furthermore, the subdivision facilitates and coordinates with other institutions within the Government of Sleman Regency (Figure 22). Other institutions in the government also contribute to the development of tourism villages. However, it is not in a direct manner, as their main target is not on tourism villages development even though some of their projects/activities are within the areas of the tourism villages or treat rural communities as the target. In that sense, the other institutions only support one or some chains that are related to their sector.

Based on documents, the Department of Tourism is the only institution responsible for the development of tourism villages in Sleman Regency. Consequently, it limits the resources available to support the program in terms of human resources and funding. Still, the data show that the tourism villages in Sleman Regency also received support from other institutions within the local government. Based on the questionnaires, at least nine institutions were supporting the development of tourism villages in Sleman by providing various resources with different mechanisms in different phases of TVC (Table 7).

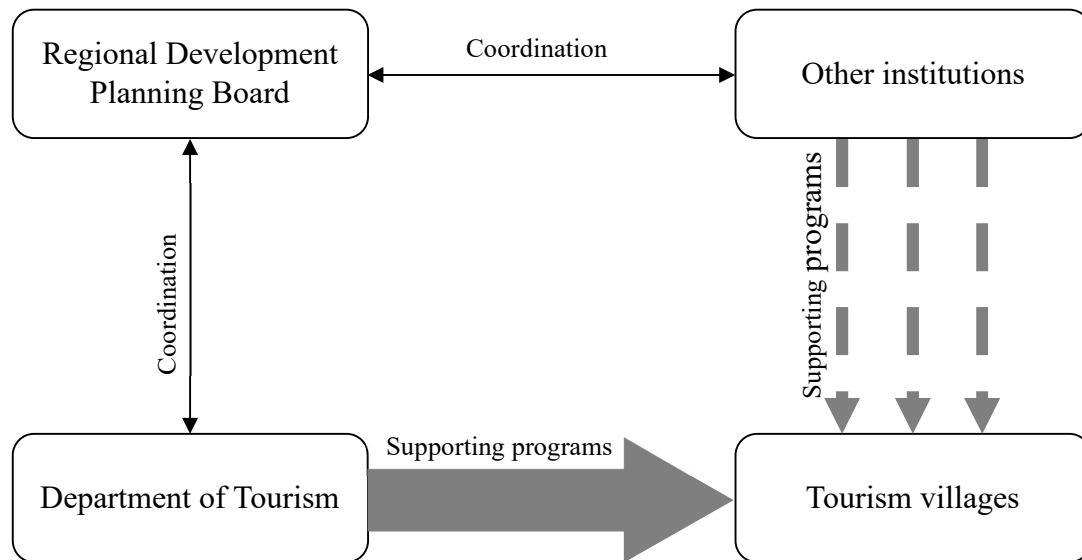


Figure 22. Relation between Sleman Regency institutions in tourism villages development

The development policies of tourism villages in the Sleman Regency have been well-included in the general medium-term and annual development plan of Sleman Regency, sectoral medium-term and annual development plan in the Department of Tourism, and also supporting documents such as the Masterplan of Tourism Development and the Action Plan of Tourism Villages Development. However, in 2016, the ASEAN Secretariat published a CBT standard to guide CBT development in ASEAN countries, including Indonesia. Consequently, most of the practical indicators of CBRT development in Sleman Regency also follow the ASEAN CBT standard.

The development of tourism villages in Sleman Regency has adopted the CBT concept to establish self-reliant rural communities that are expected to develop their own rural areas for poverty alleviation and sustainable development purposes. It requires the HR-TB Division to focus on training and community building. These actions were frequently given to the communities with different topics and involved professionals as trainers or speakers. They also assist the community through communication forum (*Forum Komunikasi – Forkom*) meetings and site visits. It allows communication building among main stakeholders to develop tourism villages based on self-reliance. The tourism villages were then evaluated every two years to classify their development level for further assistance.

Table 7. TVC coverage by institutions in tourism villages development

TVC	INSTITUTIONS								
	DP	KO	DK	DKI	DT	DPUPKP	DLH	DPP	DPPP
1	TD-MIX-BU	TD		TD-MIX					
2	TD-MIX-BU	TD		TD-MIX					
3	TD-MIX-BU	TD			TD				
4	TD-MIX-BU	TD							
5	TD-MIX-BU	TD							
6	TD-MIX-BU	TD				MIX	TD-MIX		TD
7	TD-MIX-BU	TD							MIX
8	TD-MIX-BU	TD	TD-MIX				TD-MIX	TD	TD-MIX
9	TD-MIX-BU	TD	TD-MIX				TD-MIX	TD	TD-MIX
10	TD-MIX-BU	TD							
11	TD-MIX-BU	TD			TD				
12	TD-MIX-BU	TD							
13	TD-MIX-BU	TD							

Note:

DP : *Dinas Pariwisata* (Department of Tourism)
 KO : *Kapanewon* (Sub-district Office)
 DK : *Dinas Kebudayaan* (Department of Cultural)
 DKI : *Dinas Komunikasi dan Informatika* (Department of Communication and Information)
 DLH : *Dinas Lingkungan Hidup* (Department of Environmental)
 DPP : *Dinas Perindustrian dan Perdagangan* (Department of Industrial and Trading)
 DPPP : *Dinas Pertanian, Pangan, dan Perikanan* (Department of Agricultural, Food, and Fishery)
 DPUPKP : *Dinas Pekerjaan Umum, Perumahan dan Kawasan Permukiman* (Department of Public Works, Housing, and Settlement Area)
 DT : *Dinas Perhubungan* (Department of Transportation)

TD : Top down mechanism
 BU : Bottom up mechanism
 MIX : Mixed mechanism

5.4.3. General Evaluation

Despite the local government committing to developing tourism villages, only the HR-TB Division leads the activities. In practice, they need support from other institutions to manage the development since some programs are more suitable for other sectoral institutions, making inter-institutional coordination vital for development. Formal coordination is held annually, facilitated by the Regional Development Planning Board, and involves all the relevant stakeholders. Commonly discussed problems are limited resources to achieve government-set priorities and targets, implying discrepancies between practical situations and institutional requirements. Hence, the coordination necessitates an integrated planning that involves multiple actors (stakeholders). It should deliver mutual benefits in achieving the targets of every affiliated institution, induce inter-institutional cooperation, and avoid conflict/overlap within institution-specific programs.

Despite limited funding from the local government, the opportunity to get extra funding support is widely available from different sources. Besides the internal support from the Government of Sleman Regency, tourism villages can also get support from the provincial and village-level governments, as they also have programs related to rural development. The regency government can propose or recommend funding to them, especially for inter-regional programs and other ones under their authority. Opportunities to cooperate with external parties are also high as they already cooperate with several professional associations and universities that offer professional support and community service programs (*Kuliah Kerja Nyata*). Furthermore, the local government also connects tourism villages to various companies for their Corporate Social Responsibility (CSR) programs. In practice, the development of tourism villages in Sleman Regency was expected to support the sustainable rural development program, as tourists offer not only economic benefits but also pursue social and environmental interaction in value co-creation (Xie *et al.*, 2021). As the statement of Respondent II:

"The tourism village has an important role in improving the community's welfare, creating job opportunities, optimizing the potencies of local economics and characteristics, promoting and protecting the cultural, religious, and customary values, and preserving the environment. Besides that, tourism development is also one of the efforts to accelerate rural development. That is why we are focusing on the village because it can improve the community's awareness about independent development, especially in poverty alleviation and sustainable development. We prioritize community self-reliance."

Achieving the development target of tourism villages also gives some unintended outcomes. Rivalry, rural transformation, and waste problems are some of the negative impacts of the concurrent development of various tourism villages within the same regional boundary and administrative area. In fact, more developed tourism villages that are expected to be role models for others in sustainably developing their rural areas do not always meet expectations. These unintended consequences show that evaluation is needed for the policy implementation.

5.4.4. Policy Environment in the Tourism Value Chain

The implementation of development policies for tourism villages in each TVC phase is also different (Table 7). Various mechanisms were implemented with a top-down, bottom-up,

or mixed approach. The development programs in the pre-delivery phase are mostly conducted top-down. The Department of Tourism provides promotional activities through social media and promotional events but not specifically for tourism villages. Besides, there is no information shared with the public about the list or profile of tourism villages in the regency. This implies that development programs focus more on suppliers and intermediaries than on consumers.

In terms of transportation, the local government considered the transportation infrastructure in Sleman Regency generally sufficient. Thus, they were not providing specific programs for developing the transportation infrastructure in tourism villages. The transportation sector in the Sleman Regency is usually developed based on general priorities. Nevertheless, the urgent needs of the tourism villages for accessibility are always considered, primarily through the bottom-up mechanism. The focus of transportation sector development is more on the provision of parking spaces as most visitors to the tourism villages use private vehicles for their visits.

The local government set a certain standard as a basis for tourism village's classification. Therefore, the local government provides support through various resources from different departments, primarily utilizing top-down and mixed mechanisms. The supports are mainly focused on accommodation, attraction, and activities, which are covered in the definition of tourism village in the regulation. However, every tourism village is unique, which becomes its selling point and differentiates it from other tourism villages. Standardization can avoid over-tourism in a single tourism village as the other tourism villages offer services with similar standards. Still, the local government not only focuses on pushing standardization for the communities as suppliers but also acknowledges the variety of tourists' needs, especially regarding safety precautions. Disaster-prone areas and adrenaline-triggering activities in some of the tourism villages are some of the reasons why the local government pinpointed safety measures in the standardized evaluation and classification of tourism villages. Furthermore, since tourism villages have different character and development levels, the support necessary to reach the standard will differ. Mapping the ongoing situations and the bottom-up mechanism are therefore essential for optimizing the development of tourism villages.

Meanwhile, the post-delivery phase, which includes evaluation and after-sales service, has not yet received special attention from the local government. The support provided by the government has so far been limited to advisory, training, and consultations by the tourism department to the community with a more top-down mechanism. This support is provided through training sessions, assistance, and discussions in the *Forkom* (Communication Forum).

It shows that this phase has not become a priority for development regarding facilities and infrastructure. Therefore, the awareness and self-reliance of the community are crucial in the implementation of this phase.

5.5. Discussion

The study attempts to evaluate the CBRT development policy environment based on the dimensions of the policy environment, which are stakeholders' commitment, resources, and mechanism (Wong *et al.*, 2013), in 13 stages of TVC and considering the TVW framework (Figure 20). In terms of commitment, the local government of Sleman Regency has embraced the CBT concept for rural development by establishing tourism villages. The local government performs its commitment by making efforts in every stage of TVC despite the limited coverage and details of the policy documents. It shows the significance of policy environment evaluation rather than solely focusing on evaluating the policy documents. However, it is important to note that the implementation needs to be supported with a clear and detailed policy document (Giampiccoli *et al.*, 2021; Yanes *et al.*, 2019). A clear representation of the core principles of CBT and/or rural tourism is essential in the definition of tourism villages employed in the policy documents. Despite the varying levels of community involvement, the CBT concept consistently emphasizes community participation as a fundamental aspect of its implementation, supporting Ishihara (2020). This underscores the need for a more precise definition of tourism villages that captures the spirit of CBT, ensuring that the efforts of the local government align with the overarching goals of community empowerment and sustainable development. It also highlights the need for a complete understanding of rural tourism. Despite the numerous definitions of rural tourism in the literature, the comprehensive definition used should, as Lane (1994) and Ruiz-Real *et al.* (2022) suggested, cover elements such as the rural location, scale, and/or characteristics of the tourism activities.

Meanwhile, the current definition of tourism villages adopted by the Government of Sleman Regency has limited coverage of tourism activities, as it only involves attraction and accommodation. This narrow focus starkly contrasts the TVC framework, which identifies 13 distinct aspects or phases that function in synergy as a system, each contributing its unique products (Figure 21). This discrepancy underlines the need for a clear and comprehensive applied definition that accurately reflects the diverse range of tourism activities and components. It would not only facilitate the identification of preconditions and classification

processes for establishing tourism villages but also contribute to the growth and, eventually, the goal of the CBRT program.

In terms of resources, the case studies in Sleman Regency show that tourism village development policies cannot be optimally conducted by a single institution. Support and collaboration among other institutions, namely the coordinating institution and other sectoral institutions, are indispensable. Furthermore, the local government actively fosters cooperation and collaboration with other key stakeholders, including academic institutions and corporations. This collaboration forms the foundation of a basic triple helix model, as described by Etzkowitz (2008), where government, academia, and industry work together to drive innovation and development. This collaboration supports the communities in developing tourism villages. This cooperation is expected to encompass all stakeholders, including suppliers, intermediaries, and consumers, who are interconnected within the TVW. In the literature, the induction of community in the basic triple helix concept has been studied and developed by scholars to form a multiple helix model (Nordberg *et al.*, 2020; Peris-Ortiz *et al.*, 2016; Sutriadi *et al.*, 2022). However, the case studies in Sleman Regency suggest that the community should be the main actor in CBRT development. It corresponds with the ideal CBRT concept with the spirit of self-reliance (Giampiccoli, Mtapuri and Nauright, 2020; Mtapuri and Giampiccoli, 2013). It gives an opportunity for the community to get knowledge transfer and interact with other stakeholders to get the opportunity to engage with all of the resources from other stakeholders (Alizadeh, 2010; Espinoza-Sánchez *et al.*, 2022; Sianipar and Widaretna, 2012). Therefore, the community should become the axis at the center of the multiple helix in CBRT development (Figure 23).

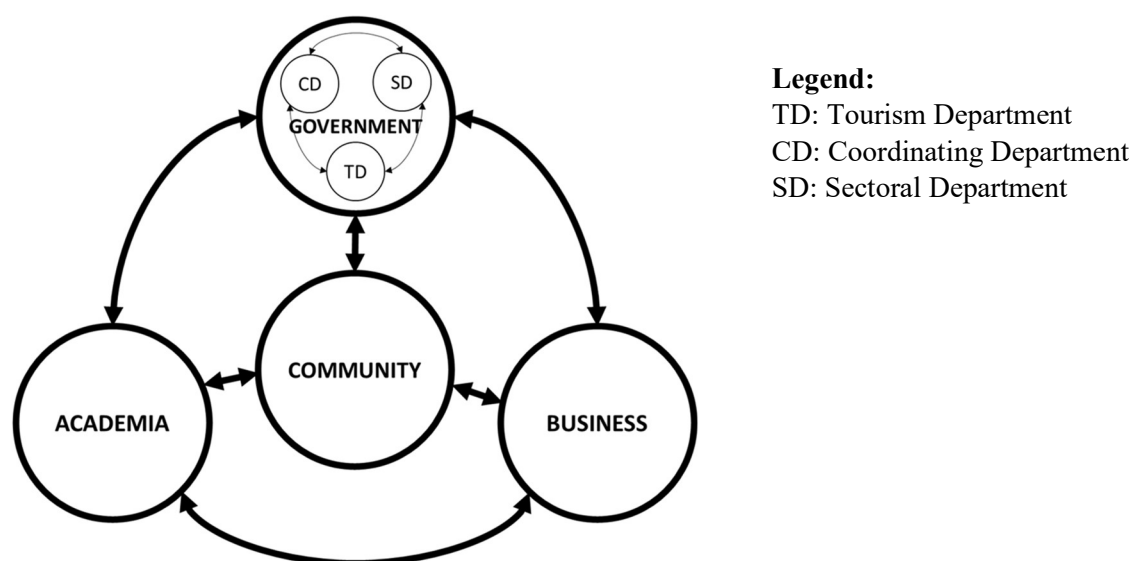


Figure 23. Community as an axis of multiple-helix in CBRT development

Regarding the mechanism aspect, the Department of Tourism represents the authoritative body for tourism development, supported by other institutions and external parties. The side-by-side coordination ensures a thorough institutional and external backing for CBRT initiatives in terms of commitment and resources. It confirms Yanes *et al.* (2019) on the importance of comprehensive administrative support for CBT-related policies. The centralized nature of this approach simplifies the bottom-up planning process. The designated division serves as the primary point of contact for rural communities seeking to communicate with or access support from the local government for tourism village development. This finding supports Sharpley & Telfer (2015), who stated that streamlined communication is particularly crucial for rural communities in peripheral regions, which often struggle to garner the interest and support of local government authorities. Meanwhile, the creation of a communication forum (*Forum Komunikasi – Forkom*), facilitated by the designated division, further enhances the policy environment by providing a common platform for government-community dialogue and inter-community communications. It enables the exchange of opinions and ideas, which, as Figueroa *et al.* (2002) and Putri & Adinia (2018) also advocated, fosters a collaborative environment that may lead to positive changes in the development process. Furthermore, an effective mechanism of local government supported by related stakeholders will lead to sustainable tourism village development planning (Widhianthini, 2017).

Even if the currently applied CBT definition does not include most of the TVC aspects and phases, this study reveals that, organically, CBRT implementation in Sleman Regency takes care of the entire TVC. This confirms that TVC is a useful framework for seeking an end-to-end understanding of the tourism industry in real-world cases. Meanwhile, the TVW framework plays a role in providing an overview of all activities and stakeholders involved in the tourism development. Moreover, the currently applied focus on community self-reliance in the tourism village development efforts is highly valuable, especially recently. Confirming Leung *et al.* (2022), self-reliance can foster community resilience, which, according to Noorashid & Chin (2021), is critical for communities to withstand challenges like the Covid-19 pandemic. However, confirming Giampiccoli & Mtapuri (2021), the Covid-19 pandemic provides an opportunity to evaluate the policy environment for effective CBT development. Looking ahead, as UNWTO (2020) suggested, CBRT development policies should put a stronger emphasis on resilience and sustainability by prioritizing inclusivity and responsibility. According to Khunnikom *et al.* (2022), this requires a continued observation of the rural communities to anticipate the dynamic situations. Therefore, the CBRT development policy

and the supportive policy environment should be adaptive, responsive, and able to adjust to changing circumstances.

5.6. Conclusion

Evaluating the CBRT policy environment shown by this study is essential, as it involves both the policymaking process and policy implementation, ultimately aiming to achieve the desired outcomes. By conducting such evaluations, stakeholders can gain a more thorough understanding of the policy landscape than merely analyzing documents. On the other hand, this evaluation also shows the importance of policy documents covering every aspect of tourism development. Besides, using the Tourism Value Chain framework in evaluating the CBRT policy environment offers valuable insights into the policies and their implementation across various stages of rural tourism activities. This approach allows for an in-depth examination of the policies and potential areas for improvement, thereby contributing to the development of more robust and targeted interventions. Additionally, data from three distinct sources and methodologies allow enriched information to enhance the validity of the analysis. By triangulating data from multiple sources, this research obtains a more accurate and holistic understanding of the CBRT policy environment, which, in turn, can inform the development of evidence-based recommendations for policy improvement. Furthermore, the CBRT policy environment is dynamic, requiring a proactive and adaptive approach to policy evaluation. It would enable better support for the long-term success and sustainability of CBRT initiatives.

Meanwhile, the CBRT practices in Sleman Regency have organically included all TVC phases despite having CBRT policies with limited coverage of TVC aspects and phases. It demonstrates an organic conscience by the rural communities to foster sustainable growth in the tourism sector. However, given the involvement of multiple actors (stakeholders) in the process, effective coordination and collaboration among these actors, reinforced by well-structured planning documents, are essential for improving the development process and ensuring the successful implementation of the policy. A thorough mapping of the conditions of tourism villages is also crucial, as it enables the identification of specific policy approaches tailored to each TVC phase and aspect group, while also considering all of the aspects and stakeholders in the TVW. By conducting detailed assessments, policymakers can develop targeted interventions that address each tourism village's unique needs and challenges, enhancing the CBRT policy's overall effectiveness. Indeed, the ongoing development of tourism villages in the Sleman Regency holds significant potential to achieve the objectives

outlined in the LMDP documents. However, policymakers must remain cautious in anticipating and mitigating any unintended consequences arising from the development process. Proactively identifying potential negative impacts and implementing measures to minimize them allows the local government to ensure that tourism village development remains sustainable and beneficial for all actors (stakeholders) involved.

This study is not only useful for providing input on the implementation of CBRT development policies but also contributes to academia, particularly in the field of Community-Based Tourism in rural areas. It offers a framework for evaluating the policy environment in CBRT and examines how the policy environment impacts all involved stakeholders. Additionally, this study proposes a multiple-helix model for the development of Community-Based Tourism. However, some limitations in this study remain, which point to opportunities for further research. First, this research focuses primarily on the perspective of the local government, while community input from tourism villages is limited to the validation (triangulation) of policy implementation. Input from other actors, such as tourism businesses or other levels of government, could provide a more detailed understanding of the policy environment. Second, despite using multiple case studies, this research only examines the CBRT policy environment within Sleman Regency. A comparative analysis of CBRT policies, practices, and policy environments in other regions could provide a broader context for a policy environment evaluation study.

Chapter 6. Self-Reliance in Community-Based Rural Tourism: Observing Tourism Villages (Desa Wisata) in Sleman Regency, Indonesia

6.1. Introduction

Rural development aims at improving various aspects of rural regions. The economic structure and landscape of rural communities tend to rely more heavily on agriculture and natural resources (Anderson, 2018; Coulibaly and Li, 2020; Sadovska *et al.*, 2020). These characteristics lead to unique focuses and priorities in rural development compared to their urban counterparts. Consequently, impactful strategies strive to improve incomes, diversify economies, build infrastructure, and enhance the quality of life for rural residents (Adiyia, De Rademaeker, *et al.*, 2017). This frequently involves supporting traditional rural industries like farming, fishing, and forestry while also cultivating new economic sectors that leverage local assets (Kantar and Svržnjak, 2017). One pathway for rural development involves nurturing industrial growth beyond agriculture (Francks, 2002). Strategic investments in roads, broadband internet, electricity, and other infrastructure aim to support rural businesses by ensuring adequate physical and non-physical enablers comparable to urban areas (Wilson *et al.*, 2001). At the same time, experts have highlighted tourism as an impactful development sector (Khan *et al.*, 2020; Ruiz-Real *et al.*, 2022). Rural areas often boast extensive natural beauty and cultural heritage. Tourism initiatives promote these attributes to visitors while generating revenues for local communities. Nature tourism, agritourism, culinary tourism, ecotourism, and cultural tourism represent lucrative opportunities (Rosalina *et al.*, 2021), especially when sustainably managed to balance economic gains and ecological protection. Tourism growth further enables complementary businesses like hotels, restaurants, shops, and transport services to expand as well (Ajake, 2016).

However, research on CBRT has often overlooked detailed observations of self-reliance from the ground-up perspectives of rural communities themselves (Hutagalung *et al.*, 2022). While past studies have tested theoretical frameworks against real-world case studies of tourism development, there has been limited exploration into how rural communities perceive and pursue self-reliance across the interrelated components of rural tourism. A comprehensive understanding is lacking with regard to how self-reliance manifests in the management and organization of CBRT initiatives aiming to spur sustainable growth of rural tourism. In short, self-reliance remains an underexplored dimension within the expanding literature on CBRT initiatives across the developing world. Therefore, this research aimed to fill this complex and

multilayered research gap through an exploratory, abductive approach centered on rural communities' firsthand experiences with self-reliant local tourism development, which would create openings for enriched insights by further observing the resonance with relevant theoretical knowledge. Filling the gap thus requires bringing together community viewpoints, analytical frameworks, established theories, and secondary records to discover the on-the-ground thinking of and real-world practices by rural communities in developing CBRT based on the self-reliance spirit with all their limitations and challenges. A grounded but theoretically supported investigation as such promises more contextualized insights into how rural communities work toward self-reliance within their unique asset portfolios, tourism resources, and local governance dynamics. In practice, this study attempted to answer the following research questions:

- RQ1: What aspects of self-reliance should be observed in CBRT?
- RQ2: What approach could be used to integrate bottom-up community perspectives and top-down theoretical knowledge for observing self-reliance in CBRT?
- RQ3: How do rural communities implement self-reliance in managing and organizing their CBRT activities?

6.2. Literature Review

6.2.1. CBRT development by the community and Tourism Value-Chain

As a multidimensional phenomenon, tourism is not formed by a singular activity (Lew, 2011). Instead, it encompasses a vast array of interrelated activities that synergistically function to cater to the needs of tourists (Andersson, 2007). These activities are interdependent, each relying heavily on the other to deliver tourism services or products. This network of activities and their interrelationships form the backbone of the tourism industry. In practice, various stakeholders, each with their unique roles and responsibilities, work in parallel or sequence to deliver services or goods to tourists at different stages of their journey (Roxas *et al.*, 2020). These stakeholders could range from travel agencies and tour operators to hospitality establishments and local attractions, each contributing an essential part to the overall tourism experience. For example, transport carriers convey visitors to destinations, while food producers supply eateries and hotels. As a system, their collective efforts and interactions form what is known as the Tourism Value Chain (TVC; Figure 21). Each link in this chain, from the initial contact with a potential tourist to their return home, is an opportunity for value creation and co-creation (Giannopoulos *et al.*, 2020). In TVC, value is not just created in the form of

tangible products or services but also co-created through intangible aspects such as experiences, memories, and cultural exchanges.

Basically, values attract consumer demands. Suppliers follow it up by allocating adequate resources to add the consumer-desired values to their products or services (Choibamroong, 2011). In that sense, values added in CBRT hold significance for both tourism providers (suppliers) and tourists (consumers). As noted above, in addition to typical value added from a supply-chain perspective, TVC also encompasses value co-creation stemming from the interactions between supplier propositions and consumer benefits (Ohe, 2023). In TVC, values are added in five consecutive value-chain phases: pre-delivery, travel-in, delivery, travel-out, and post-delivery (Figure 18), forming a general tourists' journey (Figure 21). These phases consist of multiple stages that constitute a series of value-added activities (Hjalager *et al.*, 2016), which are area-specific depending on the characteristics of services or products provided in particular CBRT location(s). Given the vast array of suppliers and other relevant stakeholders involved in CBRT, each with distinct interests and activities within the broader tourism systems, CBRT planning and development should account for all TVC components. Effective management of the TVC is thus pivotal for holistic CBRT development. Properly managed partnerships in TVC can serve as a catalyst for sustainable growth and development in CBRT (De Boer *et al.*, 2011). It can foster collaboration among stakeholders, streamline operations, enhance customer satisfaction, and, ultimately, drive economic growth for rural areas.

As a framework, TVC provides a valuable reference for understanding tourist-provider interactions in CBRT. In the pre-delivery phase, promotion often involves grassroots marketing through word-of-mouth, social media, and collaboration with travel agencies or tour operators to feature CBRT destinations in tourism packages (Kayat, 2014; Madyatmadja *et al.*, 2021). Besides, reservations may be handled directly by the community or via intermediaries (Park and Yoon, 2011). In the travel-in/-out phases, access infrastructure to rural destinations is often lacking; thus, CBRT ventures assist tourists in arranging transportation through contracted providers or community-owned vehicles (Dian Sano *et al.*, 2020; Mtapuri and Giampiccoli, 2020). In the delivery phase, accommodation provides visitors with an authentic taste of local life through homestays, farm-stays, or community-run guest houses (K. Kayat *et al.*, 2014). Besides, information centers orient guests, while area guides share insider expertise (Kayat, 2014). Furthermore, local cuisine at community-based restaurants or home-cooked meals offers immersive culinary experiences (Adikampana *et al.*, 2019). Meanwhile, attractions like cultural sites, natural landscapes, and community life itself draw tourist interest (Hani *et al.*, 2012; Kayat, 2008). In addition, activities range from everyday rural tasks to ceremonial

traditions that visitors can participate in. In parallel, local transport (Ohe, 2019) via tuk-tuk, motorcycles, or even animal carts enables exploration. Then, handicrafts and food specialties sold as souvenirs provide livelihood opportunities (Ghimire and Pathak, 2023). In the post-delivery phase, tourist feedback helps rural communities track satisfaction, highlight successes, and improve experiences. Follow-up communication thanks guests and establishes ongoing relationships for return visits (Botetano and Salcedo, 2022).

6.2.2. Self-Reliance in CBRT

The TVC of a CBRT destination does not operate in isolation. Instead, it connects to a more extensive multilayered network of actors, which, in conjunction with TVC, forms the Tourism Value Webs (TVW) (Figure 20). This interconnected web of value chains works simultaneously to ensure the delivery of products and services in the entire CBRT system. In addition to typical CBRT value chains, TVW introduces significantly complex routes interlinking diverse value chains (Fatemeh Mohammadzadeh Larijani *et al.*, 2020). In other words, TVW represents a broader framework encompassing numerous connections and interactions between layer- and route-specific stakeholders across CBRT systems. They have specific roles within the TVW to obtain individual benefits by providing value-added for tourists. Within this complex web, the TVC of CBRT destination links to the wider Tourism Global Value Chain (TGVC) (Varvaressos, 2018). The TGVC consists of multiple transit routes used to deliver final tourism products and services from initial manufacturers or providers to stage-specific actors in particular TVC phases. Moreover, the TGVC connects further to multiple convergences, representing multi-level suppliers that transform raw materials into intermediate products or assemble those intermediate components into final products (Elhini and Kafafy, 2021). In other words, the early phases of the TVW encompass the logic of supply chains spanning diverse raw material sources and convergencies to produce ready-to-deliver tourism products and services.

To establish self-reliance, the TVW of a specific CBRT destination should lean toward the self-sufficiency principles of rural communities (Siah and Chan, 2022). Conceptually, TVW can be divided into three main parts that relate directly to three aspects of community self-reliance (Figure 24). The first part includes tourism products or services (Zalaghi *et al.*, 2022), which are provided immediately to tourists in the phase-specific stages of destination-specific TVC. In short, this part focuses on what a CBRT produces or provides for visitors. For the CBRT to be self-reliant, it needs to offer authentic local tourism experiences offering the

community's assets. Meanwhile, the second part covers convergences and transits used to convert raw materials, assemble intermediate products, and deliver final products to TVC. This part thus deals with what the CBRT does or decides when producing/providing tourism products or services (Kalita, 2010). To enable self-sufficiency, a CBRT destination should have control over as many production processes as possible. This includes sourcing inputs, adding value, distributing products, managing partnerships, making strategic decisions, and more. In addition, the third part includes resources and raw materials taken to produce the products or services. This part, hence, focuses on what the CBRT has or does not have locally to produce tourism offerings (Poosiri, 2007). Self-reliance requires minimizing dependence on outsourced raw materials or resources.

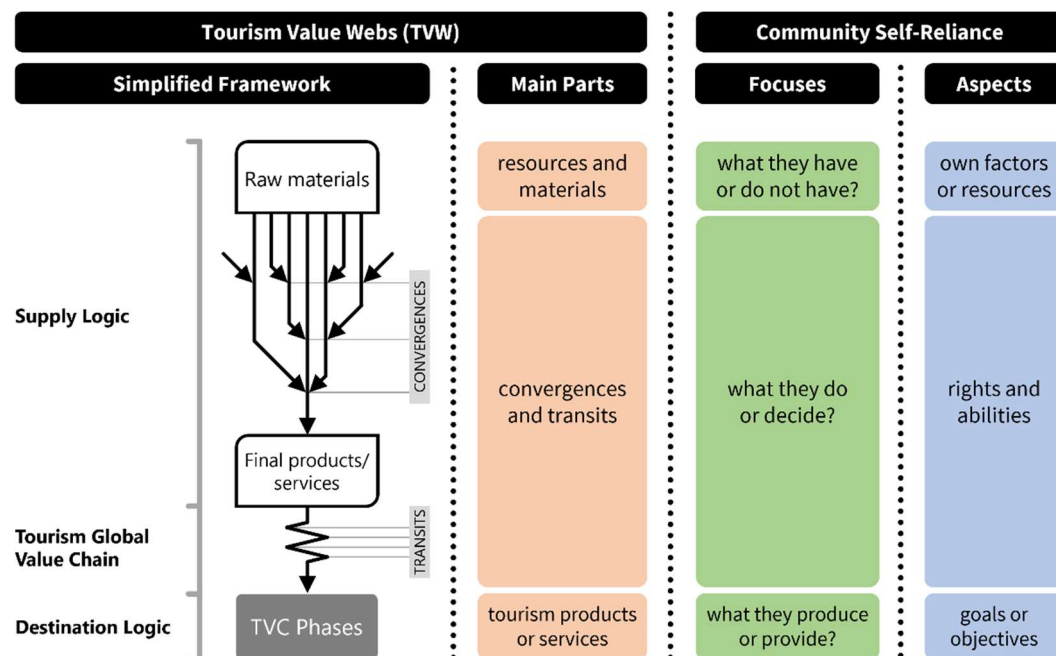


Figure 24. Relationships between TVW and community self-reliance

Considering the logical relationships between the three main parts of TVW and the three focuses of community self-reliance, each is further derivable to understand a specific aspect of community self-reliance in a CBRT (Figure 24; Table 8). The first aspect reflects the goals or objectives of CBRT, which is evident through the presence of tourism products or services in each TVC phase, particularly those with local communities as suppliers (Giampiccoli and Mtapuri, 2012). Investigating this requires observing the products or services delivered in each TVC phase, the types and varieties of said products or services, and expectations toward future development or expansion of such offerings. Furthermore, the second aspect of self-reliance

reflects the rights and abilities of rural communities to set and realize their own objectives (Giampiccoli and Mtapuri, 2012) in the product or service provisions in CBRT (Runyowa, 2017). This depends on several critical factors, including the legal status and operational structure of CBRT programs, the depth of community roles in providing tourism products or services, community involvement in tourism-related decision-making processes, the presence and influence of external (third-party) actors, and community control over costs and revenues associated with CBRT. In addition, the third aspect reflects CBRT's dependency on any external factors of production involved in the provision of tourism products and services (Marcouiller, 1998). Thoroughly examining this requires discovering the presence of external factors in the provision processes, which would practically lead to the discovery of existing challenges, problems, or dependencies on said factors.

Table 8. Self-reliance aspects, objects of analysis, and the theoretical basis.

Aspects of self-reliance	Objects of investigation	Data requirement	Theoretical basis
Goals or objectives	Presence of tourism products or services in each TVC phase, with local communities as suppliers	• Products or services in each TVC phase • Types of the products or services • Expectations for product or service development in each TVC phase	• Local communities as tourism suppliers in CBT development (Giampiccoli and Mtapuri, 2012) • TVW
Rights and abilities	Rights and abilities of local communities to set and realize their own objective(s)	• Legal status • Community role in the provision of tourism products or services in TVC • Initiative and decision-making process in the provision of products or services in TVC • Presence and roles of third-party actors in the provision process • Cost and revenue management	• Community initiative & decision-making (Giampiccoli and Mtapuri, 2012) • Entrepreneurship in CBT (Runyowa, 2017)
Own factors or resources	Dependency on external factors of production in the provision of tourism products or services	• Presence of external factors in the provision process • Existing challenges, problems, or dependencies	• Factors of production in tourism (Marcouiller, 1998)

6.2.3. Observing Self-reliance in CBRT: The Research Approach

CBRT relies heavily on active participation from and leading roles of rural communities to sustainably develop and manage rural tourism in their regions (Kayat *et al.*, 2016).

Consequently, understanding self-reliance through the complex socioeconomic and ecological structures within rural communities and their surrounding rural areas requires an abductive research approach that can accommodate emerging practical insights in conjunction with theoretical knowledge (Kondo *et al.*, 2021). At this point, investigating CBRT and community self-reliance in every component of its TVC/TVW can benefit significantly from the systematic combining approach (Dubois and Gadde, 2002). Technically, the approach provides an iterative abductive process of going back and forth between theory and data to progressively search for resonance between the objects and framework of analysis (Christou *et al.*, 2019; Dubois and Gadde, 2002; Hadjielias *et al.*, 2022). This would enable the in-depth investigation of self-reliance in CBRT across multidimensional value webs interconnecting diverse stakeholders, resources, activities, and products/services. In particular, the systematic combining approach allows us to span multiple levels of analysis from on-site TVC stages and phases to the upstream TVW directions. Furthermore, the nonlinearity of the systematic combining approach (Muñoz and Kimmitt, 2019) permits CBRT research to tackle complex configurations of economic, sociocultural, political, and environmental factors shaping community experiences. An abductive exploration can discover feedback loops, mutualistic partnerships, conflicting interests, and unintended consequences that may underpin tourism outcomes toward sustainable rural development.

The systematic combining approach recognizes four critical information sources for investigating community self-reliance in CBRT. The first source encompasses relevant theories (Dubois and Gadde, 2017), which, in the context of CBRT, focus on self-reliance, community development, sustainable tourism, and related concepts that provide an initial analytical framework. These theories supply constructs and logic models to examine self-reliance in the context of CBRT. The second information source involves the conceptual framework as it evolves (Dubois and Gadde, 2014), i.e., the relationships between the three aspects of self-reliance in CBRT – goals/objectives, rights/abilities, and owned factors/resources. The systematic combining approach provides flexibility to refine this framework and the connections between crucial variables as new empirical insights. The third information source encompasses the empirical world (Philipsen, 2017) according to secondary records, statistics, and evidence documenting community self-reliance in actual CBRT practices. They help contextualize the research focus and provide comparative triangulation. The fourth source (Dubois and Gadde, 2002) involves direct case studies and primary data gathering from respondents in selected CBRT locations to understand practical on-the-ground circumstances. For example, interviews and focus groups with community members, leaders, tourism

operators, local authorities, and other stakeholders could reveal place-specific insights about self-reliance processes and outcomes. In practice, the systematic combining approach conducts repetitive matching between these four information groups in iterative cycles, directing and redirecting inquiry toward a more profound under-standing.

6.3. Methodology

6.3.1. Sampling and Data Collection

This study followed a three-phase research design (Figure 25). The first phase focused on the sampling process to obtain a representative sample. Since many tourism villages were established across the entire Sleman Regency, purposive sampling (Djarmika *et al.*, 2024; Tongco, 2007) was utilized to select the most suitable cases that align closely with the research objectives. Of the 53 tourism villages registered in the Department of Tourism of Sleman Regency’s database in 2020, it was found that 49 were still active in 2022 based on government records. Only tourism villages certified as currently active were included in the final sample (Appendix II). Furthermore, the second phase encompassed the data collection process, which began with preparation to ensure the collection of high-quality information. An interview guidance document containing non-repetitive, detailed questions on all required data points was designed (Nguyen *et al.*, 2022). As interviews can be susceptible to interviewer bias due to tone of voice or question wording, training sessions were conducted with the research assistant to standardize data collection. The research assistant was a local community member familiar with norms and customs, facilitating trust-building and engagement with respondents (Stevano and Deane, 2019). However, the assistant was not a resident of any sampled village, thus mitigating insider bias during interviews.

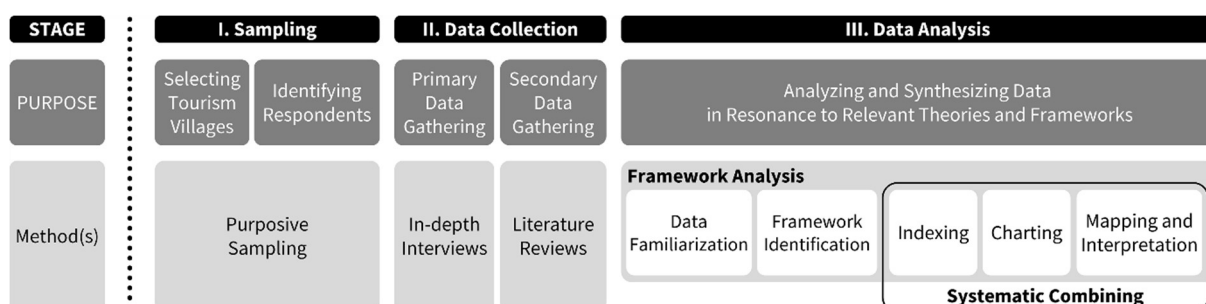


Figure 25. Research design

The data collection was conducted through semi-structured interviews with respondents from the sampled tourism villages. The interview protocol consisted of open-ended questions to allow the interviewees to elaborate on their unique experiences and perspectives related to the development of tourism villages. Follow-up probing questions were used to gather more in-depth information when needed (Hidayat, Onitsuka, *et al.*, 2023). Within each village, the preference was to interview the formal community leader, usually the village chief or head. These individuals were best positioned to speak knowledgeably regarding the history and status of local tourism initiatives. When there was no suitable community leader, an alternative representative who played an active organizing role was selected. Of the 49 tourism villages selected, 34 were represented by their community leaders, while the other 15 were represented by active organizers of village-specific tourism village initiatives (Appendix II). The interviews were conducted face-to-face in each of the tourism villages from September to November 2022, ranging from 33 to 102 minutes in length, with an average of 65.6 minutes. The interviews were recorded, transcribed verbatim, and coded to reveal essential issues recognized by the interviewees (Nguyen *et al.*, 2022). In addition to the interview data, tourism-related documents from district, regency, and provincial governments were gathered as secondary data sources. The primary data was then triangulated to the secondary records to complete the missing information and validate the data (Ammenwerth *et al.*, 2003).

6.3.2. Data Analysis

Furthermore, this research phase applied Goldsmith's five steps of framework analysis (Goldsmith, 2021) in conjunction with the systematic combining approach. Data familiarization was the initial step aimed at understanding critical ideas from the data. This involved reading through the interview transcripts multiple times to become immersed in the details and get a sense of the entire interview content before breaking it into parts. It was followed by framework identification to confirm whether the frameworks and theories used were applicable to the dataset. The next step was the indexing process that systematically applied qualitative coding to all the interview datasets (Figure 26). It was conducted using Nvivo 14 software while keeping the interview transcripts in the original language to provide cultural and specific knowledge in data interpretation. Preserving the original language and context helps avoid losing meaning through translation. Coding in the original language first also enables culturally-specific themes and concepts to emerge from the data (Krishnamurthi *et al.*, 2022), which may get overlooked if translated prematurely. NVivo was selected for its

usefulness in qualitatively analyzing non-numerical, unstructured data. Its tools for classifying, sorting, and arranging information assisted enormously in the indexing process.

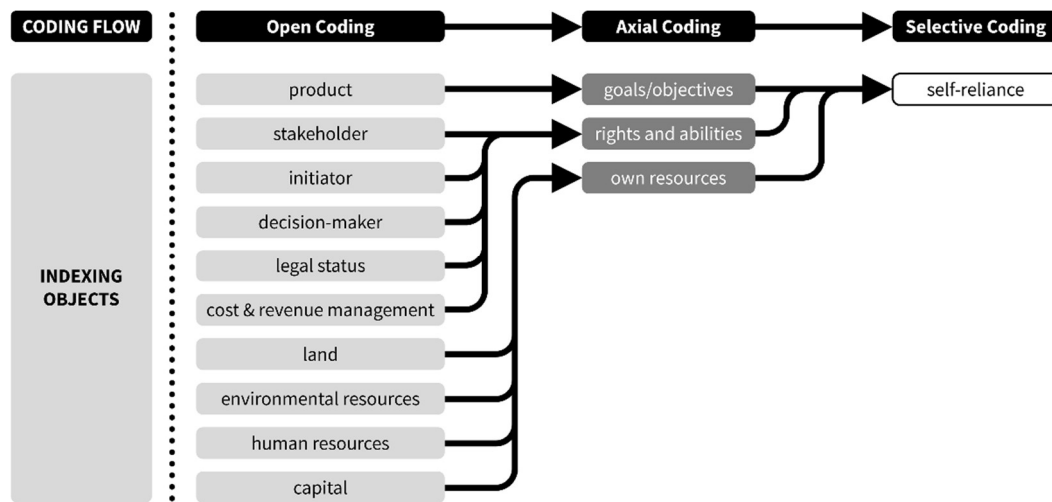


Figure 26. Indexing community self-reliance in the observed tourism villages

The indexing process came after a three-step coding process for qualitative data analysis (Figure 26). The first step was open coding; the subsequent two were axial and selective coding (Williams and Moser, 2019). Open coding was conducted first to identify potential indexing objects from the textual data derived from the interview transcripts. This exploratory process involved assigning conceptual labels to discrete elements across the transcripts. This inductive analysis produced a total of 10 indexing objects. Upon completion of the open coding, the data analysis proceeded to the axial coding step, which aimed to identify relationships and convergence among the indexing objects. The ten objects were analyzed to reveal alignments toward three distinct aspects of community self-reliance (Figure 26; Table 8). The axial coding step enables this study to uncover patterns and themes that were not immediately apparent during the open coding stage. The final step, selective coding, concentrated on synthesizing the construction of the self-reliance conditions of CBRT entities from the self-reliance attributes of their constituent communities. The process carefully examined the relationships between the indexing objects, the aspects of community self-reliance, and the overall self-reliance conditions of the CBRT entities.

This study implemented the systematic combining approach from the coding process onward (Figure 25). The preliminary framework of community self-reliance, which was constructed from literature, was evaluated against multiple cases (tourism villages) from the study area to reveal empirical findings that might modify or generalize existing theories

(Hadjielias *et al.*, 2022) without relying only on case study data like the grounded theory (Back *et al.*, 2018). Analysis was made by justifying how the communities fulfilled their goals using their ability and resources and identifying the problems they faced. Theoretically, self-reliant CBRT should have no dependency problem when delivering tourism products. Still, dependencies might occur in different aspects of self-reliance in other circumstances, indicating the community's limitation in achieving self-reliance conditions. The details of problems and positions in the TVC would have particular characteristics that require different solutions from the community or other stakeholders. Moreover, the abduction processes to discover self-reliance conditions denoted the core of data analysis. With the coding sequences completed and the analytical framework calibrated, the next step focused on charting and mapping the results for synthesis. The charted and mapped coding and systematic combining results were compared across the samples to derive patterns.

6.4. Results

6.4.1. Basic Characteristics of the Tourism Villages

The results of this study reveal substantial variations in the scales and conditions of tourism villages across the study area (Appendix II). Although the name is “tourism village”, it does not mean that the community involvement refers to the “village” at an administration area level. In fact, only one tourism village operates at the village level, indicating the involvement and coordination of the entire village in tourism activities. In contrast, the scale of most tourism villages is limited to the sub-village level, with 37 tourism villages clustered around individual hamlets (*dusun*), ten formed at the level of smaller surrounding groups (*Rukun Warga*, or *RW*), and one even smaller tourism village centered around a neighborhood (*Rukun Tetangga*, or *RT*) level. Furthermore, the founding years of existing tourism villages range from as early as 1996 to as recently as 2020 (Appendix II). The oldest tourism village had over 25 years to develop, with more robust activities, recognition, and visitation. On the other hand, tourism villages that have been established even within the past few years are still in their early stages. The inconsistency in scales and maturity levels across villages will pose challenges for equitable and sustainable tourism planning at the regency level. Meanwhile, most tourism villages operate as independent community-based organizations. The rest functions as sub-organizations of *Kelompok Sadar Wisata* (*Pokdarwis*, or *Tourism Awareness Group*). *Pokdarwis* is a village-level participatory group aimed at building an enabling environment for CBRT development (Governor of Special Region of Yogyakarta, 2020).

Furthermore, all the observed tourism villages were first initiated by the rural communities, which were later supported by formal organizational structures. It indicates an encouraging start for CBRT development built on strong local participation. However, further analysis showed that not all established structures were fully functional. Several communities still relied heavily on their leaders when making general decisions about tourism activities. This indicates a lack of capability among tourism organizations in some villages to facilitate independent, active community participation. Notably, the tourism villages were legally registered with the local government, granting them an official status that must be re-evaluated every two years. Obtaining this status enabled the communities to autonomously manage their own tourism initiatives, forge partnerships with external stakeholders, and receive financial and technical assistance through various government programs. Nonetheless, the bi-annual review process places pressure on tourism villages to demonstrate progress in tourism management, such as organization, partnership, environmental and cultural conservation, participation, etc. Those unable to show advancement in tourism development risk losing their legal standing, leading to the risks of missing formal partnership opportunities with external parties and financial support from the government. In addition, quick examinations of financial records revealed that most tourism villages had transparent and accountable systems for administering tourism revenue and allocating funds. This evidence of sound financial management aligns with standards for sustainable CBT.

6.4.2. Goals or Objectives

In the first aspect of self-reliance, the findings reveal that most of the tourism villages in Sleman Regency have the capacity to offer an array of tourism products and services across all phases of the TVC. Still, some essential products are absent in particular villages. As Hjalager et al. (2016) discussed, each phase of the TVC comprises a range of tangible and intangible products tailored to fulfill tourists' needs and enhance their overall tourism experience. However, the present analysis indicates that the availability of these products varies significantly from one tourism village to another within the same regional jurisdiction. Remarkably, the results reveal that souvenirs are missing in the highest number of observed tourism villages, followed by information, attraction, after-sales service, reservation, and activity products, in descending order (Figure 27). The absence of particular products in a given tourism village does not necessarily imply that the local community lacks the skills, resources, or infrastructure to offer such products. On the contrary, not providing specific tourism

products appears to be an intentional decision aligned with the community's values, needs, and strategic priorities. For instance, some villages may consciously opt to focus on cultural and educational attractions rather than prioritize shopping and entertainment.

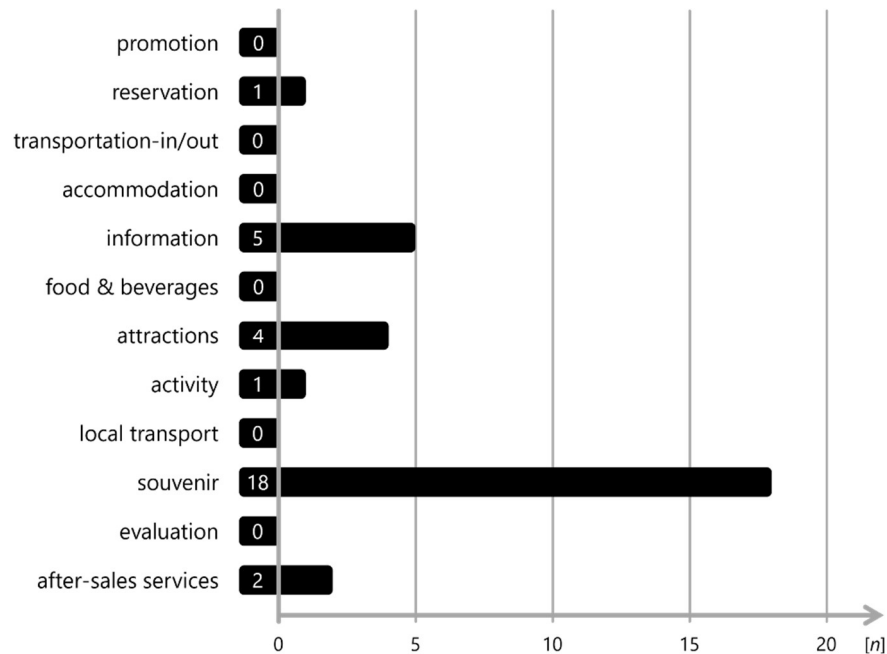


Figure 27. Tourism villages with no product in specific TVC stages

Rural tourism commonly utilizes rural living experiences as their primary product to attract visitors (Rosalina *et al.*, 2021). In Sleman Regency, most tourism villages lack significant natural landscapes or cultural activities that could serve as the main attraction for visitors. As an alternative, these villages depend on portraying idyllic rural lifestyles and activities as their primary commodity and revenue generator. The observations revealed that almost all of the observed tourism villages marketed some form of staged or authentic rural living experience as the core element of their tourism offering. Furthermore, one particular tourism village lacks any highlighted attraction or rural experience as its definitive tourism commodity. With no main product, it did not require reservations and operated an onsite ticket counter for walk-in visitors. Upon entering the tourism village, visitors can explore its surroundings without a dedicated tour program. However, lacking major attractions beyond staged activities, tourism villages in Sleman Regency risk losing visitors' interest, especially repeat visitors seeking novel experiences. Thus, the long-term goal for these villages remains to establish a unique identity by blending local cultural elements with rural activities to craft an authentic tourism experience. If successfully achieved, promoting immersive rural tourism may incentivize

community-wide preservation of ecological resources, traditional knowledge, and cultural heritage.

The interviews with tourism village representatives revealed several issues regarding the absence of certain tourism products. Problems were mainly found with the provision of souvenirs, information materials, and after-sales services in the observed CBRT entities. Regarding souvenirs, 18 out of the surveyed villages admitted not offering souvenir products to visitors. Upon further investigation into these cases, five communities explained that the main barrier was an inability to create or decide on an appropriate item to represent their village identity and be marketable as souvenirs. While these five villages struggled with developing suitable souvenir products, responses gathered from representatives of other villages with existing souvenir items suggested that many types of products could potentially be developed and sold successfully with careful branding and packaging. Examples of successful souvenirs provided included locally produced food items, recycled products, T-shirts, and even fertilizers. This contrast implies that with proper awareness, education, and entrepreneurial initiative, communities can leverage their existing resources and assets to create unique souvenir items. Thus, the limitation appears to lie more in a lack of ideas, motivation, and skills rather than a lack of potential products to develop into souvenirs.

Furthermore, the absence of after-sales services was primarily attributed to a lack of awareness and consideration by the management of the tourism villages. After-sales services could include responding to guest inquiries or complaints after their stay, providing updates if plans change, or checking in to ensure satisfaction with the experience. However, the tourism village representatives demonstrated little familiarity with after-sales services. This knowledge gap appears to be the primary contributor to the missing after-sales component for these community tourism initiatives. Without awareness or appreciation of the importance of maintaining open communication and meeting visitor needs even after the transaction, the villages are essentially “closing the door” on their guests after they depart. In addition, the interviews also cited financial limitations as a primary barrier to providing adequate information services and infrastructure to visitors. While producing brochures, maps, websites, and other information channels allows visitors to understand and engage better with the CBRT destination pre-, during, and post-visit, developing and maintaining them requires upfront investments that many tourism villages struggle to access or allocate from limited budgets and resources. With already stretched financial resources, CBRT management also explained difficulties prioritizing and justifying spending on non-critical information outlets that may only indirectly enhance visitors’ experiences.

Looking at these issues and attributed causes, the goals and objectives of the observed CBRT entities may be more ambitious and challenging to achieve than initially presumed. While the absence of specific attraction and activity products was mainly due to intentional prioritization decisions by the communities, the missing souvenirs, information products, and after-sales services can be attributed to other issues like lack of awareness, lack of capabilities, or access to financial capital. This shows that various dependency factors, limitations, and barriers can influence the presence and breadth of tourism products at the village level. Still, there is substantial room for growth and improvement for the CBRT villages. Equipping communities with greater knowledge, skills, and access to funding opportunities can allow them to better capitalize on their assets and provide diverse products that meet visitor demands. Addressing the detected dependency issues and barriers will require thorough collaboration, capacity-building interventions, and access to financial resources. In other words, while the CBRT model aims for self-sufficiency, guidance, training, and seed funding remain necessary for the tourism villages. Investing in such solutions can result in the more holistic capacity of the CBRT entities to fulfill their goals and objectives.

6.4.3. Rights and Abilities

Regarding rights and abilities, the results of this study reveal that the respondents in the observed tourism villages stated that they generally managed the tourism villages independently, embracing a concept of complete self-reliance with no interference from external actors. However, further analysis indicates that in some aspects, the tourism villages cannot totally rely only on their internal resources and capacities; they still need to build partnerships and cooperation with third parties to strengthen specific dimensions of their CBRT development. The tourism villages mostly require external support in certain TVC phases, such as promotion, transportation, and information (Figure 28). Cooperation with travel agencies, local government units, and non-government organizations proves necessary to enhance the promotional capacity of the villages. Besides, partnerships with external transport providers form a vital component in connecting the tourism villages with the nearest regional hubs. Critically, the official recognition and legal status granted to the tourism villages by the Sleman Regency government empowered them to manage their CBRT activities. As mandated by relevant policies (Government of Indonesia, 2010; Governor of Special Region of Yogyakarta, 2020; Local Government of Sleman Regency, 2021), the government monitors the tourism villages while providing developmental support. The legal standing gives them the authority

and credibility to build links with potential partners while retaining control over tourism affairs in their rural communities.

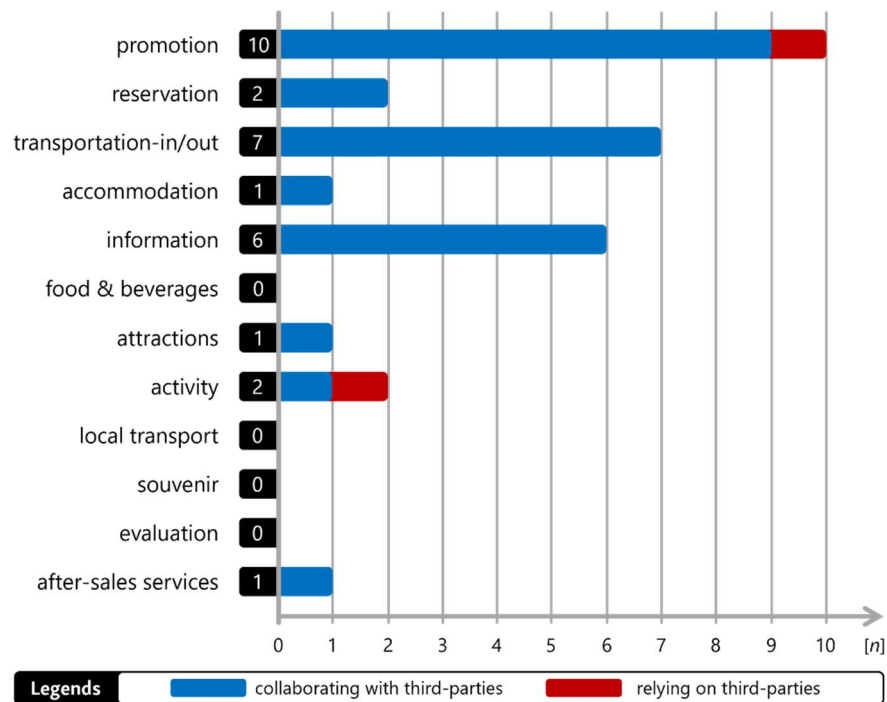


Figure 28. Villages with third-party involvement in specific TVC stages

Some of the observed tourism villages in Sleman Regency are organized under the Pokdarwis. As a result, the Pokdarwis committees are involved in the provision of tourism products and services in tourism villages under their management. In one tourism village, the Pokdarwis even fully manage the promotion and activity stages in the TVC of the tourism village. This level of authority enables the Pokdarwis committee to make unilateral decisions regarding CBRT activities. In that sense, the deep involvement of Pokdarwis could hinder the rural community from taking full initiative and decision-making power in CBRT development. However, there remain opportunities for community involvement. The Pokdarwis emerged as government-recognized mul-ti-stakeholder groups supporting rural tourism development (Governor of Special Region of Yogyakarta, 2020). They aim to foster tourism education and awareness, coordinate tourism stakeholders, initiate the development of tourism infrastructure, and help market rural destinations. When the Pokdarwis coordinate tourism activities in a tourism village, the rural community retains involvement through their membership in the group. In practice, Pokdarwis might also involve villagers in coordinating tourism initiatives. As such, the broader community participates by proxy through joining and engaging with the

Pokdarwis. This allows them to provide input into tourism decisions, even if the Pokdarwis committee handles day-to-day management.

While Pokdarwis might be a semi-exogenous actor in CBRT management, other third-party actors that could be involved in CBRT development include the government, universities, the private sector, and organizations from outside the local community. Further interviews with community members revealed crucial insights into the complexity of relationships underpinning successful CBRT initiatives. They highlighted the more considerable significance of cooperation with external third-party actors along with the increase of CBRT scales. As Yilmaz and Bititci (2006b) noted, the interdependencies binding together tourism stakeholders tend to multiply with the scale of CBRT operations. The largest tourism village observed in terms of land area serves as an illustrative example. This community established partnerships with various third parties to coordinate and sustain its sprawling CBRT initiatives. The predominant reason underlying these cooperative ties was the need to overcome local resource limitations. However, cooperation was more likely established for the transportation stages (in and out) in TVC due to authority problems. Tourism villages that are commonly located far from the main roads need signage and better accessibility to help tourists reach the CBRT destinations. However, since the rural communities do not have authority over lands outside their tourism villages, they do not have the right to manage or develop the signages or access roads.

6.4.4. Own Resources

Regarding the third aspect of community self-reliance (owned resources or factors of production), the interviews and secondary data observations discovered several problems related to four different resources (capital, land, labor, and environmental). They manifest in the observed tourism villages in different TVC phases (Figure 29).

Regarding capital resources, some view the involvement of their community members in developing the tourism village as a contribution to society and an effort to preserve their cultural and traditional legacies. As a result, the financial returns generated from tourism activities remain limited in scale and insufficient to fully fund the entire spectrum of CBRT initiatives being pursued. This financial constraint forces communities to prioritize certain aspects of CBRT development over others. Based on the evidence, lower priority areas in the Sleman tourism villages occur in the promotion, transportation, and information stages of the TVC. However, the interviews also revealed opportunities for the rural communities to obtain

financial support for tourism development through cooperation with external stakeholders like government agencies and private sector companies. Particularly, Corporate Social Responsibility (CSR) initiatives from private firms present a promising path, as these partnerships can provide adequate resources to propel community-driven development without leading to dependency. Runyowa (2017) argued that clearly defined contracts and mutual benefits enable productive collaborations between rural communities and external supporters like CSR programs. Nonetheless, the government plays an even more vital role, as Pratt and Harrison (2015) found that CSR assistance for rural areas is often restricted in scale and fails to reach the communities with the greatest needs. Therefore, government support through grants, subsidies, or public-private partnerships is essential for ensuring inclusive and equitable tourism development.

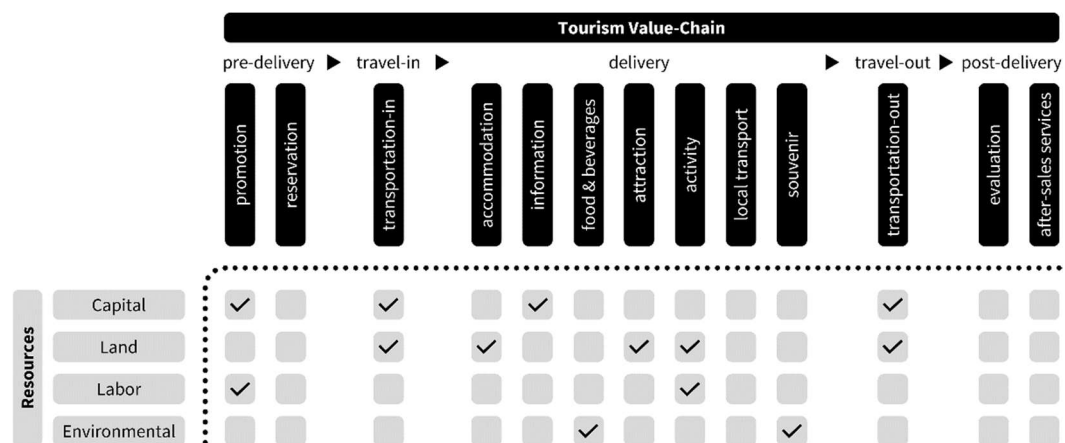


Figure 29. The availability of local resources (factors of production) in each TVC stage

In Sleman Regency, adequate land supply is essential to support certain TVC stages, including transportation (in and out), accommodation, attractions, and activities. In practice, the land is required for roads, parking facilities, hotels, restaurants, shops, cultural shows, recreational areas, and more. However, interviews and secondary data on the tourism villages in Sleman Regency reveal variability in the availability of privately owned land. While some rural communities possess expansive territories that can be leveraged for tourism development, others lack substantial land resources. Furthermore, current regulations prohibit government-funded construction on private lands. Consequently, communities with urgent needs for land supply rely heavily on local authorities to utilize public lands for tourism projects. This dependence has cultivated several complications. Firstly, high rental rates for public areas may financially overburden residents or deter utilization. Additionally, ambiguous contractual terms

between landowners and CBRT management risk conflicts regarding development decisions, profit distribution, and maintenance duties. The absence of standardized procedures enables manipulation on either side. These uncertainties threaten to obstruct the provision of products or services or completely halt CBRT growth. Therefore, formal policies and frameworks to govern public-private land partnerships could promote tourism sustainability in the Sleman Regency. Fiscally and legally protecting villagers from arbitrary landlords would enable self-determined growth. Fostering land security empowers communities to construct a prosperous tourism economy themselves rather than depending on external authorities.

In Sleman Regency, there is an ongoing outflow of young villagers leaving their rural hometowns. This rural exodus of young people has created a labor shortage to support CBRT development across Sleman. Young villagers possess the vitality, capacity for learning new skills, and comfort with technology that makes them well-suited for many jobs in the attraction and promotion stages of tourism development. Besides, young people's familiarity with information and communication technologies (ICTs) is invaluable for promoting rural tourism through various digital marketing campaigns. However, with many young people leaving and not returning, tourism villages are left without this critical demographic group to rejuvenate local traditions or utilize new promotion techniques. This lack of human capital also creates a gap in the availability of suitably qualified personnel to lead key tourism activities. For example, tour guides require strong communication abilities, extensive cultural and geographical knowledge of the area, and customer service skills, which few villagers inherently possess. Outbound operators leading visitors on adventure trips need certifications in areas like first aid, safety procedures, and equipment maintenance, which are unlikely to be found in rural communities. Even tourism staples like traditional dance troops, batik fabric production, or woodcarving souvenir makers rely heavily on the intergenerational transfer of cultural knowledge and artisanal techniques, which has declined over time. In that sense, the tourism villages need urgent support from external partners to supply trained laborers.

In terms of environmental resources, locally available resources used in the observed tourism villages are commonly found in food and beverage (F&B) and souvenir products. Rural communities managing the tourism villages attempt to utilize local commodities and raw materials to provide authentic cuisines and souvenirs to visitors. However, the availability of these local commodities can be limited or seasonal, causing problems in maintaining sufficient supplies. For example, during the harvesting season of certain fruits, the tourism villages have an abundant fruit supply for their food and beverage offerings. However, their ability to continue providing products from the fruits during off-seasons becomes constrained due to the

lack of fresh supply. Rural communities have implemented various solutions to anticipate and overcome these issues with limited or seasonal resources. Some villages build cooperatives with neighboring villages and districts to obtain supplemental resources that are locally unavailable. Additionally, when supplies of specific commodities dwindle or become price-prohibitive, the communities display ingenuity in utilizing substitute ingredients that remain locally accessible. Through cooperation and substitution, tourism villages in Sleman Regency pursue consistency in providing authentic cuisine and artisan goods to visitors. The limited and seasonal nature of specific natural resources does not entirely prevent the tourism villages from showcasing such commodities. Instead, they adapt to work around and overcome challenges related to resource availability.

6.5. Discussion

Responding to the first research question (RQ1), this study learned what aspects of self-reliance should be observed in CBRT. The findings discovered three aspects: goals or objectives, rights and abilities, and dependency on external resources. In agreement with prior studies (Giampiccoli and Kalis, 2012) tourism products and services delivered at each stage of the TVC represent an essential aspect of self-reliance to examine. This means observing the types of tourism offerings to see if they represent authentic tourism experiences. Meanwhile, the rights and abilities in production and decision-making processes in developing and delivering CBRT products/services comprise another key aspect (Giampiccoli and Mtapuri, 2012; Kalita, 2010; Runyowa, 2017). The legal status and operational structure are initial indicators, as community-owned and operated tourism programs with cooperative structures demonstrate self-governance capabilities. In parallel, observing the depth of community member roles across the TVW in supplying inputs, making products, adding value, distributing offerings, managing partnerships, and directing strategic decisions shows the extent of self-directed action. Additionally, the degree of dependence on externally-sourced inputs, resources, materials, and infrastructure represents a further aspect of self-reliance (Marcouiller, 1998; Poosiri, 2007). Therefore, observing the sourcing of crucial inputs and uncovering challenges or barriers to accessing essential local resources helps gauge self-reliance capabilities.

Furthermore, the systematic combining approach is an effective abductive method to investigate self-reliance in the CBRT context, answering the second research question (RQ2). CBRT relies heavily on active community participation and leadership to develop and manage tourism sustainably (Adikampana *et al.*, 2019; Kayat, 2014; Kayat *et al.*, 2016). Thus,

understanding self-reliance requires examining the complex socioeconomic and ecological systems that rural communities are embedded within (Laksmi *et al.*, 2023; López-Ridaura *et al.*, 2002). Fundamentally, an abductive approach can uncover complex evidence missed by linear positivist paradigms (Okoli, 2021; Rahmani and Leifels, 2018). In practice, the systematic combining approach allows iterative cycling between theory and data to search for their resonance (Christou *et al.*, 2019; Dubois and Gadde, 2002; Hadjielias *et al.*, 2022). An abductive process enables this study to investigate self-reliance more deeply across multidimensional TVW, connecting diverse CBRT stakeholders, resources, activities, products, and services. This allows holistic investigation to observe self-reliance in CBRT. Regarding limitations, the systematic combining approach requires extensive time and resources to gather and analyze multiple information sources through repetitive cycles. According to Philipsen (2017) and Behfar and Okhuysen (2018), abductive reasoning involves interpretive leaps between evidence and theoretical explanations that can lead different observers toward alternative inferences. This study maintained continuous triangulations during the systematic combining process using complementary deductive and inductive investigations to enhance validity.

In response to the third research question (RQ3), further findings revealed crucial insights into how rural communities in Sleman Regency implement self-reliance in organizing and managing their CBRT initiatives. Analyzing the results based on the three aspects of community self-reliance in CBRT exposed several key dependency issues and barriers undermining the self-sufficiency goals. Still, the extent of these challenges varies, and opportunities exist to address them through collaboration, training, and access to financial resources. Regarding goals or objectives, which theoretically focus on the provision of tourism products (or services) (Zalaghi *et al.*, 2022), the availability of offerings across the TVC phases varied substantially between the CBRT villages. While most offered rural living experiences as the main attraction (Carneiro *et al.*, 2015), critical products like souvenirs, information materials, and after-sales services were often absent. Interviews with community representatives attributed these gaps to lacking ideas, skills, or budgets rather than an inherent inability to provide such offerings. For instance, multiple CBRT villages struggled to develop suitable souvenirs despite the success of diverse products in other CBRT villages. This implies latent potential that could be unlocked through guidance, training, and initial funding support (Radović *et al.*, 2020). Thus, CBRT entities may require external collaboration and capacity building before achieving fully self-sufficient operations.

With respect to the rights and abilities of rural communities in CBRT, the legal standing attained by being officially recognized as tourism villages empowers the rural communities to manage their CBRT affairs independently. Still, they relied considerably on partnerships with external entities, mainly the government, private sector, and NGOs, to strengthen certain TVC stages like promotion and transportation. Government recognition empowered the legal authority of CBRT to control its own affairs, but budget limitations necessitated cooperation with travel agencies, transport firms, and non-profits in some respects. Additionally, multi-stakeholder *Pokdarwis* groups ran CBRT operations in some villages. While deeply involving groups like *Pokdarwis* risks minimizing community participation in decision-making processes, direct community involvement in the *Pokdarwis* allows, confirming other studies (Nugroho *et al.*, 2023; Swing and Malik, 2022), proxy participation through membership and retains a route for villagers to provide input for CBRT development. Similar to previous studies (Guo *et al.*, 2013; Luthe and Schläpfer, 2011), third-party dependencies rise as tourism entities scale up. In that sense, absolute self-management appears unrealistic for advanced CBRT entities, supporting Fonchingong and Fonjong (2003), who stated that a self-sufficient condition is almost impossible to achieve in the modern world. With larger-scale CBRT operations, interdependencies and the need for cooperation multiply, but contracts outlining mutual benefits and community control over crucial decisions can enable self-determined development.

Then, multiple resource dependency issues were uncovered across TVC phases in the observed CBRT villages. The findings expose vulnerabilities in accessing land supply, financial capital, retaining human capital, and securing environmental resources. Regarding land supply, ambiguous land agreements risked development delays or profit conflicts, signaling a necessity for land policy protections (Hidayat, Sianipar, *et al.*, 2023). Meanwhile, as Teare *et al.* (2013) noted, capital limitation is a common problem for rural communities when developing their tourism industry. Financial constraints forced selective prioritization of CBRT development, hinting at a need for public-private partnerships and government assistance to fund more significant development. Additionally, studies (Garrod *et al.*, 2006; Marcouiller, 1998) have suggested that rural tourism development also depends on environmental resources as an essential factor of production. In Sleman, limited and seasonal availability of certain local commodities required cooperation with neighboring suppliers or substitution flexibility to maintain consistent offerings. Finally, youth out-migration (Hidayat, Onitsuka, *et al.*, 2023) created a human capital shortage to perform key tourism roles. Thus, external training programs are vital to develop skilled workers. The outflow of rural youth mirrors Hidayat *et al.*'s (2022) work on how rural exodus drains human capital. All those resource-related problems indicate

that, while striving for self-reliance, CBRT must adapt to overcome external dependencies through cooperation, substitutions, policy changes, and access to financial and knowledge resources.

6.6. Conclusion

This research has observed issues affecting community self-reliance in CBRT. Taking the case of 49 tourism villages in Sleman Regency, Indonesia, various theoretical and practical insights were discovered to answer three research questions. Related to the first question (RQ1), analyzing three aspects, i.e., goals or objectives, rights and abilities, and own resources, across the TVW framework provides a robust viewpoint to observe self-reliance issues in CBRT. It builds on established CBT research while providing an innovative, structured approach aligned with the principles of sustainable (self-sufficient) rural development. Meanwhile, answering the second question (RQ2), the systematic combining approach is a robust framework for an abductive, in-depth investigation of community self-reliance in CBRT. By iteratively matching theories against evidence, this study gained insights into the complex social, economic, and political relationships, conflicting interests, and unintended impacts shaping tourism experiences within rural communities. In addition, in responding to the third research question (RQ3), the findings revealed that existing CBRT initiatives in Sleman Regency remain unable to achieve complete self-sufficiency across all self-reliance aspects. Reliance on external collaboration and support networks persists out of necessity rather than an inherent inability to self-manage. In that sense, self-reliance in CBRT should not be interpreted through an isolationist lens but rather as retained local influence over decision-making despite external partnerships.

Furthermore, the results provide empirical evidence that absolute self-reliance is likely unrealistic in contemporary rural tourism development. While legal recognition empowers CBRT entities with self-governance rights, scaling up operations induces complex dependencies on external entities. Practically, this research implies that rural communities require policy protections, capacity building, and collaborative partnerships to develop resilient and sustainable local tourism amidst these dependencies. Theoretically, this study challenges assumptions that self-reliant CBRT merely requires organizing existing community assets into tourism products. Instead, developing authentic, competitive offerings across the entire TVC relies on accessing supplementary resources vulnerable to external constraints. Rural communities can independently organize and make decisions but remain embedded in broader

socioeconomic and ecological systems. Achieving self-determined tourism growth necessitates addressing dependencies through governance mechanisms that retain local control while allowing careful external collaboration. Accordingly, policy recommendations arise to foster self-reliant CBRT. Land use protections could prevent development delays from ownership or tenure issues. Besides, governments should provide financial and training assistance to catalyze more holistic CBRT growth. Meanwhile, multi-stakeholder cooperative models balance self-governance with partnerships that fill resource gaps. Then, environmental constraints demand flexibility, such as cooperation between suppliers or substitution across seasons.

However, certain limitations arise in this research. In particular, the abductive methodology relies heavily on the observers' interpretive reasoning between the practical evidence and theoretical explanations. Different observers could draw alternative theoretical inferences during the repetitive cycles between data and theory. Additionally, the extensive cycles demand extensive time and resources to gather and analyze the scale of information. Several promising opportunities thus emerge for further research. First, a more extensive study could cover multi-regional comparisons of self-reliance strategies across more CBRT villages in Indonesia and/or other developing countries. In practice, the research could further validate and generalize the findings of this study by applying systematic combining processes to larger samples of CBRT initiatives. Besides, future studies could investigate self-reliance over more extended periods using longitudinal observations of CBRT entities at different maturity levels. Meanwhile, additional research could explore self-reliance in domestic tourism markets through comparisons with international tourism reliance. In addition, future inquiries could examine self-reliance in rural communities engaged in complementary rural enterprises beyond tourism. Then, an action research approach could directly support collaborative strategies to address resource dependencies impeding CBRT self-reliance. All these opportunities put this research as a foundation for further investigations to strengthen policies and mechanisms for resilient, sustainable, and self-determined CBRT development.

Chapter 7. Discussion

7.1. Planning and developing CBRT

7.1.1. The extensive reach of the TVC

Given that tourism encompasses various activities and multiple stakeholders within a value chain system, planning and development must address the entirety of these activities and consider the stakeholders involved. Chapter 4 of this study addresses this topic to answer Research Question 1 (RQ1). The study in Chapter 4 yielded important findings, revealing four concepts of the Tourism Value Chain (TVC) and highlighting that each concept is used with different scopes in the existing literature. Additionally, the application of these concepts in existing studies varies in perspective, with each focusing on various aspects of value (Figure 15). The use of different concepts, scopes, perspectives, and value focuses leads to different interpretations. Identifying these four aspects can help individuals better understand TVC studies and assist other scholars in adopting the appropriate TVC concepts for their further studies on tourism.

Moreover, this study reveals that out of 53 articles (Figure 13) that utilized the TVC concept, 24 articles (Figure 16) applied it to specific types of tourism. The findings from these articles indicate that TVC studies can be implemented across various tourism types and scales, with slight differences in the details. This underscores the urgency for a general TVC framework that can be applied to different tourism types and scales. It also highlights the need for TVC studies tailored to each type of tourism to uncover unique details specific to each type, thereby enriching the body of knowledge in the field of tourism.

The general framework of the Tourism Value Chain (TVC) (Figure 19) outlines the phases of the tourist's journey from beginning to end based on the destination logic, representing the value co-creation process in which suppliers deliver tourism products for tourists to consume. The framework is based on the supplier's perspective in order to give a better understanding of the tourism planning and development process. Meanwhile, the general framework of the Tourism Value Web (TVW) (Figure 20) provides an overview of the production and provision processes at each phase of the TVC based on four concepts provided in the existing literature. The TVC concept also considers the diverse values in tourism, including economic, social, and environmental aspects, from the perspectives of the main stakeholders, namely suppliers and consumers. Consequently, the TVC concept significantly contributes to tourism planning and development.

Although each type of tourism has different characteristics, the general framework of TVC and TVW provides generalized similarities applicable to various tourism-related studies with slight variations in details. The TVW framework helps understand the production and provision processes of tourism products, as it does not directly engage in the value co-creation between suppliers and consumers in tourism activities (Arlt, 2023). Furthermore, the supply logic in the tourism value chain is more complex than the theory suggests, particularly when dealing with a wide variety of products and stakeholders (Kaplinsky and Morris, 2001).

The analysis in Chapter 4 also revealed that there are no existing studies on the Tourism Value Chain (TVC) within the context of Community-Based Rural Tourism (CBRT). CBRT is a unique type of tourism where the community is expected to play a central role as the primary supplier and holistically manage all phases of the tourism value chain. (Giampiccoli and Mtapuri, 2012). Therefore, research on the TVC in the context of CBRT will have a significant impact on the academic world and contribute to the field of community-based tourism development research. The application of the general TVC framework in this CBRT study also demonstrates that the TVC framework is flexible and universal, capable of being applied to various types and scales of tourism.

Based on the case in Sleman Regency, various values are targeted by the communities. Not only economic improvement, but some of them focus more on environmental protection and socio-cultural conservation. Meanwhile, the local government focuses more on the broader value, which is the regional impact of developing tourism villages. It supports Christian's (2016) suggestion that the values that need to be considered in TVC analysis should be considered beyond the economic aspect, including environmental and socio-cultural aspects. A further issue that needs to be considered is then how to balance the target values to reach sustainability and continuity of CBRT development, which will benefit rural people and their surroundings.

The types and scales of rural tourism can influence the details of the TVC. Community-based tourism can also be categorized by other typologies, such as location (mountain, lowland, coastal), disaster vulnerability (high, medium, low risk), or USP, as classified by the local government of Sleman Regency. The USP diversity of tourism villages in Sleman Regency results in a variety of tourism types despite all being community-based (Local Government of Sleman Regency, 2018). Consequently, there are slight differences in the TVC characteristics among all the tourism villages. Meanwhile, the scale of rural tourism development in Sleman Regency varies from the neighborhood (RT) level to the village level, necessitating contextual considerations in development planning. Additionally, the case study highlights the need for

cooperation and collaboration with other stakeholders, especially when the tourism scale is larger, to meet consumer needs and manage complexity in every phase of TVC. This aligns with Nyerere's (1968) suggestion that self-reliance also requires mutual cooperation with other stakeholders rather than complete detachment and isolation from society.

Existing studies lack a detailed TVC analysis for CBRT, distinguishing it from other forms of tourism, especially macro-scale tourism. Unlike macro-scale tourism, which involves many stakeholders, CBRT expects communities to manage all aspects of tourism independently despite their inherent limitations. These limitations often cause communities to focus on aspects that provide them with direct benefits while tending to ignore or rely on external parties, such as the government, for the rest. Additionally, the unique character of rural communities, influenced by local wisdom and community values, imparts distinct characteristics to each aspect of TVC in CBRT. This uniqueness necessitates more in-depth studies to better understand and utilize these insights for future tourism studies and development planning.

7.1.2. The comprehensiveness of policy environment

The development policy for Community-Based Rural Tourism (CBRT) needs to be feasible and consistent from early initiation through implementation and evaluation. Evaluating the policy environment offers a more comprehensive analysis than conventional policy analysis, which typically focuses only on documents (Wong *et al.*, 2013). Chapter 5 addresses this evaluation to answer Research Question 2 (RQ2). The evaluation is based on the aspects of the policy environment, including stakeholder commitment, resources, and mechanisms, and is implemented in each phase of the Tourism Value Chain (TVC) (Figure 19), considering the Tourism Value Web (TVW) framework (Figure 20). The results reveal that CBRT development policy needs multiple stakeholders or institutions due to its involvement with multiple sectors (Figure 22). Additionally, government resources are often limited in achieving CBRT development targets. Therefore, cooperation and collaboration among stakeholders are essential to supplement the resources needed for CBRT development.

The evaluation of the policy environment in CBRT highlights the importance of the surrounding environment in creating a conducive atmosphere that supports the implementation of policies to achieve their goals. The findings in Chapter 5 contribute to the academic field by complementing the earlier CBRT policy analysis framework provided by Yanes *et al.* (2019) and Giampiccoli *et al.* (2021). This study emphasizes the importance of comprehensive coverage across all aspects of the TVC and TVW frameworks, as well as the necessity for all

stakeholders to collaborate effectively in achieving CBRT development goals. The case of Sleman Regency demonstrates that when policies focus only on certain aspects, it can lead to imbalances in CBRT development and potentially create problems. Moreover, effective cooperation and collaboration in CBRT development must position the community at the center, with other stakeholders providing essential support (Figure 23). Additionally, a flexible and comprehensive policy mechanism is required in every phase of the TVC to ensure that all stakeholders can meet their targets and contribute to the overall success of the development..

7.1.3. Community self-reliance assessment in CBRT development

There are many challenges that communities face in achieving self-reliance in CBRT development. The observation to investigate it to answer Research Question 3 (RQ3) is served in Chapter 6. The observation conducted in Sleman Regency using the Tourism Value Chain (TVC) framework (Figure 19) as the conceptual framework and employing the abduction approach revealed differences in the self-reliance conditions of each community in developing rural tourism. The analysis identified three key aspects of self-reliance that correlate with the TVW framework (Figure 24), which are goals or objectives, rights and abilities, and own resources (Table 8). It highlights various conditions that can be classified based on the level of community independence in fulfilling these aspects in the provision of tourism products. Gradually, the analysis of these aspects covers the achievement of community targets in providing tourism products, the rights and abilities in the provisioning process, and how they supply essential materials in this process.

The presence of tourism products reflects the goals or objectives of community-based rural tourism (CBRT) development. In the case study area, the absence of these products can be attributed either to underlying problems or to the community's intentional decisions. However, the existence of tourism products does not automatically indicate that the community is fully self-reliant. Limitations in rights, abilities, and resources can create situations where communities are either not involved in providing these products or are dependent, in various degrees, on external support. Scholars like Fonchingong and Fonjong (2003) and Giampiccoli and Mtapuri (2012) suggest that the optimal condition for CBRT is one of self-reliance complemented by cooperative relationships with external stakeholders, given the inherent limitations of rural communities.

Rural communities commonly experience a range of limitations, particularly in the areas of rights, abilities, and resources. These limitations are a widespread issue and can differ

significantly between communities (Figure 27,28,29). The way each community responds to and anticipates these challenges is what sets them apart in terms of self-reliance. Communities facing these limitations can overcome them through mutual cooperation and collaboration with external stakeholders. These stakeholders may include government agencies, academic institutions, private sector entities, and other stakeholders. For instance, government support might come in the form of grants or policy changes that favor rural tourism, while academic institutions could provide research and training programs to enhance local skills (Chapter 5). The private sector might offer investments or partnerships that bring in necessary resources and expertise.

Despite the potential for such support, not all communities are equally successful in forming these collaborations. Less fortunate or less capable communities might struggle to establish and maintain these partnerships, leading to a dependency on external stakeholders. This dependency can vary, with some communities relying entirely on external support while others might only need partial assistance. Additionally, there are scenarios where certain communities are entirely absent from specific aspects of the TVC. This absence could be due to a lack of resources, insufficient rights, or other constraints that prevent them from participating fully in tourism development activities. Furthermore, based on the case study in Sleman Regency, some communities prefer to rely solely on their abilities and resources without external support. These communities often prioritize social and cultural values over financial gain in their tourism development efforts. Many community members have primary occupations that provide their main income, with rural tourism serving purposes such as cultural conservation, social responsibility, or knowledge sharing. Such variations in involvement and self-reliance illustrate the diverse conditions faced by rural communities in their efforts to develop rural tourism.

In summary, the self-reliance of rural communities in developing tourism is influenced by their ability to navigate and mitigate their inherent limitations through strategic collaborations. However, the extent of their success in these endeavors varies, reflecting a spectrum of self-reliance across different communities. Consequently, this study proposes a community self-reliance typology in CBRT development categorized by varying degrees of fulfillment of self-reliance aspects (Figure 30).



Figure 30. Typology of community self-reliance in CBRT development

7.2. Harmonizing the roles of government and community in CBRT development

Community-Based Rural Tourism (CBRT) development is an innovative approach aimed at solving rural issues by promoting participatory tourism where the rural community itself plays a pivotal role. This model has been adopted by governments as policymakers as an alternative strategy to enhance rural development within their jurisdictions. However, a common challenge arises as local governments often have overarching agendas and predetermined development targets, which may not always align with the community-centric focus of CBRT (Mtapuri and Giampiccoli, 2016; Situmorang *et al.*, 2019).

In essence, CBRT places rural communities at the forefront, expecting them to utilize their unique cultural, environmental, and social assets to drive tourism development (Ohe, 2019). These communities are presumed to possess the necessary awareness and capabilities to spearhead tourism initiatives effectively. Unfortunately, rural communities frequently encounter significant constraints, such as limited resources, expertise, and support, which hinder their ability to develop tourism sustainably and effectively (Trejos *et al.*, 2008). Additionally, the vision and values guiding tourism development can vary widely among communities, leading to distinct processes and challenges for each.

The misalignment between the broad, often economically-driven goals of government policies and the grassroots, value-driven initiatives of rural communities can lead to discrepancies in target setting, developmental processes, and resource allocation. Such misalignments can result in ineffective tourism development efforts, impeding stakeholders'

ability to meet their objectives and potentially causing adverse effects on either side. Therefore, it is imperative to achieve harmonization between policy formulation and its implementation in CBRT development (Figure 4). This involves ensuring that policy frameworks are flexible enough to accommodate the unique needs and values of rural communities, thereby fostering a synergistic environment where both policy objectives and community aspirations are met. By fostering such harmonization, the development of CBRT can proceed in a manner that is both sustainable and beneficial for all stakeholders involved. This requires a thorough understanding and integration of policy environment aspects and the principles of community self-reliance, ensuring that all parties are aligned towards common goals and collaborative efforts (Figure 31).

7.2.1. Stakeholders' support for the community's rights and ability

The Community-Based Rural Tourism (CBRT) development model emphasizes the central role of rural communities in driving tourism initiatives. However, the government's involvement is indispensable for supporting and enabling these communities to play their roles effectively. The government's commitment extends beyond the institutions directly linked to rural tourism policies. It includes other sectoral institutions that can contribute to the holistic development of rural tourism. This multifaceted support is essential for the sustainable growth of CBRT initiatives (Chapter 5).

Rural communities often face significant barriers to fully exercising their rights and abilities in tourism development. These challenges stem from limited ownership of assets, restricted authority, and potential conflicts with neighboring communities (Chapter 6). Therefore, a strong government commitment is vital to empower rural communities, ensuring they possess adequate rights and capabilities to make autonomous decisions that reflect their local wisdom and specific values. This involves not only facilitating the development process but also monitoring to prevent any adverse impacts on other communities and aligning with broader governmental objectives.

Government support can manifest in various forms, including capacity-building programs that enhance community skills and knowledge, thus fostering empowerment. Additionally, formal documentation issued by local government or authorized institutions is necessary to enshrine the communities' rights and obligations legally (Chapter 5). This legal framework ensures transparency, accountability, and the protection of community rights within the tourism development process. By providing such structured support, the government can

help create a balanced and effective environment for CBRT, promoting sustainable and inclusive rural tourism development.

7.2.2. Potential resources to anticipate the community's limitation

Observations of community self-reliance in Community-Based Rural Tourism (CBRT) development in Sleman Regency reveal that rural communities often face resource limitations in various TVC phases. These constraints include funding, land, labor, and environmental resources, which are essential for tourism development (Chapter 6). Such limitations can hinder the achievement of CBRT development goals. Additionally, reliance on external resources without comprehensive planning and mutual cooperation can create dependencies on other stakeholders, undermining the goal of self-reliance.

Mutual cooperation is valuable in CBRT development as long as it includes clear arrangements regarding time limits and mutual benefits (Howard and Howard, 2000). The government, through CBRT development policies, can provide additional resources to supplement those limited in rural areas. In Sleman Regency, various types of support have been offered by multiple institutions, both directly and indirectly related to rural tourism development. Additionally, the government can act as a facilitator, connecting communities with other stakeholders to further enhance rural tourism development (Chapter 5). This collaborative approach ensures that the benefits of CBRT development are more extensive and impactful.

However, support must align with community needs to avoid imbalances and negative consequences. External resources should not replace the community's own resources or create new dependencies. Instead, they should empower communities to enhance their own capabilities, improving their ability to meet their needs independently. This approach ensures that support is not merely a temporary solution but a means to foster long-term self-reliance. Furthermore, the community's awareness and ability to initiate mutual relationships with other stakeholders are crucial for effective resource fulfillment in tourism development. By engaging proactively with external partners, communities can ensure that resource support is integrated effectively and sustainably, leading to successful and autonomous rural tourism development. This proactive approach helps maintain a balance between receiving necessary support and fostering independent growth.

7.2.3. CBRT goals and the policy mechanisms

The mechanisms employed in policy implementation must be carefully tailored to support the attainment of CBRT development objectives in harmony with local values, indigenous knowledge, and traditional socio-cultural practices within each community (Chapter 5). Moreover, robust coordination and communication are essential to foster information exchange and align the vision for achieving both community-specific targets and broader regional development goals (Figueroa *et al.*, 2002; Putri and Adinia, 2018). This proactive approach can mitigate conflicts among stakeholders and inter-community tensions that often arise amidst competition for regional development (Chapter 5). Additionally, utilizing a combination of top-down, bottom-up, and mixed approaches, as applied in Sleman Regency, can streamline the coordination process in development initiatives, ensuring inclusivity and minimizing challenges encountered by stakeholders involved in CBRT development.

By aligning policy implementation with local values and traditional knowledge, each community can maintain its identity and cultural heritage while participating in development. Strong coordination ensures that the visions and goals of all stakeholders are well-integrated, creating synergy that benefits everyone involved. The combination of approaches allows for flexibility and adaptability in facing various situations, enhancing inclusivity and active participation from local communities, thus making the CBRT development process more efficient and effective.

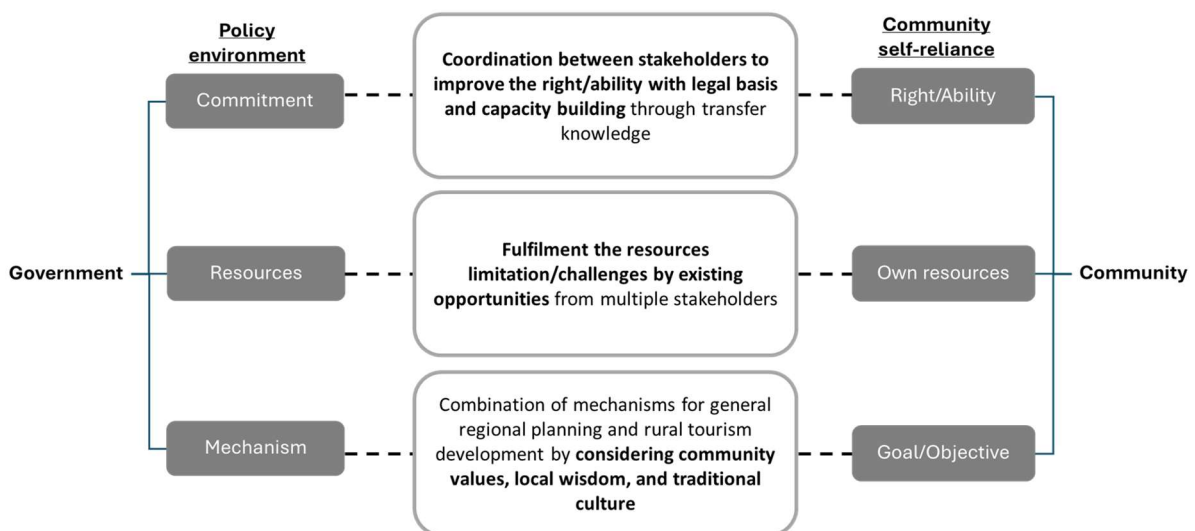


Figure 31. Harmonizing the roles of government and community in CBRT development

Chapter 8. Conclusion

8.1. General conclusions: Harmony between policy and implementation

CBRT development is a promising alternative to solve rural problems. However, not every CBRT development policies can achieve the targets efficiently and rather cause more problems in rural areas. This study uses a Tourism Value Chain (TVC) approach to analyze CBRT development, especially in the policy and implementation aspects, in more detail and comprehensively. The objective of harmonizing the roles of government and community, as the main actor in CBRT policy and implementation, will give a significant input in CBRT planning and development.

The study starts by conducting a Systematic Literature Review (SLR) method for the implementation of the Tourism Value Chain (TVC) concept to answer the RQ1. It analyzes them based on six aspects: concept, scope, value, perspective, type, and scale. The result not only describes the general TVC framework that is taken from the implementation of destination logic but also synthesizes the TVW framework that explains the value chain of tourism in a more complex way. TVW shows the value chain in tourism through the combination of existing concepts in the literature, including destination logic, supply logic, GVC, and TGVC. These concepts complement each other by providing different scopes that follow the perspectives of the three main stakeholders in tourism: suppliers, consumers, and intermediaries. These differences in perspective follow two main paths, namely, tourist journey and tourism products, which are also followed by differences in the value produced. These general frameworks can be used as a base for further TVC analysis in various types and scales of tourism despite their specific characteristics.

The study then followed by evaluating the policy environment of CBRT development to answer the RQ2. The application of the TVC approach in the evaluation of the policy environment of CBRT development provides a more detailed and comprehensive analysis. Evaluation of the policy environment, which includes three things in the form of stakeholder commitment, available resources, and mechanisms, shows an in-depth evaluation from the beginning of the history of the policy initiation, the drafting process, the parties involved, to the policy implementation process through various mechanisms. The evaluation applied to each phase of the TVC allows for a more complete understanding of the process and can better identify gaps that may exist and need to be corrected. The policy environment evaluation

revealed that stakeholders could organically address various components of the TVC in tourism development to some extent. Still, a potential issue arises when stakeholders focus too heavily on certain aspects of the TVC while neglecting others. Furthermore, it also identifies emerging challenges during the planning and implementation stages, aiming to support future improvements in policy. This input will be very useful in preparing or improving further CBRT development policies. Apart from that, this evaluation also shows that CBRT development policies must still emphasize the aspect of self-reliance in the community as the main stakeholder so that the local government as the policy-maker has a greater duty to provide support to the community and become a facilitator and work together with other stakeholders to increasing community self-reliance in CBRT development.

Next, the observation of community self-reliance in CBRT development identifies the challenges that the community needs to deal with in the implementation of CBRT to answer the RQ3. The observation process indicates the characteristics of the community in CBRT development as well as the support needed in the development process in the future. This input provides important information in future CBRT development for the community to increase community independence in achieving its targets. The observation of community self-reliance in CBRT development includes aspects of goals/objectives, rights/abilities, and own resources, which are the main elements in self-reliance measurement and are general in nature. Furthermore, it allows the development of a typology of community self-reliance in CBRT development based on an analysis of these aspects.

Finally, the study on the policy environment and community self-reliance in CBRT development supports the importance of the community as the main actor, with support from other stakeholders and the building of mutual cooperation. Aspects of the policy environment and community self-reliance are interrelated and can support each other in developing CBRT development, both in general and in each aspect. Therefore, adjusting the details in each aspect of the policy environment and community self-reliance in the CBRT development process will create harmony and ultimately help in achieving the main goals of CBRT development. Furthermore, the policy and implementation of CBRT should encompass all aspects of the TVC framework while also considering the TVW framework.

The TVC and TVW frameworks are not intended to emphasize just one or a few aspects of tourism activities. Instead, it stresses the importance of balanced tourism development across all stages to achieve efficiency. Considering the broad context and complexity of the TVC and TVW frameworks and the limitation of rural communities in developing CBRT, this study emphasizes the critical importance of collaboration among stakeholders, enhancing the

awareness of community members as the central actors, and conducting periodic evaluations of the CBRT policy environment. These efforts are essential to ensure the effectiveness of CBRT development in achieving its ultimate goals.

8.2. Academic contributions and managerial implication

Based on the results, this study provides academic contributions in the form of the general conceptual framework of TVC and TVW that shows a comprehensive detail of tourism activities (Chapter 4). This study also provides a policy environment evaluation framework that covers perspectives from multiple actors and leads to a multiple helix model for CBRT development (Chapter 5). On the side of CBRT implementation by communities, this study provides an observation of community challenges in CBRT development, especially related to the typology construction of community self-reliance in CBRT development as a generic classification/hierarchy of community self-reliance in CBRT (Chapter 6). Finally, this study also suggests the harmonization between government's policy and the CBRT development by communities (Chapter 7). In conclusion, this study addresses the gaps previously identified in the existing literature, providing an ideal framework for CBRT development within the context of the TVC framework (Figure 32). Furthermore, this study's results not only contribute to the academic world for further studies but can also be implemented in the real planning process of CBRT development, especially by the policymaker, to improve the CBRT policy making and implementation (Figure 6).

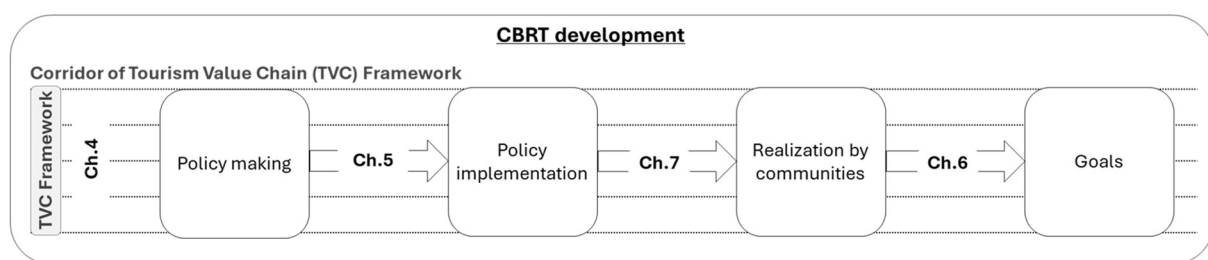


Figure 32. Research contributions

8.3. Limitation and future works

Although this study offers some contributions to the body of knowledge and the practical world, it still has various limitations that need to be considered in future utilization. First of all, this study uses a case study with limited respondents and specific characteristics that may be different from other locations and communities. Furthermore, this study emphasizes more on

the local government and communities as the main stakeholders in the CBRT development. Other studies are needed to compare and enrich the knowledge about the CBRT development process, especially from other stakeholders' perspectives, such as academia, the private sector, Non-Governmental Organizations (NGOs), and others. Second, this study of community self-reliance assessment in CBRT development is rather general and focuses more on the Sleman Regency area as the unit analysis. Therefore, a focus and detailed analysis of a single tourism village with more key respondents and continuous observation will give more detailed information and may build a more comprehensive assessment model for community self-reliance in the CBRT development of that tourism village. Lastly, since the key elements of CBRT development include self-reliance, empowerment, and sustainability, and this study only focuses on the self-reliance aspect, further studies on empowerment and sustainability aspects are crucial to building a comprehensive understanding of the CBRT development planning and implementation process.

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Appendices

Appendix I. Summary of tourism value chain concepts and implementations

No.	Authors	Logic	Scope	Perspective	Value	Type	Scale
1	Boiko <i>et al.</i> (2021)	Supply logic	Raw material – Services	Supplier	Services	Culinary tourism	Region
2	Wondirad <i>et al.</i> (2021)	Supply logic	Raw material – Services	Supplier	Revenue	Culinary tourism	Region
3	Foris <i>et al.</i> (2020)	Supply logic	Raw material – Services	Supplier	Services	General tourism	Region
4	Morales-Zamorano <i>et al.</i> (2020)	Supply logic	Raw material – Services	Supplier	Services	Agri-tourism	Region
5	Setthachotsombut and Sua-iam (2020)	Supply logic	Raw material – Services	Supplier	Revenue	General tourism	Region
6	Abdullah <i>et al.</i> (2019)	Supply logic	Raw material – Services	Supplier	Services	General tourism	General
7	Anderson (2018)	Supply logic	Raw material – Services	Supplier	Services	Agri-tourism	Region
8	Gao and Deng (2018)	Supply logic	Raw material – Services	Supplier	Services	Ecotourism	General
9	Gjerald and Lyngstad (2015)	Supply logic	Raw material – Services	Supplier	Services	General tourism	Country
10	López-Sánchez and Pulido-Fernández (2014)	Supply logic	Raw material – Services	Supplier	Services	General tourism	Country
11	Boden and Wei (2010)	Supply logic	Raw material – Services	Supplier	Services	General tourism	Organization
12	Hadjielias <i>et al.</i> (2022)	GVC	P – S – I – C	Supplier	Services	General tourism	Country
13	Rojas Bueno <i>et al.</i> (2020)	GVC	S – I – C	Supplier	Services	MICE tourism	Continent
14	Foster <i>et al.</i> (2018)	GVC	S – I – C	Supplier	Services	General tourism	Country
15	Adiyia <i>et al.</i> (2015)	GVC	S – I – C	Supplier	Services	Cultural tourism	Country
16	Ndivo and Cantoni (2015)	GVC	S – I – C	Supplier	Revenue	Pro-poor tourism	General
17	Mitchell (2012)	GVC	S – I – C	Supplier	Services	General tourism	Country
18	Tejada <i>et al.</i> (2011)	GVC	S – I – C	Supplier	Services	General tourism	Region
19	Guzmán <i>et al.</i> (2008)	GVC	S – I – C	Supplier	Services	General tourism	Region
20	Mitchell and Faal (2007)	GVC	S – I – C	Customer	Revenue	Holiday package tourism	Country

No.	Authors	Logic	Scope	Perspective	Value	Type	Scale
21	Mwesiumo and Halpern (2016)	GVC	S – Op – A – C	Supplier	Services	General tourism	General
22	Romero and Tejada (2011)	GVC	S – Op – A – C	Supplier	Services	General tourism	Region
23	Erkuş-Öztürk and Terhorst (2010)	GVC	S – Op – A – C	Supplier	Services	Mass tourism	Country
24	Lessmeister (2009)	GVC	S – Op – A – C	Supplier	Services	Packaged trekking tourism	Country
25	Barham <i>et al.</i> (2007)	GVC	S – Op – A – C	Supplier	Services	Package tourism	Country
26	Raventos (2006)	GVC	S – Op – A – C	Supplier	Services	General tourism	Country
27	Wynne <i>et al.</i> (2001)	GVC	S – Op – A – C	supplier	Revenue	General tourism	Country
28	Yokkhun and Papasratorn (2018)	TGVC	O – T – D	Supplier	Services	General tourism	Country
29	Christian (2017)	TGVC	O – T – D	Supplier	Services	Sustainable tourism	Country
30	Christian (2016a)	TGVC	O – T – D	Supplier	Services	General tourism	Country
31	Christian (2016b)	TGVC	O – T – D	Supplier	Services	General tourism	Country
32	Gui and Paolo Russoz (2011)	TGVC	O – T – D	Supplier	Services	Cruise tourism	Region
33	Gui (2010)	TGVC	O – T – D	Supplier	Services	Cruise tourism	General
34	Holmgren (2013)	TGVC	O – T – D – R	Customer	Experience	Nature-based tourism	Country
35	Yilmaz and Bititci (2006a)	Destination logic	O – T – D – R – O	Customer	Satisfaction	General tourism	General
36	Yilmaz and Bititci (2006b)	Destination logic	O – T – D – R – O	Customer	Satisfaction	General tourism	General
37	Weiermair (2006)	Destination logic	O – T – D – R – O	Customer	Services	General tourism	General
38	Weiermair (2000)	Destination logic	O – T – D – R – O	Supplier	Services	General tourism	General
39	Stipanović and Rudan (2016)	Destination logic	O – T – D – R	Supplier	Revenue	General tourism	Country
40	Soteriades and Dimou (2011)	Destination logic	O – T – D – R	Supplier	Services	Event Destination	General
41	Fernández-Villarán <i>et al.</i> (2020)	Destination logic	O – T – D	Customer	Experience	Business and leisure tourism	General
42	Pomeanu and Teodosiu (2012)	Destination logic	O – T – D	Supplier	Services	General tourism	Region
43	Helmy and Travers (2009)	Destination logic	O – T – D	Customer	Services	Medical tourism	Country

No.	Authors	Logic	Scope	Perspective	Value	Type	Scale
44	Kariyawasam <i>et al.</i> (2020)	Destination logic	O – D – O	Supplier	Revenue	National Park tourism	Region
45	Chung <i>et al.</i> (2020)	Destination logic	O – D – O	Customer	Experience	Bleisure tourism	Region
46	Konishi (2019)	Destination logic	O – D – O	Customer	Services	General tourism	Country
47	Winter and Kim (2020)	Destination logic	D	Supplier	Revenue	General tourism	Region
48	Rivera and Gutierrez (2019)	Destination logic	D	Supplier	Services	Ecotourism	Country
49	Rylance and Spenceley (2017)	Destination logic	D	Supplier	Revenue	General tourism	Region
50	Anderson (2013)	Destination logic	D	Supplier	Services	General tourism	Region
51	Thees <i>et al.</i> (2020)	Destination logic and supply logic	O – T – D – R – O	Supplier	Services	Smart tourism	General
52	Hjalager <i>et al.</i> (2016)	Destination logic and supply logic	O – T – D – R – O	Customer	Services	Rural well-being tourism	Region
53	Dinu and Nistorescu (2015)	Destination logic and supply logic	O – T – D – R Raw material – Services	Supplier	Services	General tourism	Region

Note: Global Value Chain (GVC)

P = Planner
S = Supplier
I = Intermediary
Op = Operator
A = Agent
C = Consumer

Tourism Global Value Chain (TGVC) & Destination logic

O = Origin
T = Travel
D = Destination
R = Return travel

Appendix II. Observed tourism villages and respondents

No	Village Name	Year ¹	Scale ²	Fund ³	Respondents
1	Beteng	2017	Hamlet	✓	leader
2	Blue Lagoon	2014	Hamlet	✓	leader
3	Bokesan	2016	Hamlet	✓	former leader
4	Brajan	2008	RW	✓	leader
5	Brayut	1999	Hamlet	✓	leader
6	Bromonilan	2018	RW	✓	leader
7	Bulak Salak	2017	Hamlet	✓	leader
8	Cibuk Kidul	2020	Hamlet	N/A	leader
9	Diro	2012	Hamlet	✓	leader
10	Dukuh Sempor	2015	Hamlet	✓	active member
11	EKJ Sempu	2017	Hamlet	✓	leader, treasurer
12	Gabugan	2004	Hamlet	✓	secretary
13	Gamol	2018	Hamlet	✓	leader
14	Gamplong	2004	Hamlet	✓	leader
15	Garongan	2008	Hamlet	✓	leader
16	Green Kayen	2016	Hamlet	✓	active member
17	Grogol	2010	Hamlet + 1 RT	✓	secretary
18	Kadisobo 2	2007	Hamlet	✓	leader, local figure
19	Kali Klegung	2016	Hamlet	✓	leader
20	Kali Opak 7 Bulan	2018	2 Hamlets	✓	leader
21	Kampung Satwa	2017	RT	✓	secretary
22	Karang Tanjung	2017	Hamlet	✓	treasurer, general coordinator
23	Kelor	1996	RW	✓	leader
24	Ledhok Blotan	2018	Hamlet	✓	secretary
25	Ledok Nongko	2005	RW	✓	leader
26	Nawung	2010	Hamlet	✓	leader
27	Nganggiring	2015	Hamlet	✓	active member
28	Ngembesan	2017	RW	✓	leader
29	Nologaten	2020	Hamlet	✓	leader

No	Village Name	Year¹	Scale²	Fund³	Respondents
30	Padukuhan Timur	2018	Hamlet	N/A	active member
31	Pancoh	2012	Hamlet	✓	vice leader
32	Pendidikan	2012	Hamlet	✓	secretary
33	Pentingsari	2008	Hamlet	✓	leader
34	Plempoh	2020	Hamlet	✓	active member
35	Plosokuning	2018	Hamlet	✓	leader
36	Pulesari	2012	RW	✓	leader
37	Pulewulung	2017	RW	✓	leader
38	Rajek Wetan	2018	Hamlet	N/A	leader
39	Rumah Dome	2009	Hamlet	✓	leader
40	Sambe Rembe	2019	Hamlet	✓	leader
41	Sambirejo	2016	Village	N/A	leader
42	Sangurejo	2014	Hamlet	✓	leader
43	Sendang Penjalin	1997	Hamlet	✓	leader 1, leader 2, treasurer
44	Sukunan	2009	RW	✓	leader
45	Tanjung	2001	4 Hamlet	✓	active member
46	Tunggul Arum	2013	Hamlet	✓	leader
47	Turgo	2019	2 RW	✓	leader
48	Watu Ledhek	2019	RW	✓	vice leader, local figure
49	Watu Purbo	2020	Hamlet	✓	active member

¹ Year of establishment of respective tourism village.

² Spatial coverage of tourism village (RW is one level below hamlet, RT is two levels below hamlet).

³ Community fund.

Appendix III. Photographs of the case study area and the interview process



Interview process in tourism villages



Tourism villages' secretariat office



Street signs directing to tourism villages



Parking areas in tourism villages



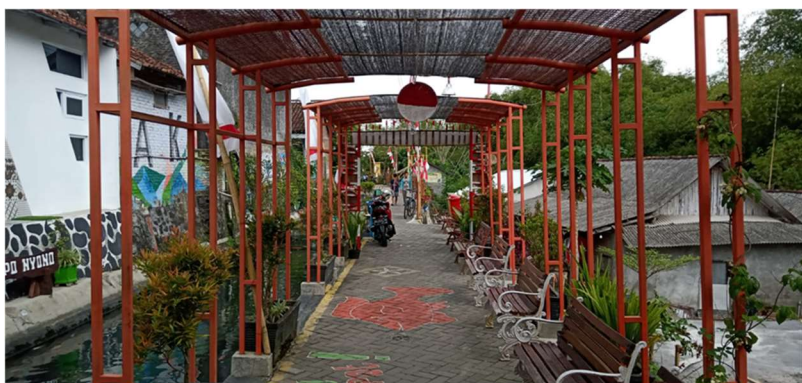
Tourism villages' gate



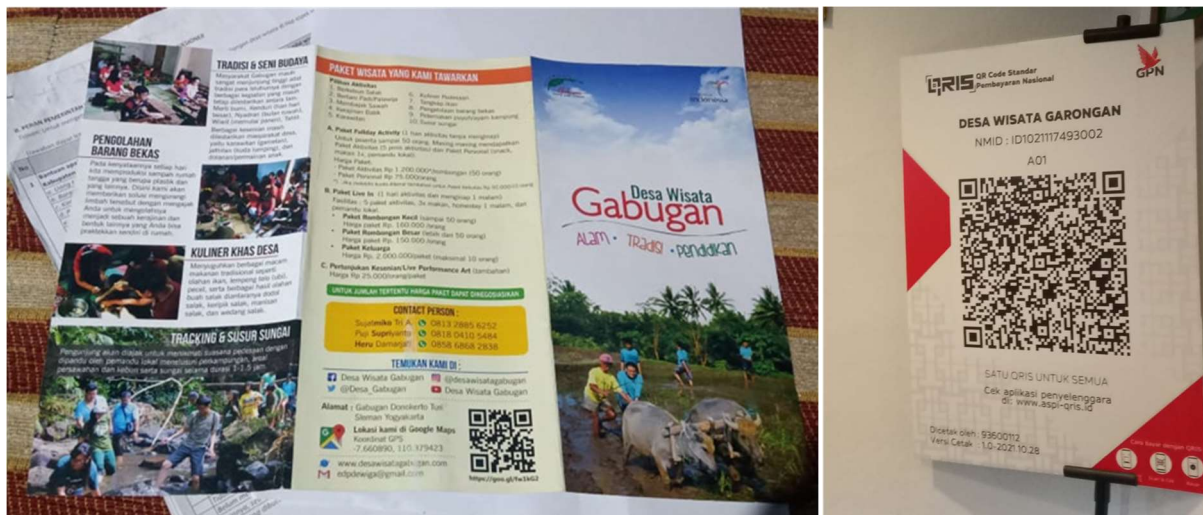
Information boards in tourism villages



Accommodations in tourism villages



Pathways in tourism villages



Tourism villages' promotion

Desa Wisata Pentingsari

DAFTAR KEGIATAN DAN BIAYA

Harga Fasilitas di Dewi Peri		
1. Menginap di home stay	: Rp. 150.000/org	(Incl 2 X makan di homestay)
2. Sewa arena out bond/camping ground	: Rp. 30.000/org/hari	(min 100 orang)
3. Sewa sound system	: Rp. 250.000/hari	

Paket dan Atraksi Wisata		
1. Atraksi bajak sawah/tanam padi	: Rp. 35.000/org	
2. Menangkap ikan	: Rp. 25.000/org	
3. Tracking/pertualangan/susur sungai	: Rp. 20.000/org	(jelajah desa)
4. Sepak bola lumpur	: Rp. 15.000/org	
5. Out bond/Field trip TK-SD	: Rp. 75.000/org	(pembelajaran luar kelas)
6. Out bond SMP - Mahasiswa	: Rp. 100.000/org	(fun game)
7. Out Bond Dewasa	: Rp. 150.000/org	(tim building)
8. Vulcano tour Merapi	: Rp. 125.000/org	(dengan jeep ber-4)

Atraksi Seni dan Budaya		
1. Penyambutan/punjokawan/cokekan	: Rp. 35.000/org	
2. Belajar gamelan	: Rp. 25.000/org	
3. Belajar tari tradisional	: Rp. 30.000/org	
4. Paket kenduri	: Rp. 40.000/org	
5. Paket atraksi kuliner (per 1 produk)	: Rp. 25.000/org	(kopi/jamur/ubi/tempe)
6. Belajar membuat	: Rp. 40.000/org	
7. Krespi Janur	: Rp. 20.000/org	
8. Krespi wayang suket	: Rp. 20.000/org	
9. Atraksi ronda malam	: Rp. 20.000/org	
10. Bakti sosial	: Rp. 40.000/org	(program menyesuaikan)

Paket Snack dan Makan		
1. Welcome drink/snack	: Rp. 8.000/org	
2. Snack/minum ala Dewi Peri (minum + 3 snack	: Rp. 10.000/org	
3. Makan nasi dus (harga mulai)	: Rp. 20.000/org	
4. Makan prasmanan (harga mulai)	: Rp. 30.000/org	

Keterangan: : Biaya adalah harga per orang fasilitator lokal, penggunaan aula dan perlengkapan, biaya berlaku untuk rombongan minimal 20 orang, dan sewaktu-waktu dapat berubah

Contact Person dan Marketing:
 Cipta : 0815 8404 5961
 Email : cipta@desawisatapentingsari.com
 Website : www.desawisatapentingsari.com
 Alamat : Desa Wisata Pentingsari, Umbulharjo, Candiwarung, Sleman, Yogyakarta, 55583
 www.desawisatapentingsari.com

AGRO EDU WISATA KAMPUNG PRAMUKA DESA WISATA PULEWULUNG

JADWAL KUNJUNGAN / TAMU

NO	TANGGAL	ASAL (NAMA/GRUP/ALAMAT)	JUMLAH	PAKET KEGIATAN
127	13-07-2022	BNP + INSTANSI LAIN KAB. SLEMAN	40	SEWA TEMPAT
128	21-07-2022	DISKOR HORTIKULTURA JAKARTA	50	MAKAN SIANG PETIK SALAK
129	21-07-2022	LIAD	± 30	STUDI LAPANGAN
130	22-24/7/22	UKM KPM UMY	30	MAKRAB (Pengunjung Desa Wisata)
131	5-08/22	ULI		RELATIHAN
132	20-21/8/22	PADJARAN SUARA UTI	± 60	
133	16-09-2022	ULI	± 45	
134	24-10/22	KG.ORG Tawang Seayu	± 40	Outbound, Api unggun, Trekking, Jamur, Home stay
135	15-10-2022	TAKMIR ULIL ALBAB ULI	± 40	CAMP GUARAN
136	15-10-2022	HTMP FTP UEM	± 30	Outbound, Api unggun, Trekking, Jamur, Home stay
137	23-10-2022	KESEHATAN MAJALAKAT UAD	61	CUTREKUNG API UNGGUN, TREKING, HOME STAY
138		BNP	40	RELATIHAN DIGITAL MARKETING
139	5-4/10/22	PADJARAN SUARA UTI	60	MAKRAB
140	19-20/10/22	DESAIN PRODIET ISI		MAKRAB

Activities packages and reservation boards in tourism villages



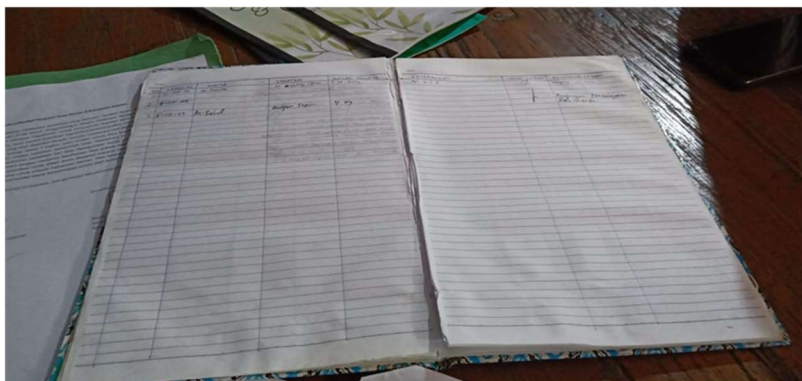
Activities in tourism villages



Attraction in tourism villages



Souvenirs in tourism villages



Guests book in a tourism village



Tourism villages training's certificate



Tourism villages festival's certificate



Tourism villages competition's certificate



Tourism villages classification's certificate



CSR program for tourism villages