

ORIGINAL RESEARCH ARTICLE

Adoption and implementation of an inclusive business integration model in the packaging of the tourist villages in the west of Bali Indonesia

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ABSTRACT

This research aims to analyze the application of the inclusive business integration model developed in Cepaka Village for the development of tourism village packaging. The model is intended to guarantee that the growth of tourism villages is both economically advantageous and socially and environmentally sustainable. This study examines the implementation of the model in tourism villages located in the western region of Bali. It assesses the effects of this implementation on the empowerment of the local community, the preservation of cultural heritage, and the economic development of the villages. This study is significant due to Bali's recognition as a global tourism hotspot, where tourism villages possess immense possibilities but frequently encounter obstacles such as scarce resources, insufficient infrastructure, and the necessity for efficient marketing tactics. This study employs qualitative methods to analyze the effects of incorporating inclusive business practices on the development of tourism villages. Specifically, it investigates the influence on income generation, the equitable distribution of economic advantages among the community, and the preservation of cultural and environmental aspects. A total of 27 key informants, consisting of the chairman, vice chairman, and a member of the village management, were selected from 7 tourism villages in West Bali. The Jembrana Regency Tourism Office organized focus group discussions following a series of comprehensive interviews conducted in stages. Additionally, a crucial source of information was a proficient digital marketing specialist who aided in the process of digitalizing the marketing strategies for tourist villages in West Bali. The study's findings indicate that the proposed model successfully integrates village economic activities with cultural and environmental aspects, resulting in a distinctive and genuine tourism experience in seven tourist villages in West Bali. The findings of this study are anticipated to offer valuable perspectives for policymakers, tourism professionals, and rural communities on how to maximize the opportunities of tourism villages in a comprehensive and environmentally friendly way. The research emphasizes the significance of adopting digital technology in marketing and distributing village tourism products. It also identifies the opportunities and challenges of implementing inclusive business models in Bali's tourism village setting.

Keywords: adoption; integration; inclusive business; packaging; tourism village

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1. Introduction

Bali is a renowned tourist hotspot. It is highly admired by tourists from around the globe. There are a total of nine regencies and one municipality, each possessing distinct and individualistic attributes. Jembrana Regency, located in the westernmost part of Bali, is renowned for its popularity as an eco-tourism destination. The available tourism activities encompass beach tourism, agro-tourism centered around cacao plants, fishing, art, culture, and spiritual tourism. Additionally, visitors can explore old churches with Balinese architecture, partake in traditional food experiences, and embark on culinary tours. According to archaeological evidence, the Jembrana community has been in existence for approximately 6000 years.

From a semiotic standpoint, Jembrana refers to a region characterized as a wild and untamed expanse (Jimbar-Wana) that is home to a powerful ruler in the form of a snake (Naga-Raja). The king and his entourage consist of Balinese Hindus and non-Balinese Muslims of different ethnic backgrounds^[1]. Jembrana Regency comprises multiple sub-districts, specifically: Jembrana, Melaya, Mendoyo, Negara, and Pekutatan sub-districts, each of which encompasses villages with distinct attributes. The tourist attraction in Jembrana Regency is on par with the tourist attractions in Kuta, Nusa Dua, and Jimbaran. There are ongoing plans to develop various tourist destinations and tourism service centers in Jembrana, with the aim of making it as exceptional as other parts of Bali.

The tourist attractions in Jembrana encompass a range of captivating sites, such as the West Bali National Park, Palasari Dam, Juwuk Manis Waterfall, sacred temples, museums, archaeological sites, the Jembrana Kingdom Heritage Area, scenic beaches, and a plethora of culinary establishments offering diverse cuisine. Uno^[2] initiated the Indonesian Tourism Village Award 2021, themed “Indonesia Rises”, to inspire tourism and creative economy participants in tourism villages to regain their enthusiasm following the COVID-19 pandemic. Uno^[2] introduced Bali as a destination for health-based tourism, specifically focusing on healing tourism. This initiative involves the establishment of tourism villages that adopt a traditional medicine approach. The development of tourism villages is a key component of the Indonesian RPJM’s Medium-Term Program Plan, aimed at promoting community welfare and reaching all areas of the village. This program has fostered the ethos of developing tourism villages in nearly all administrative divisions in Bali, including Jembrana Regency.

The impetus for this research stemmed from the need to address the challenges faced by tourism village stakeholders in Jembrana Regency following the COVID-19 pandemic. The pandemic has dampened the resilience of MSMEs and tourist villages in Bali, hindering their recovery. Both the government and the private sector have implemented diverse initiatives to enhance Bali’s economy and tourism. Following the decline, the endorsement from the Ministry of Tourism and the Ministry of Education and Culture (KEMDIKBUD) to engage academics in diverse research endeavors is a significant advancement that is pertinent to the community.

Various studies have yielded findings and models that are highly suitable for implementation in the post-COVID-19 community. One such model is the inclusive synergy between businesses, MSMEs, and tourist villages. The primary aim of this applied research is to identify solutions for integrating inclusive businesses with tourist villages in seven specific locations within Jembrana Regency. This initiative is highly advantageous for the village community, encompassing both tourism stakeholders and the local residents, as they collaborate in an all-encompassing enterprise that promotes and sustains tourist villages.

2. Literature review

The proliferation of tourist villages in Bali has significantly increased since its inception as an alternative tourism business model. Numerous tourist villages encounter the limitations of scarce resources^[3],

encompassing financial, intellectual, and technological aspects. Furthermore, restricted market entry frequently hinders the dissemination of products or services provided by tourist villages to a broader market, thereby limiting the realization of local economic potential. The presence of insufficient infrastructure, including road accessibility^[4], lodging amenities, and internet connectivity^[5], poses a significant hindrance to the advancement of tourist villages^[6]. This hampers the village's capacity to allure tourists and attract potential financiers. Conversely, although tourist villages are now acknowledged as a revenue generator, it is frequently observed that local communities are not extensively engaged in their administration or receive fair economic advantages. Consequently, there is a disparity in the allocation of advantages and a heightened likelihood of amplified social disparity. In reality, village communities frequently possess limited expertise and understanding to create and promote tourism products that are necessary to compete in a broader market.

The inclusive business integration model for packaging tourism villages is a crucial and strategic approach for harnessing the potential of tourism villages^[7]. This concept emphasizes the significance of developing a business ecosystem that is not only profitable but also inclusive and sustainable^[8]. Within the realm of tourism villages, the primary challenges frequently encountered include constrained resources, insufficient infrastructure, and an absence of market opportunities for local enterprises^[9]. Consequently, tourism villages frequently struggle to effectively compete in the broader tourism market. Incorporating inclusive business practices into the development of tourism villages is a viable solution that can facilitate the empowerment of local communities. This model enhances the appeal of tourism villages, transforming them into not only appealing destinations but also hubs where local communities actively participate in the various aspects of the tourism industry. These aspects encompass local product development, community empowerment as a whole, and the utilization of technology to enhance market access. The primary obstacle lies in effectively executing this inclusive business model to ensure it generates sustainable economic advantages for the tourism village community while enhancing local cultural identity and distinctiveness.

Inclusive business, as defined by Gradl and Knobloch^[10] and IFC^[3], refers to a business model that is rooted in the local community and brings advantages to that community. Micro, small, and medium enterprises (MSMEs), which are considered inclusive businesses in Jembrana Regency, are highly prioritized by both the Regent and the local community. Bali Province is currently prioritizing the promotion of export-oriented micro, small, and medium enterprises (MSMEs) in Jembrana Regency^[11]. The export-oriented micro, small, and medium enterprises (MSMEs) encompass activities such as Vaname shrimp farming, cocoa production, and ant sugar production^[12]. The MSMEs in Jembrana Regency encompass a wide range of local products intended for both local and national consumption, in addition to those focused on export-oriented production. Being a community-oriented enterprise, our business benefits from increased diversity and creativity, as it allows for the realization of ideas from a multitude of individuals in limited quantities.

Inclusive talent management, as elucidated by Gupta and Ghersi^[13], posits that effective control of greenhouse gas emissions can lead to both rapid and inclusive economic growth, thereby exerting a significant influence on the Indian economy. Garg^[14] further elucidates that a growing consumer consciousness and demand for a wide range of products are compelling companies to engage in inclusive business practices. Nevertheless, every company undoubtedly employs a distinct approach to effectively involving external stakeholders. Luhur^[15], representing the Department of Cooperatives and MSMEs, provided a concise definition of inclusive business as a commercially viable business model that produces goods and services for individuals at the lower end of the economic hierarchy, integrating them into the company's value chain. While there is no explicit legislation regarding inclusive business in Indonesia, both the government and private sector have implemented various initiatives and programs to promote the growth of small and medium enterprises (SMEs) and encourage inclusive business practices. The government has implemented various policy

instruments outlined in the guidelines to encourage inclusive business. These include strategies and action plans to foster a conducive environment for inclusive business, institutions dedicated to promoting inclusive business, and investment incentives specifically designed for inclusive business ventures^[15].

Likoko and Kini^[16] assert that current inclusive business models primarily prioritize social inclusiveness, emphasizing human rights and dignity, while giving less attention to environmental or rational inclusiveness. ADB (Asean Development Bank)^[17] asserts that inclusive business has a profound and positive impact on the lives of women in Asia, disregarding gender as a factor. The resultant model yields both economic and societal advantages and can be optimized for intricate matters pertaining to gender parity. This business embraces inclusivity by actively engaging women and even the most marginalized communities within the village. This demonstrates the business's commitment to long-term viability and sustainability. According to a study conducted by Sutapa et al.^[18] in the field of sustainability, the participation of village communities in the development of tourist villages, along with their diverse small and medium-sized business endeavors, plays a crucial role in ensuring the long-term viability of the village in terms of its economic, social, and environmental dimensions.

The study conducted by Karta et al.^[19] compares tourist villages in Bali and Andhra Pradesh, India. It highlights variations in the viewpoints and administration of these villages, which have distinct impacts on both managers and local communities. In Indonesia, the management of tourist villages involves collaboration between the community and managers. However, in Andhra Pradesh, India, the management of tourist villages is solely handled by the government, private sector, and individuals. As a result, local communities are limited to being employees rather than managers. Karta et al.^[20] discovered that the collaboration and coordination among micro, small, and medium enterprises (MSMEs) involved in the packaging project in Cepaka Tabanan tourist village have the potential to enhance community engagement and yield economic and environmental advantages for the local population. The MSMEs affiliated with inclusive businesses in Cepaka village will be collectively integrated into the tourist village's packaging program.

Expertise is necessary when it comes to packaging a tour package. The compilation of a tour package involves the combination of various components, such as MSMEs, natural phenomena, cultural traditions, artistic expressions, distinctive features, and even traditional cuisine. According to Karta et al.^[19], implementing an effective branding strategy in a tourist village will enhance the perception and reputation of the associated tourism destination. This elucidates the necessity of implementing a specific approach to arranging captivating endeavors within a tourist village. According to the tourism village packaging models in Bali, a tourist village that is centered around community life must possess a compelling selling point to attract visitors.

Effective management of packaging tourist villages can yield favorable outcomes when complemented by the implementation of technology based on digital platforms. According to Pratiwi et al.^[21], the implementation of digital marketing has a beneficial effect on the sales of Gringsing weaving products. Utilizing social media platforms, online retail platforms, and innovative content can enhance brand exposure, expand into international markets, and entice customers. The gringsing weaving industry faces various challenges, such as a deficiency in expertise and proficiency in digital platform management, as well as a scarcity of human resources. The participation of millennials in digital marketing facilitates the expansion of local products into international and global markets. The involvement of digital technology experts and millennials in leveraging social media platforms to promote tourist villages has led to an increase in both promotion and tourist visits. Consequently, this has directly enhanced the reputation of local tourist villages.

3. Materials and methods

The primary data for this study consist of the findings from the observations conducted in seven tourism villages located in Jembrana Regency, West Bali. The Jembrana Tourism Office facilitates discussions with tourism village managers, including leaders of tourism awareness groups and their representatives and members, as part of the tourism village digitalization program. These discussions, known as Focus Group Discussions (FGDs), involve 27 key informants. Further analysis was conducted on all supplementary materials, data, and information pertaining to the incorporation of business inclusion into the tourism village package. This study is qualitative applied research that utilizes an implementation model to support the packaging of inclusive businesses in the Cepaka tourist village. Originally, this research project was conducted in Cepaka Village, which housed a total of 10 inclusive businesses within the tourist village. These businesses were provided with guidance and direction to ensure their active participation in all tourist village activities.

This study also examines the effects of incorporating inclusive business practices on the growth of tourist villages, encompassing the augmentation of income, the equitable distribution of economic advantages throughout society, and the conservation of culture and the environment. A series of comprehensive interviews were carried out in stages with 27 key informants who are managers of tourist villages. This was followed by a group discussion led by the Jembrana Regency Tourism Office. Another crucial informant who participated was a digital marketing specialist who aided in the digitization of marketing for tourist villages in West Bali. In addition, this model was implemented in seven tourist villages located in Jembrana, West Bali. These villages are: 1) Bunut Bolong Tourism Village; 2) Ekasari Tourism Village; 3) Berangbang Munduk Nangka Tourism Village; 4) Ambenan Ijo Gading Tourism Village; 5) Maritime Tourism Village; 6) Melaya Passih Tourism Village; and 7) Blimbingsari Tourism Village. A survey in the format of a Google Form was disseminated to tourism stakeholders from every village in order to investigate the range of activities present in all tourist villages and the various types of inclusive enterprises that facilitate them.

During the FGD forum, a business synergy model was developed to promote inclusivity in the Jembrana Regency community. The tourism village packaging model, derived from Cepaka Village, was implemented in various tourist villages in West Bali. This involved integrating the unique, inclusive businesses found in each village. By adhering to the established template, every village can create and present its tourism packages in an authentic and distinctive manner, showcasing superior and sustainable products. According to the findings of this analysis, various tourist village packages were developed and presented in distinct ways based on the individual characteristics of each village.

4. Result

4.1. The model of business inclusive in village tourism Desa Cepaka 2021

The Cepaka Tourist Village has successfully implemented an inclusive business synergy model, as documented by Karta et al.^[20] and can be seen in **Figure 1**. This model serves as a valuable reference for organizing activities in various tourist villages within Jembrana Regency. The provided image illustrates the operational endeavors of Micro, Small, and Medium Enterprises (MSMEs) in Cepaka Tourist Village, which are harmoniously integrated into an alluring tourist village package that can be experienced during either a half-day or full-day excursion.

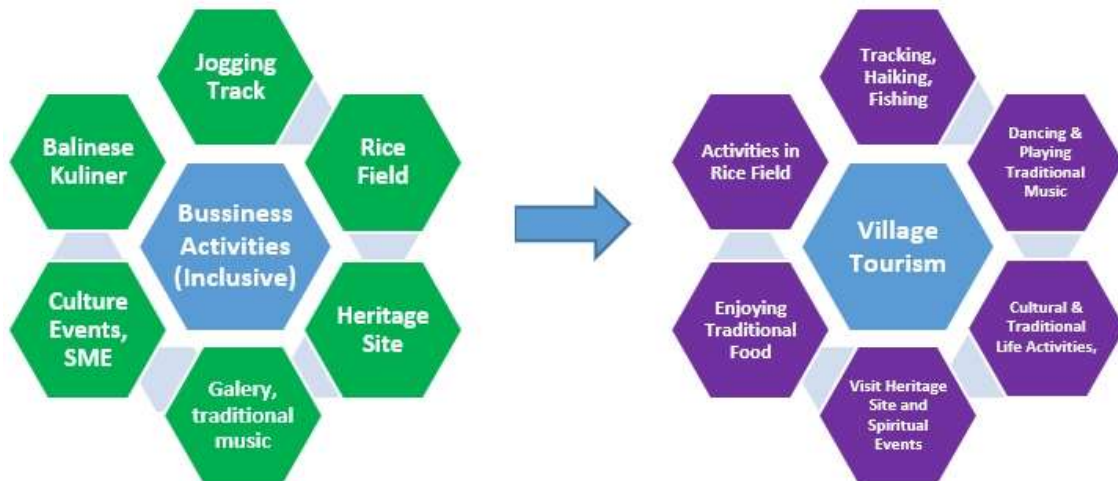


Figure 1. Model synergy of business inclusive in Desa Cepaka^[20].

This model presents a comprehensive outline of the procedures involved in investigating different businesses within the community. These businesses are then organized into destinations and activities, which are bundled together to create tourist village packages. These packages are subsequently promoted through various social media platforms. Every tourist village in Jembrana possesses distinctive attractions and activities. The tourist village package can be enhanced with the addition of local culinary products and a range of tourist activities, creating a community-oriented experience.

The inclusive business integration model for packaging tourism villages functions as both a framework for identifying and developing local potential and a strategic guide for effectively packaging and marketing that potential. This model emphasizes the individuality and exclusivity of each village, enabling the examination and promotion of the specific attractions and activities that define and distinguish each tourist village. This is significant due to the distinct attributes found in each village, which encompass diverse cultural and traditional elements as well as varying natural resources. This model enables the exploration and advancement of various facets of village life, serving not only as a tourist attraction but also as a viable and all-encompassing business prospect that promotes sustainability.

The model additionally offers instructions on how to seamlessly incorporate local community activities into tourism packages, resulting in genuine and captivating experiences for tourists. This entails transforming local products, such as handicrafts and traditional foods, into immersive encounters, such as cultural workshops or agricultural tours. These activities not only enhance the tourist experience but also yield direct economic advantages to local communities. Moreover, the utilization of social media and digital marketing tactics enables tourist villages to access a broader and more heterogeneous market. This inclusive business model not only preserves the genuineness and durability of the village but also guarantees that the tourist village can effectively compete in the global tourism industry.

4.2. Inclusive business synergy model in the Jembrana tourism village in west Bali

Within the framework of this study, comprehensive interviews were carried out with seven informants from each tourist village. Based on the interview findings, it was determined that each village possessed distinct benefits.

4.2.1. Bunut Bolong tourism village, Manggissari

In an interview with Mr. Cokorda, it is elucidated that this tourist village is distinguished by the presence of a substantial bunut tree, whose roots traverse the road, creating a sizable cavity that allows vehicles to

traverse through. Due to the perceived mystical significance of this tree, the bridal party is prohibited from entering the hollow. In close proximity to the trees as seen in **Figure 2**, lies a revered temple, and in its vicinity are significant archaeological remnants, specifically the Sarcovagus.

The tourist village offers a range of attractions, activities, and community-based businesses for visitors to enjoy. These include taking selfies at Bunut Bolong (as seen on **Figure 2**), exploring the archaeological sites of Batu Palungan and Sarcopagus, witnessing the twin waterfalls, embarking on forest tracking and Naga Valley exploration, savoring coffee amidst the misty ambiance of Dragon Valley, visiting a cattle farm, learning Balinese dance and gamelan, and indulging in traditional Balinese cuisine.



Figure 2. Dragon Valey, Bunut hole tree, Sarcopagus.

This trip with various attractions and activities certainly gives quite varied impressions for tourists.

4.2.2. Ekasari tourism village

Anom, the manager of this tourist village, stated that the village is situated in close proximity to the dam and boasts expansive brown fields. These varying circumstances result in disparities when it comes to determining the activities and attractions provided to tourists. The tourist village offers a range of activities, such as renting boats at Palasari Dam, visiting selfie spots at Palarejo Village, taking religious tours to the church and Maria Cave, exploring cocoa plantations, learning to dance, and savoring traditional Balinese culinary delights, including satay and suckling pig. **Figure 3** shows a couple of these places of interest, such as the museum, church, dam, and bay.



Figure 3. Gilimanuk Museum, Ekasari Church, Palasari Dam and Gilimanuk Bay.

The existence of the Gilimanuk Museum also provides a valuable experience for tourists who visit to enjoy the atmosphere of the dam or for religious tourism to visit historic churches in Bali.

4.2.3. Berembang Munduk Nangka tourism village

According to Artida, Munduk Nangka village is abundant in jackfruit plants, vegetables, coconuts, cattle breeding, fishing, eel farming, and pigeon breeding. Given the village's abundant plantations and fishery products, the tourist activities offered in this village are closely tied to the village's capacity. Within this village, skilled artisans specialize in crafting items from coconut shells, producing coconut brown sugar, and creating various traditional delicacies, including eel crackers, processed jackfruit, rabbit satay, fish pepes, and other

traditional snacks. Additionally, there is a location designated for healing, which attracts numerous individuals seeking both physical and spiritual purification. These places of interest can be seen in **Figure 4**. Tourists visiting this village prioritize the invitation to experience the village's lifestyle, which includes access to nutritious organic food and affordable traditional culinary options. In addition, the community also possesses the customary art form of JEGOG, specifically a bamboo gamelan ensemble, which is consistently showcased during performances in Jembrana Regency.



Figure 4. Munduk Nangka garden, spot selfie, pigeon breeding, and fishing pond.

Tourists who come to visit the Munduk Nangka tourist village get complete tourism services in one visit.

4.2.4. Ambenan Ijo Gading tourism village

Ambenan Ijo Gading Village (as seen in **Figure 5**) exhibits a robust presence of Islamic culture. Mr. Muchtar, the spokesperson for the chairman of the village tourism management group, elucidates that this village possesses the distinctive attribute of being a producer of Loloan woven cloth. A significant number of individuals in Ampenan village demonstrate creativity in various activities such as pigeon breeding, hydroponic vegetable cultivation, and the preparation of traditional dishes like satay and pigeon peleceng. The village's culture of residing on stilts, which is distinguished by local artistic dances, frequently entails hosting community-oriented artistic gatherings that attract tourists from diverse backgrounds. If this village consolidates tourist attractions and activities that are rooted in indigenous knowledge, featuring the distinctive Loloan weaving, Loloan boat rides, and the highly sought-after pigeon cuisine, then the sustainability of this tourist village is assured.



Figure 5. Spot selfie, boat dock, coffee house, and outdoor garden of Ambenan Ijo Gading.

The creativity of the young generation of this village was able to create a state-owned company, namely the state electricity company, which provided assistance in building a reading house for school children.

4.2.5. Bahari tourism village

As the name suggests, Bahari village (as seen in **Figure 6**) is characterized by villages around the sea. Most of the people in this village work as fishermen. The manager of this tourist village, Suryadi, explained that the village's location near the beach with papaya plantations gives tourists the opportunity to go on a papaya picking tour. There is also a camping area with a jogging track and fishing spots. The traditional Mekepung culture (cow race) is often performed on the beach. Tourists are very enthusiastic about watching and participating in this event. In addition to the cultural offerings, they can also enjoy a culinary tour with a

menu of sea and freshwater fish as well as processed foods typical of the port coastal area.



Figure 6. Marine tourism attractions and views of Perancak Beach.

The estuary and beaches of this tourist village possess an equal level of beauty to that of Kuta and Lovina beaches. The engagement in diverse water-based activities enhances the vibrant ambiance, gradually enticing tourists to revisit.

4.2.6. Melaya Passih tourism village

This village is in close proximity to the coastal region. An interview conducted in 2022 with Mr. Nano highlights the exceptional potential of this village, characterized by a wide range of professions among its residents. These include fishermen, buffalo breeders, producers of organic fertilizer, micro, small, and medium enterprises (MSMEs) engaged in fish product manufacturing, and those involved in the processing of lobsters. Some of these activities can be seen in **Figure 7**. This village is renowned for its artistic contributions, particularly in the fields of rindik and joged. By structuring it as a comprehensive tour package, visitors to this village will be thoroughly pleased with the array of activities and attractions available to them. The activities include dance lessons, rindik performances, spectating cow races on the beach, fishing excursions, visits to buffalo farms, and concluding with culinary tours featuring traditional menus consisting of fish, chicken, and various meats. This tourist village is made instagrammable by its camping grounds, which feature swings and appealing coral selfie spots. The existence of diverse associations, such as sekehe rindik, mancagra associations, jogging clubs, dance studios, and other artistic organizations, significantly enhances the appeal of this village for tourists.



Figure 7. Makepung tradition, jegog and joged bungbung performance.

4.2.7. Blimbingsari tourism village

The Blimbingsari Tourist Village is the inaugural tourist village, characterized by efficient management and captivating attractions. The origins began with the missionaries clearing the land during the Second World War. Fibri, a resident of Blimbingsari village and proprietor of a homestay enterprise, elucidated that the village's predominant population engages in agricultural and horticultural pursuits, resulting in a prosperous livelihood through the yield of their gardens. The village has experienced growing fertility and prosperity due to the establishment of chicken and cattle farming operations, as well as the presence of micro, small, and medium enterprises (MSMEs) engaged in the production of snack chips, palm sugar, coconut processing, chocolate, and coffee. Religious tourism packages cater to both international and local tourists, offering them valuable opportunities to engage in meaningful experiences aligned with the Christian faith. The churches

shown in **Figure 8** featuring architectural designs reminiscent of Balinese temples are highly distinctive and uncommon. The proximity of the location to West Bali National Park, renowned for its avian and cervine reserves, renders this area highly favorable for tourists with an affinity for botany and zoology.

Being the pioneers in offering religious tourism services, an increasing number of individuals are establishing comprehensive enterprises in the form of homestays and other service hubs, including mini-markets, cafes, restaurants, and tour guide services. Additionally, numerous cohorts of international students embarked on spiritual expeditions while camping in this village. Local communities greatly benefit from small businesses that encompass all sectors of society. The economy is experiencing growth, with a concurrent rise in per capita income. Additionally, the activities of this tourist village are positively influencing the quality of education and health.



Figure 8. The church with Balinese architecture, the main gate, and the brand of Blimbingsari.

This tourist village adds a unique element to the overall landscape of tourist villages in Bali. The Bali government has identified spiritual tourism as an alternative form of tourism and is actively promoting its development. This type of tourism focuses on villages that offer exceptional cultural and spiritual activities. Blimbingsari village boasts abundant cocoa, coconut, and coffee plantations, offering the potential for producing edible souvenirs. MSMEs package these products for the purpose of selling them to tourists who visit Blimbingsari. This activity has economic, social, and environmental implications.

5. Discussion

5.1. Models of tour packages offered

The tourism villages in Jembrana Regency were studied, and seven of them were surveyed. Each village had different inclusive businesses. The integration model of inclusive businesses in these tourism villages can be seen in **Figure 9**.

The packaging of activities undertaken during visits to tourist villages also varies, contingent upon the specific village being visited. For instance, Bunut Bolong Tourism Village will commence its activities in a sequential manner, beginning with number 2, followed by 3, then 4, then 5, and finally 1. Alternatively, the activities can be arranged in a different order based on the type of activity and the preferences of the tourists. The activity packages and culinary offers in each village are tailored to the unique benefits of each village.

Tourist villages provide customized digital promotional videos that are specifically designed to showcase the activities they offer. Digital social media platforms such as Instagram accounts, Facebook, websites, videos, and other promotional media provide convenient access for tourists to explore and select captivating destinations to visit.

There are numerous economic participants involved in this tourist village enterprise. These individuals are part of MSME (Micro, Small, and Medium Enterprises) groups, which include local communities comprised of housewives and community members engaged in occupations such as farming, fishing, artistry,

and other cultural professions. The products they manufacture are packaged as souvenirs and subsequently promoted concurrently in the tourist villages. The tour package model offered by each tourist village is promoted through various promotional media or digital platforms. The advent of digital technology facilitates the production of promotional photos and videos for the products and services offered by tourist villages.

INCLUSIVE BUSINESS MODEL FOR TOURISM VILLAGES IN JEMBRANA DISTRICT

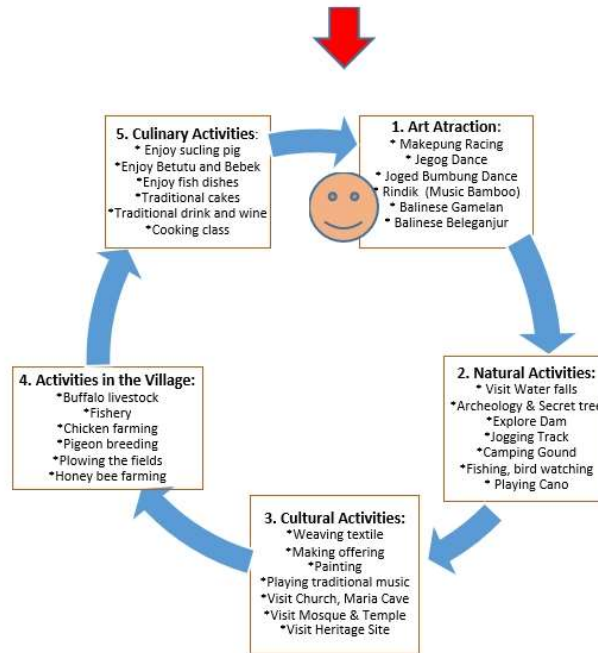


Figure 9. Circle of activities in village tourism in west Bali.

5.2. Sustainability of tourism villages

Tourist destinations that are designed and established as tourist villages have the potential to exert the greatest influence on the local community and stakeholders in the tourism industry. The economic advantages experienced by local communities, particularly women, engaged in establishing inclusive enterprises in tourist villages vary significantly, contingent upon the nature of their involvement. Women and homemakers who offer traditional cuisine to be served to tourists, as well as arts and culture professionals who work as dance instructors, carving instructors, and traditional music instructors, receive significant economic advantages in the form of income. Similarly, local communities can also reap environmental and social advantages.

Tourist villages possess the capacity to induce physical transformations and foster a more receptive and forward-thinking mentality through their diverse range of activities. The revitalization of river areas, the preservation of heritage sites, the establishment of plantations and coastal areas, and the organization of food stalls and photo spots for promotional media have all yielded favorable outcomes. The environment, previously characterized by filth and disorder, underwent a transformation, becoming pristine, aesthetically pleasing, and alluring. If all the components of this comprehensive business endeavor are effectively integrated and presented, it will result in economic benefits for all participants, thereby positively affecting the well-being of the local village communities.

Large businesses have the ability to make positive contributions to even the smallest communities, and small businesses also possess significant potential to enhance societal civilization. Taecharungroj and Prasertsaku^[22] conducted a study that identified key qualities in lower-class hotels (dormitories) that can enhance their business potential and contribute positively to the local community. By establishing a robust

brand identity as a small business, the long-term viability of the business can be guaranteed. These integrated community-based enterprises have gained popularity in the development of tourist villages in Jembrana Regency. Within the realm of digital marketing, endeavors to establish digital platforms in every tourist village in Jembrana offer a diverse range of captivating tourist village packages to explore in West Bali.

6. Conclusion

The study conducted in Jembrana Regency analyzed seven tourist villages with diverse creative tourist village offerings and inclusive businesses that engaged local MSMEs. Based on the findings, the following conclusions can be drawn:

- 1) The implementation of an inclusive business integration model in Cepaka village, Bali, has had a notable effect on empowering the local communities. This model effectively incorporates communities into the process of developing tourism villages, ensuring that they are not only recipients but also engaged participants. This encompasses participation in economic endeavors, the safeguarding of cultural heritage, and the responsible administration of renewable resources. Therefore, the implementation of this model in Jembrana, Bali, would greatly contribute to enhancing the well-being of the local communities and safeguarding the culture and traditions of the Balinese people in western Bali.
- 2) The research findings indicate that implementing an inclusive business model in Cepaka village, specifically in the tourist village of Jembrana, West Bali, has yielded favorable outcomes for the economic, environmental, and social aspects of the community. Seven packaging models were created for tourist village packages, each offering various activity options. The implementation of this initiative successfully augmented the revenue generated from tourism activities in the village, facilitated a more equitable distribution of economic advantages among the village communities, and generated employment opportunities. This model adopts an inclusive and sustainable approach, which guarantees that economic growth does not inflict harm upon the environment or neglect the social and cultural dimensions of the village.
- 3) This study also emphasizes the significance of digital technology in enhancing the prominence and availability of tourist villages. Utilizing social media, digital platforms, and online marketing strategies in each tourist village has demonstrated efficacy in expanding audience reach and promoting village tourism products. This also creates opportunities for tourist villages to compete in the global tourism market, but it also poses challenges in terms of the capacity and skills required to effectively manage these digital tools.

Acknowledgment

Mr. Cokorda is highly regarded for his work as an environmental activist, observer, and savior. The preservation of Bunut Bolong village is evident in the diverse range of plants that adorn the Naga Valley, creating a truly captivating sight. The local community has taken great care to preserve cultural relics such as sarcophagi and sacred pancorans found around the temple. Mr. Anom, in his role as the manager of the Ekasari tourist village, strategically plans and oversees the development of the village located near the dam, with the aim of transforming it into a captivating tourist destination. Service facilities such as canoes and designated selfie spots are available for use. Mr. Artida plays a crucial role as an informant for Berambang Munduk Nangka Village Tourism. His vast expertise in natural resources and eco-friendly practices makes a valuable contribution to the sustainable development of the tourism industry in this village. As the manager of the Ambenan Ijo Gading tourist village, Mr. Muchtar highlights the village community's commitment to

preserving the environment and rivers through their proactive engagement in routine activities. Visits to this tourist village are marked by a strong emphasis on reading and enhancing education for the residents of the village. Mr. Suryadi, the manager of the Bahari tourist village, focuses on enhancing tourist experiences by maximizing the utilization of sea water. This includes activities like canoe tourism, cattle racing on the seashore, and culinary tourism. Mr. Nano, in his role as the manager of the Melaya Passih tourist village, offers a range of services including camping grounds, traditional bamboo musical instrument art, and culinary specialties from the local area. As an observer of the Blimbingsari tourist village and a homestay owner in the area, Mrs. Fibri has a strong emphasis on religious tourism. She also combines it with culinary tourism and partners with local MSMEs to offer visitors unique village products as souvenirs and local specialties. Mrs. Dewa Ayu Swandewi holds the position of Assistant Head at the Jembrana Regency Tourism Office. She took the initiative to digitize and package tourist village packages in Jembrana Regency, ensuring their attractiveness and long-term viability. Swandewi plays a crucial role in facilitating communication and collaboration between the pentahelik and the tourism industry in Jembrana. This fosters positive interactions and contributes to the overall development of the tourist village.

Author contributions

The research was initiated by IKPS, who recognized the potential of several tourist villages in Jembrana. These villages could greatly benefit from the expertise of professionals in repackaging and synergizing with the existing inclusive business units in the area. Suarthana also supports research activities in partnership with the Triatma Surya Jaya Foundation. NLPK, a lecturer specializing in management science with a focus on tourism marketing, has developed a model for integrating MSMEs as inclusive businesses. This model supports the sustainability of tourist villages and inclusive businesses. Agustini was responsible for preparing the original draft of the research, designing the methodology, supervising the project, corresponding with others involved, and overseeing the article until its publication. NMAW conducted interviews with informants to gather insights on management strategies, analyzed the data collected, and completed the articles. NKDI, with a strong academic background in ergonomics, conducted a thorough analysis of this paper from a scientific standpoint. Additionally, she diligently performed editing and reviews to enhance its quality. All authors have carefully reviewed and unanimously approved the published version of the manuscript.

Conflict of interest

The authors declare no conflict of interest.

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