

## **Management of Kemiren Tourist Village based on Culture in Banyuwangi Regency**

Rohimah<sup>1\*</sup>, I Putu Anom<sup>2</sup>, I Nyoman Sudiarta<sup>3</sup>, I Wayan Suardana<sup>4</sup>

\*Corresponding Author

Tourism Study Program, Udayana University, Bali, Indonesia

imablutama@gmail.com, putuanom@unud.ac.id, sudiarta\_ipw@unud.ac.id, suar.dana@yahoo.co.id  
Tel: +62 8214002204

### **Abstract**

The tourism sector drives Indonesia's economy, utilizing cultural diversity for development and preservation. Village tourism focuses on rural experiences, emphasizing cultural, natural, and creative attractions. Kemiren Village in Banyuwangi, East Java, is known for preserving Osing heritage through traditional customs, attracting more tourists, especially during events like the Tumpeng Sewu festival. Challenges in managing cultural-based tourism include the need for professional and sustainable practices to benefit the local community and attraction owners. Further research is essential to create a sustainable model for cultural tourism management in Kemiren Village.

**Keywords:** Cultural, based tourism, village management, kemiren village, Banyuwangi, East Java

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### **1.0 Introduction**

Tourism has become a crucial driver of Indonesia's economy, with cultural diversity being a key potential for tourism development. Tourist villages, as administrative regions with unique tourist attractions, offer experiences of rural life and traditions. Criteria for tourist villages include potential tourist attractions, community presence, local human resources, management institutions, supporting facilities, and market development opportunities for tourists (Ariani et al., 2019). Kemiren Tourist Village in Banyuwangi, strategically located near Bali, is an example of a successful development of natural and cultural potential. Data shows a significant increase in tourist arrivals in Banyuwangi from 1,057,952 in 2013 to 5,307,054 in 2019, with a notable rise in international visitors (Maylinda & Sudarmono, 2021). The Osing Kemiren Tourist Village is renowned for preserving the culture and traditions of the Osing ethnic group ([www.indonesia.travel.com](http://www.indonesia.travel.com), 2021). However, Kemiren Tourist Village faces challenges such as inadequate security systems, lack of clean water facilities, and unorganized services (Lestari & Tripalupi, 2021). Other issues include suboptimal packaging of tour packages and service quality, as well as a lack of professionalism in the culinary business, affecting tourist satisfaction (A.P, 2020; Liana et al., 2020). This research addresses the role of stakeholders in managing culturally-based tourism villages in Kemiren, analyzing the stakeholders' roles in the management of existing culture-based tourism villages in Kemiren, and exploring management practices for culture-based tourism villages in Kemiren Tourism Village. The development of culturally-based tourist villages requires a management strategy balancing cultural conservation and tourism industry needs. Law No. 10 of 2009 emphasizes the importance of systematic and sustainable management that protects cultural values and the environment (Harono et al., 2019). Tourism village management should involve active community participation to ensure economic, socio-cultural, and environmental sustainability (Asker et al., 2010). Given these issues, it is crucial to study management models for culturally-based tourist villages in Osing Kemiren to enhance stakeholder involvement and achieve sustainable economic impact.

### **2.0 Literature Review**

The management model of cultural tourism villages in Yogyakarta reveals that the development of various cultural village models has not yet led to effective culture-based tourism. Cultural villages often focus on complying with cultural department policies and

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managing allocated budgets, which limits their ability to innovate cultural events for tourists. Additionally, the shortage of human resources for managing cultural tourism further hinders development (Pribudi, Pravita, and Supardal 2023). This study can serve as a model for developing culture-based tourism villages in Banyuwangi, aiming to leverage its historical cultural heritage. The Pentahelix Concept is a key framework for fostering synergy among relevant agencies to achieve development goals (Soemaryani, 2016) and is known to boost tourism potential, especially in Indonesian tourism village development (Novianti, 2020). According to Pitana, as cited by Dowling and Fennell (2003), tourism management should emphasize environmental sustainability, communication, and social values to benefit local communities and enhance tourist experiences. Terry's POAC (Planning, Organizing, Actuating, and Controlling) management functions are vital (Handyaningrat, 1990). For stakeholder analysis, one must identify stakeholders, categorize them, and analyze their relationships (Reed et al., 2009). Widodo et al. (2018) highlight that mapping stakeholder relationships, whether documented or practical, provides a clear picture of these connections. Bryson in Hardiansyah (2012) suggests using a two-by-two matrix to analyze stakeholders based on their interest and power regarding an issue.

### 3.0 Methodology

This study focuses on the issues in Kemiren Village, Glagah District, Banyuwangi, highlighting the lack of professional management of culturally-based tourism destinations. Despite increased visitor numbers, this inefficiency has resulted in insufficient and unsustainable economic benefits for the community and tourist attraction owners. A qualitative research method, combined with a critical descriptive approach, will be used to analyze the situation through focus group discussions (FGDs) and NVivo-based questionnaire analysis.

The study will examine village management, especially in relation to the Osing people's culture, covering five key cultural attractions: Pesinauan Traditional School, Osing Cultural Center, Osing Traditional Village, Kedaton Wetan Homestay, and Osing Traditional Architecture Houses. The village's unique cultural heritage, including its ancient traditions and significant annual events like Ider Bumi and Tumpeng Sewu, further underscores its tourism potential. By combining qualitative methods and critical analysis, the study aims to improve the management of cultural tourism, promote sustainable economic growth, and enhance the visitor experience in Kemiren Village, making it a significant model for culturally-based tourism in Indonesia

### 4.0 Findings

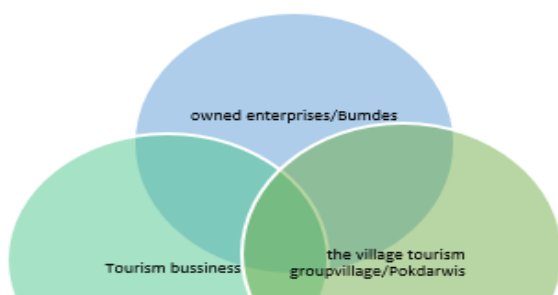
#### 4.1 Role of Stakeholders in Managing Culturally-Based Tourism Villages in Kemiren Village

The role of stakeholders in managing culturally-based tourism villages in Kemiren Village is divided among various entities, including:

##### 1) Tourism Awareness Group (Pokdarwis)

Stakeholders play a crucial role in managing culturally-based tourism in Kemiren Village. This includes local community members, government agencies, tour operators, cultural organizations, and NGOs. Each stakeholder has specific responsibilities: the local community offers authentic experiences, government agencies provide necessary infrastructure and regulations, tour operators facilitate access, cultural organizations engage visitors through events, and NGOs support community empowerment and sustainable practices. Pokdarwis, the village's tourism information center, faces challenges such as a lack of staff presence and missing tourism information boards. It manages tourism initiatives like a Sunday morning snack market and plans for a souvenir shop, with financial transactions overseen by the Village-Owned Enterprises (Bumdes). Collaboration among these stakeholders is essential for enhancing tourism, supporting economic growth, and preserving cultural heritage. The roles and relationships between Pokdarwis Kencana, the tourism business unit, and Bumdes are illustrated in Figure 1.

Figure 1 Relationship of Stakeholder Roles (Bumdes, Pokdarwis, and Tourism Business)



Source: Researcher Documentation, 2024

The chairperson of Bumdes confirmed that Pokdarwis members come from diverse backgrounds, such as farmers, students, entrepreneurs, and homestay operators, without specific membership requirements. The same personnel often manage both Pokdarwis and the tourism business unit under Bumdes. However, the implementation of regulations is lacking, as regular meetings only occur around events. This highlights the need for better regulation enforcement, communication, and collaboration among stakeholders to improve the management and sustainability of cultural tourism in Kemiren Village.

#### 2) Customary community institution

The Osing indigenous community's Customary Institution, formed in 2015, plays a key role in preserving and promoting Osing culture in Kemiren Village, Banyuwangi. Renamed "Lamuk" in 2020, the institution guides cultural tourism and organizes traditional practices like the Gandrung dance, Tumpeng Sewu ritual, and Mepe Kasur ceremony. The Chairperson, selected through community deliberation, leads cultural events and collaborates with Pokdarwis for logistical support. By maintaining cultural authenticity while adapting to modern tourism, the institution enhances the visitor experience in Kemiren.

#### 3) Pesinauan

Pesinauan is a traditional school within the Osing indigenous community of Kemiren, focusing on preserving culture through programs like dance, traditional games, costumes, music, snacks, and lifestyle. Established in 2021 after discussions since 2016, it offers learning sessions on Wednesdays and Sundays, led by cultural experts and community members, communicating primarily in Osing language. It attracts tourists interested in authentic Osing culture, requiring advance reservations for participation in activities like traditional attire and makeup. Supported by the Ministry of Education and Culture, Pesinauan aims to maintain cultural authenticity while educating visitors, emphasizing its role in cultural preservation and tourism.

#### 4) Village Owned Enterprises

Established in 2012, the Village-Owned Enterprises (BUMDes) in Kemiren initially lacked business units but later benefited from the involvement of the village's tourism group (pokdarwis). By 2017, BUMDes had launched a basil food stall and now operates four business units: a tourism unit with the pokdarwis team, an Osing village market, a clean water supply, and a waste bank. Future plans include a souvenir center. The chairman of BUMDes, a key informant in tourism management, stated that business units must contribute at least 30% of their earnings to BUMDes, which funds asset development and business facilities. However, training programs for business operators are still pending. While BUMDes focuses on business development, cultural preservation is managed by the pokdarwis group

#### 5) Kedaton Homestay

Established in 2019, Homestay Kedaton in Kemiren initially served as a family transit place before transitioning to a business in 2020 due to rising tourist demand. Despite pandemic challenges, it welcomed its first guests in 2022. Owner Muhammad Fikri Adila actively participates in Kemiren Pokdarwis and the Banyuwangi homestay association (PRIB), benefiting from market networking and online sales. The homestay offers services like art packages, traditional buffets, and meeting/workshop facilities, focusing on environmental sustainability and community collaboration. It provides economic benefits to the local area by offering integrated tourist services and contributing to the local economy.

#### 6) Osing cultural house

Osing Cultural House in Kemiren offers cultural attractions and services like traditional performances, Osing dance arts, Tumpeng Sewu meals, and homestay options. Established in 2003, it started with Barong Ider Bumi and Tumpeng Sewu and has evolved to

blend various local attractions. The business, which began before Kemiren was officially designated as a tourism village in 2020, relies on reservations and involves the local community in operations. Despite its success and community involvement, it is not included in official cultural or tourism training programs. Overall, its model focuses on reservation-based services and quality control.

#### 7) Travel Agency

Blutama Tour, a travel agency established in 2010, offers diverse tour packages with a focus on domestic tourism and features Kemiren village prominently. Their tours highlight Kemiren's attractions, including Tumpeng Sewu, Gandrung dance, Gedogan ritual, and Barong Ider Bumi. They facilitate group tours, providing cultural experiences like kue kucur making. Feedback from tourists underscores enriching cultural encounters and the positive impact of tourism on Kemiren. Blutama Tour plays a vital role in promoting Kemiren, enhancing local art and culinary offerings, and improving service standards.

#### 8) Kemiren village government

The Kemiren Village Government, with the village head as a key informant, plays a crucial role in managing the village. The village government effectively facilitates and regulates tourism activities, including the establishment of the tourism village and the recognition of Osing customary institutions. Their official decisions and regulations are essential for maintaining order, promoting sustainable tourism, and preserving cultural heritage. Their active involvement is vital for the successful management and development of Kemiren as a tourist destination.

#### 9) Banyuwangi Culture and Tourism Department

The Banyuwangi Culture and Tourism Office, represented by Mr. Ainur Rofiq, plays a key role in managing Kemiren village by enhancing human resources and promoting destinations. The Office supports Kemiren's events, such as the Tumpeng Sewu, Barong Ider Bumi, and Ngopi Sepuluh Ewu Festivals, and provides necessary facilities. It also offers training programs for tourism practitioners in areas like homestay management and tour planning. The Office aims to improve tourism quality, helping both advanced and startup villages progress to higher stages of development.

#### 10) Academy

Academics, including institutions like Politeknik Negeri Banyuwangi, contribute to Kemiren village through community service and research. However, much of this research is not effectively communicated to the village government, leading to unclear management and development strategies. While higher education institutions are involved in community projects and student research in Kemiren, the Culture and Tourism Office seeks more collaborative and continuous support from academics to optimize the village's role as a learning environment for tourism students. Current academic support is seen as inadequate and sporadic.

#### 11) Media

The media, including the Indonesian Journalists Association (PWI) Banyuwangi Branch and Pawarta, plays a significant role in managing Kemiren village by focusing on education, news, control, and entertainment. Media coverage highlights Kemiren's appeal as a tourism destination due to its awards, festivals, and unique cultural aspects. Kemiren's traditional lifestyle and local events, such as Ngopi Sepuluh Ewu and Ider Bumi, attract media attention, enhancing its visibility and aligning with national programs. The media's interest is driven by Kemiren's distinct features and the local government's engagement, making it a compelling subject for news reporting.

### 4.2 Analysis of the Role of Stakeholders in Management of Existing Culture-Based Tourism Villages in Kemiren Village.

In analyzing the management of Kemiren's cultural-based tourism village, the process involves three steps: identifying stakeholders, grouping them by importance and influence, and analyzing their relationships. Key stakeholders include Pokdarwis Kencana, which manages tourism and cultural events; Bumdes, which develops tourism facilities; Pesinaan, which preserves traditions; and Homestay Kedaton Wetan and Rumah Budaya Osing, which benefit from tourism. The next step is to categorize these stakeholders based on their level of interest and influence using qualitative measurements.

Table. 1 Qualitative measures of stakeholder influence

No	Level of Stakeholder Influence/Power	Criteria	Score
1	Does not affect the management of tourist villages	Low	1-5
2	Less influence on the management of tourist villages	Not enough	6-10

3	Enough to influence the management of tourist villages	Enough	11-15
4	Influence the management of tourist villages	Tall	16-20
5	It greatly influences the management of tourist villages	Very High	21-25

Source: data processed by researchers, 2024

Table. 2 Qualitative measures of stakeholder interests

No	Level of Stakeholder Interest/Concern	Criteria	Score
1	There is no concern for managing tourist villages	Low	1-5
2	There is a lack of concern for managing tourist villages	Not enough	6-10
3	There is sufficient concern for the management of tourist villages	Enough	11-15
4	There is concern for the management of tourist villages	Tall	16-20
5	There is great concern about the management of tourist villages	Very High	21-25

Source: data processed by researchers, 2024

Assessment of the level of influence/power and interest of stakeholders in the management of the tourism village in Kemiren using four variables in management, namely planning, organizing, mobilizing implementation, and monitoring. The results of the assessment of the level of stakeholder influence in the management of the tourism village are as shown in Table 3

Table 3 Results of Assessment of the Level of Influence of Stakeholders in Tourism Village Management in Kemiren Village, Banyuwangi

No	Stakeholder	Nilai				Total
		P1	P2	P3	P4	
1	Pokdarwis Kencana	5	5	5	5	20
2	Bumdes	5	2	2	3	12
3	Retirees (Customary school)	2	4	4	2	12
4	Homestay Kedaton Wetan	3	3	3	2	11
5	Osing cultural house studio	2	3	3	2	10
6	Indigenous community institution	3	3	3	3	12
7	Banyuwangi regency government	2	1	1	2	6
8	Kemiren village government	3	1	1	3	8
9	Academic (poliwangi, unej, ciputra, uniba)	2	1	1	2	6
10	Media	0	1	1	0	2

Source: data processed by researchers, 2024

Note: P1: Influence on planning, P2: Influence on organizing, P3: Influence on driving implementation, P4: Influence on monitoring

Table 4 Results of assessment of level of concern (interest) of stakeholders in management of tourist villages in Kemiren Village, Banyuwangi

No	Stakeholder	Nilai				Total
		P1	P2	P3	P4	
1	Pokdarwis Kencana	5	5	5	4	19
2	Bumdes	5	4	4	4	17
3	Retirees (customary school)	2	4	4	2	12
4	Homestay Kedaton Wetan	3	4	4	2	13
5	Osing cultural house	3	4	4	2	13
6	Indigeneous community institution	3	3	3	3	12
7	Banyuwangi regency government	3	2	2	2	9
8	Kemiren village government	3	1	1	3	8
9	Academic (poliwangi, unej, ciputra, uniba)	1	1	1	0	3
10	Media	0	1	1	0	2



Source: data processed by researchers, 2024

Description: P1: Concern for planning, P2: Concern for organizing, P3: Concern for driving implementation, P4: Concern for Supervision

Bryson's stakeholder analysis categorizes stakeholders into four groups based on their interest and power:

1. **Contest Setters:** High influence, low interest (e.g., traditional community institutions and cultural schools in Kemiren).
2. **Players:** High interest and high influence (e.g., village tourism group, village-owned enterprises, homestays, and cultural houses).
3. **Subjects:** High interest, low influence (e.g., Kemiren village government and Department of Culture and Tourism, who can gain influence through alliances).
4. **Crowds:** Low interest and low influence (e.g., academics and media, whose involvement should be managed as their roles may evolve).

Figure 2 Matrix Analysis of Stakeholder Roles for Management of Culture-Based Tourism Villages in Kemiren Village, Banyuwangi

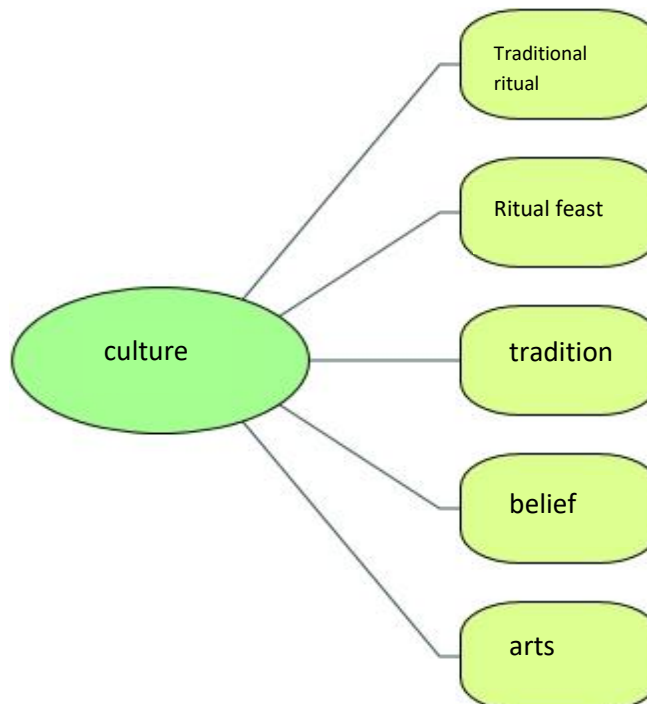
<b>INTEREST</b>  LOW	<b>Subject:</b> 1. <u>Kemiren</u> village government 2. The Department of Culture and Tourism	<b>Players:</b> 1. the village tourism group 2. village-owned enterprises 3. homestays 4. cultural houses in <u>Kemiren</u> .
	<b>Crowd:</b> 1. Academics 2. media	<b>Contest Setter:</b> 1. the traditional community institutions 2. cultural schools in managing the cultural-based tourism village of <u>Kemiren</u> .
	<b>POWER</b>  LOW	

Source: Researcher Documentation, 2024

#### 4.3 Culture Based Tourism Village Management in Kemiren Tourism Village

Observations and interviews with 10 stakeholders, along with a focus group discussion, revealed that Kemiren village's charm lies in its deep-rooted cultural traditions, which have naturally evolved into tourism products. The community's dedication to their culture aligns with social capital theory, emphasizing that Kemiren's tourism appeal is derived from its rich cultural heritage. Data analysis confirmed that Kemiren's attractions include traditional rituals, communal feasts, customs, and art forms, most of which are intangible cultural assets. This consensus underscores the importance of preserving Kemiren's cultural heritage for sustainable tourism development.

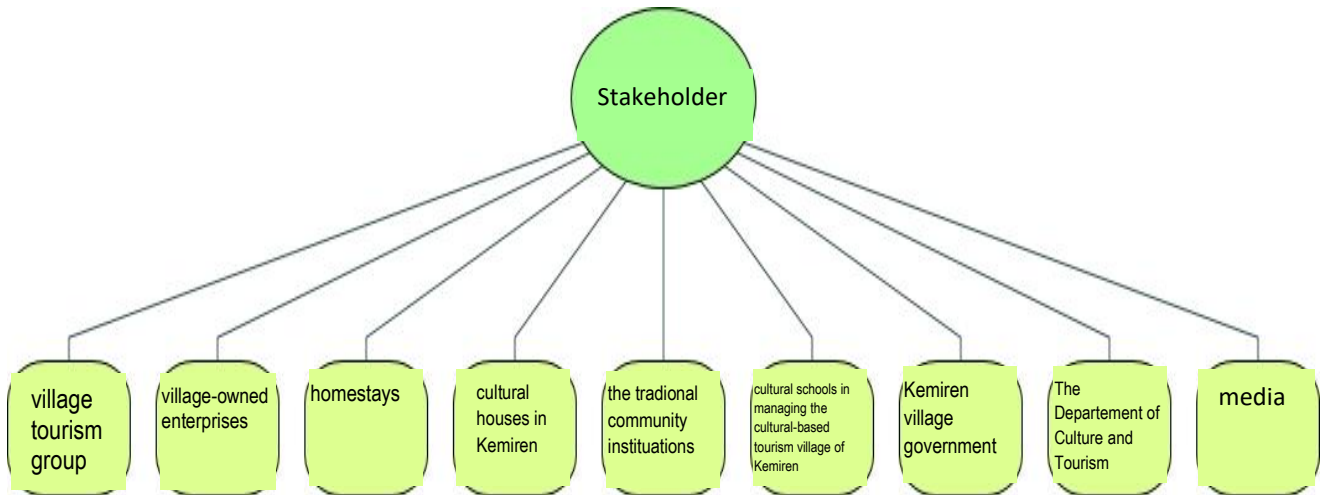
Figure 3 Cultures in Kemiren Village which are tourist attractions



Source: Researcher Documentation, 2024

The Focus Group Discussion identified nine key stakeholders in Kemiren cultural village tourism: pokdarwis, cultural school, Osing cultural house, traditional leader, homestays, BUMDes, village government, and the Department of Culture and Tourism. However, academics, who could bridge gaps between government, community, and private sector, are underrepresented. Academics could enhance tourism management through research, strategic planning, and education, offering valuable insights and training to develop sustainable tourism practices and high-quality products.

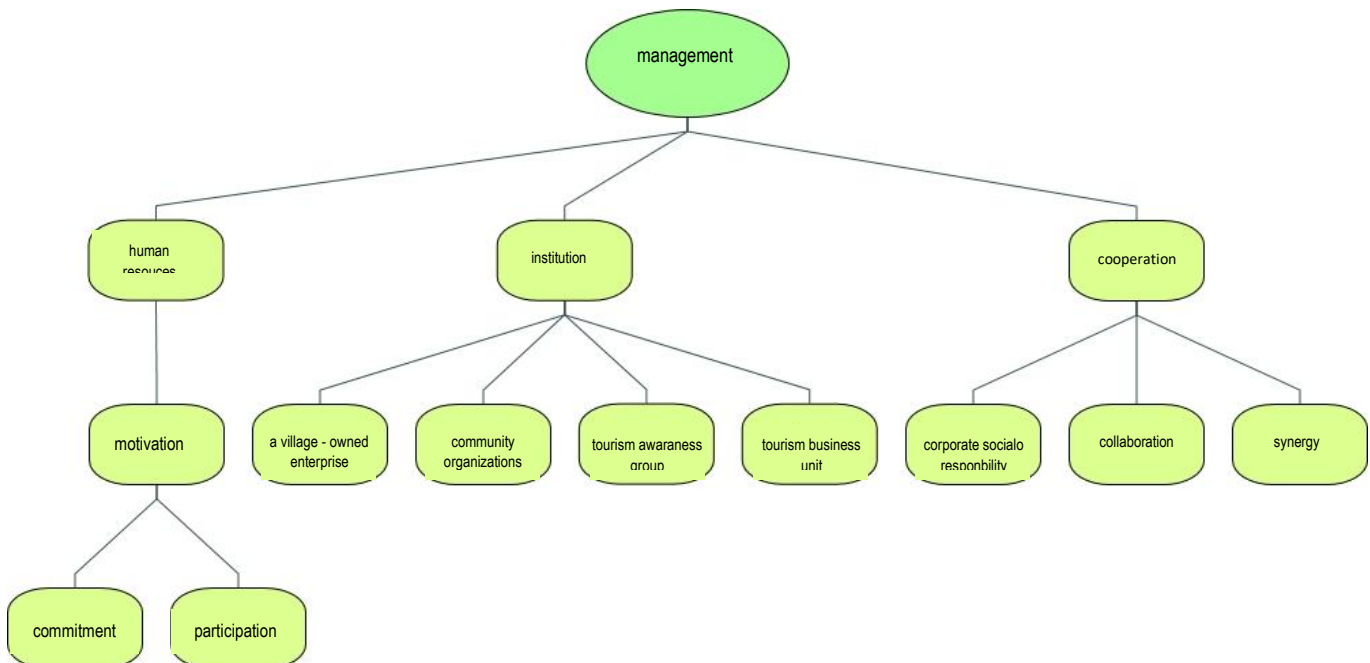
Figure 4 Stakeholders for Culture-Based Tourism Village Management in Kemiren



Source: Researcher Documentation, 2024

The interviews and Focus Group Discussion (FGD) data show that stakeholders in Kemiren cultural village tourism are actively engaged according to their roles. The coordination among pokdarwis, tourism businesses, and BUMDes benefits tourism management, but community involvement is limited to about 20% due to overlapping roles. Enhancing community participation through training and education is crucial for sustainability. Effective communication and organizational capacity are needed to address inconsistencies in stakeholder interactions. The participation of academics, local government, and cultural institutions is vital for holistic management. While progress is evident, improvements in governance, planning, and monitoring are necessary. Overall, strengthened collaboration and continuous improvement are key for the long-term success and sustainability of Kemiren village tourism.

Figure 5 Tourism Village Management Models in Kemiren Village

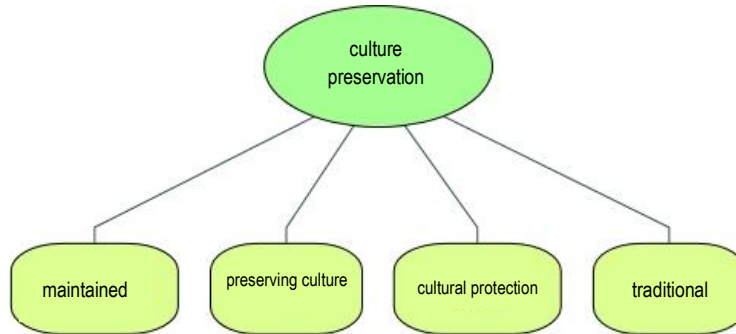


Source: Researcher Documentation, 2024

The village tourism group (pokdarwis) collaborates with stakeholders such as BUMDes, indigenous groups, and homestays, and engages in cultural event planning with the village government and tourism departments. They seek CSR initiatives to improve tourism facilities. However, current planning is limited in stakeholder involvement and focuses mainly on the Suko area, with evaluations

typically done post-event. The Osing cultural house adapts cultural products to tourist demands while striving to preserve authenticity, despite some commodification of traditional ceremonies. Cultural preservation efforts are emphasized by the cultural school leader and art performers at Homestay Kedaton Wetan, who maintain traditional values despite challenges. The village government supports these preservation initiatives.

Figure 6 Cultural Preservation Models in Kemiren Village



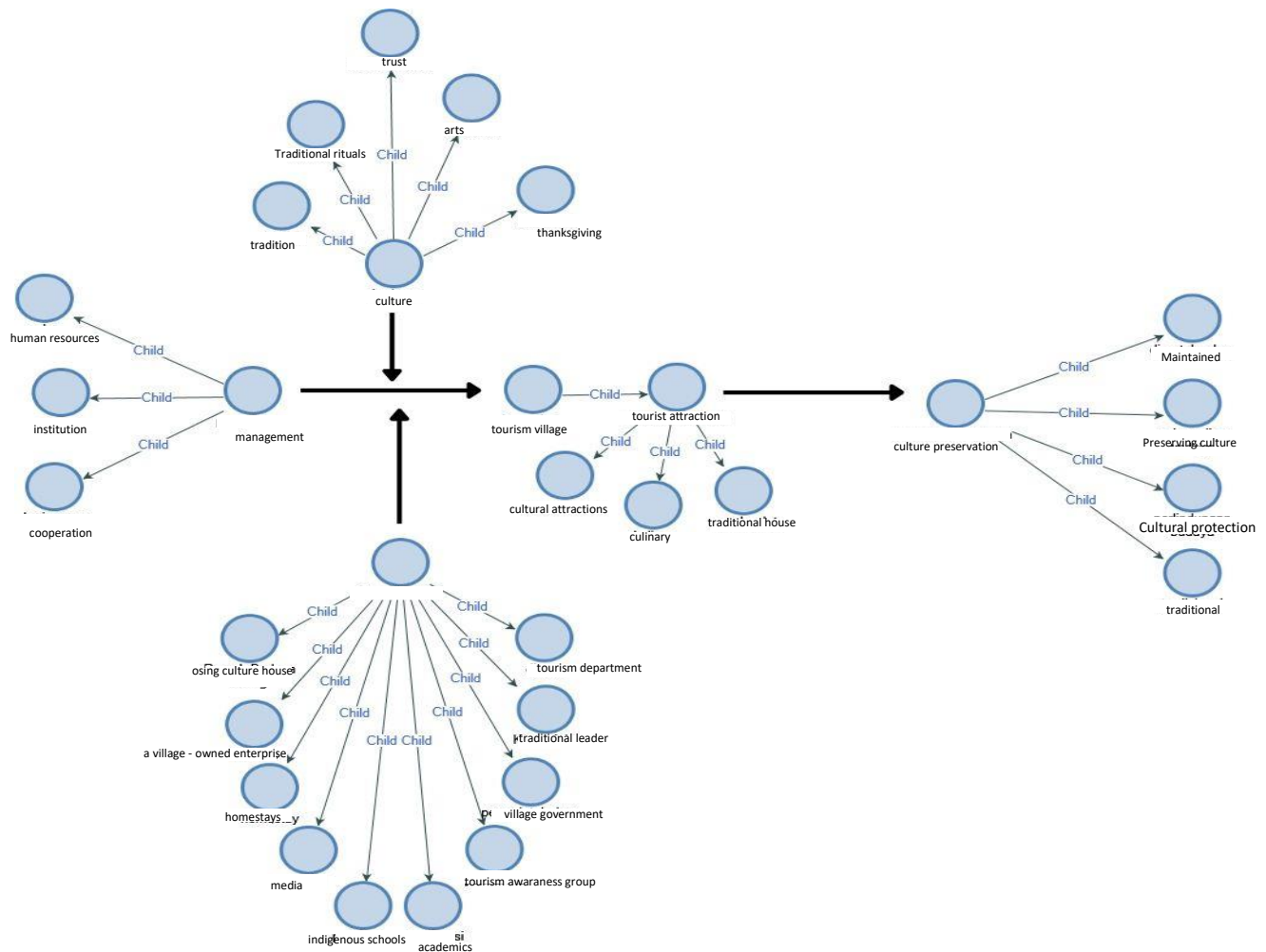
Source: Researcher Documentation, 2024

#### 4.4 Culture-Based Tourism Village Management Model in Kemiren Tourism Village.

Effective management of Kemiren's cultural village tourism involves integrating community-based tourism with strong cultural preservation regulations. Key steps include evaluating management practices, enhancing institutional oversight, and increasing community participation. Developing tourism attractions around traditional houses and local cuisine, while fostering stakeholder collaboration and communication, will support cultural preservation and tourism goals. Bridging and facilitating stakeholder interactions through communication forums can help align objectives and improve management effectiveness.

Figure 7 Culture-Based Tourism Village Management Models





Source: Researcher Documentation, 2024

Kemiren's cultural heritage, including traditional rituals, arts, beliefs, and cuisine, is a key asset for its tourism appeal. Preserving traditional houses and local dishes like Pecel Pitih and Uyah Asem is essential. Future investments and modernization must be managed carefully to avoid cultural commodification. Strengthening cultural preservation through regulations and integrating traditional elements into daily life are crucial. Reviving arts and traditions through festivals and fostering local creative economies can further support these efforts. Collaborations with organizations like the Indigenous Peoples' Alliance (AMAN), given their proximity, can enhance cultural preservation initiatives

### 5.0 Discussion

Active stakeholder participation is essential for managing Kemiren's cultural-based tourism village. While Pokdarwis, tourism businesses, and Bumdes are key players, academic involvement needs improvement. The lack of a facilitated communication forum and a focus on the Suko area may limit the exploration of other cultural potentials. To address these challenges, increased stakeholder engagement, inclusive planning, and cohesive regulations for cultural preservation are needed. This will foster synergy, expand decision-making involvement, and ensure sustainable tourism management in Kemiren.

### 6.0 Conclusion & Recommendations

The research findings conclude that stakeholder participation in Kemiren's cultural-based tourism village is limited by their capacities and backgrounds. While Pokdarwis, tourism businesses, and Bumdes are actively involved, academic support is lacking, and stakeholder synergy is poor, resulting in tokenistic participation. Planning focuses mainly on the Suko area, neglecting other cultural assets and Bumdes businesses. There is no central cultural point, and management is primarily driven by Pokdarwis, tourism businesses, and Bumdes, with monitoring limited to post-events. The absence of cohesive government regulations for cultural preservation and fragmented existing regulations highlight the need for improved stakeholder synergy, broader involvement in planning, and comprehensive regulations for cultural preservation.

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I extend my gratitude to all stakeholders, including Pokdarwis, tourism businesses, Bumdes, academics, local community members, and government agencies, for their valuable contributions to the research on Kemiren's cultural-based tourism village. Your input has been crucial in shaping our conclusions and recommendations for sustainable tourism development. Special thanks to everyone involved for their cooperation and support throughout the study.

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