



## Sustainable tourism village development strategy to improve community welfare through a balanced scorecard approach in jombang regency

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### ABSTRACT

The purpose of this study is to analyze and formulate an effective sustainable tourism village development strategy to improve the welfare of the community in Jombang Regency, especially through the Balanced Scorecard approach. The method in this study uses a qualitative case study approach. This study focuses on finding facts about a social phenomenon. Data analysis uses Miles Huberman's qualitative analysis consisting of data reduction, data presentation, and conclusions. The results of the study include four sustainable tourism village development strategies using the Balanced Scorecard approach, namely: 1. The Financial Perspective shows that the contribution of Pandansili tourism to PADes has begun to be seen with an increase in income of around 25%, but there is still a need for diversification of income sources. 2. The Customer Perspective confirms that visitor satisfaction is quite good (78%), but there is still a need for improvement in tourism services. 3. The Internal Business Process Perspective reveals that although BUMDes Maju Sejahtera has had a management SOP, its implementation is not optimal. Service digitalization is needed. 4. The Learning and Growth Perspective highlights the limited competency of local human resources in digital management and marketing. Development strategies should focus on training, empowering the younger generation, and innovating tourism products. In conclusion, overall, the application of the Balanced Scorecard approach provides a comprehensive strategic framework in describing the direction of sustainable development of Pandansili Tourism Village, by balancing financial aspects, visitor satisfaction, internal processes, and human resource development.

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## 1. INTRODUCTION

The basis of the Regional Autonomy policy, which was initially regulated in Law Number 22 of 1999 and then updated through Law Number 23 of 2014, explicitly mandates the active role of regional governments in accelerating the realization of community welfare through improving the quality of public services, empowering and involving the community, and increasing regional competitiveness (Robi, 2023)(Kholik, 2022). Through regional autonomy, each region has the freedom to explore and develop its potential, thus being able to encourage significant progress in their respective regions (Malo et al., 2022)(Fafurida et al., 2023)

This policy opens up opportunities for local governments to maximize their local potential (Asngadi et al., 2021)(Gilang et al., 2021). This diverse local potential covers various sectors, including agriculture, animal husbandry, electronics, textiles and clothing, fisheries, automotive, tourism, and other sectors (Pinuji et al., 2024)(Suharti et al., 2023). In this context, the strategy for developing the rural tourism sector or sustainable tourist villages offers a strong and promising paradigm for improving the welfare of people in Indonesia in a comprehensive and long-term manner (Suharti et al., 2023).

As a consequence of the development of tourist villages, community welfare has increased in various aspects (Arfani, 2022). Economically, tourism creates jobs, increases community income, and stimulates the growth of MSMEs. In the socio-cultural dimension, involvement in tourism villages empowers communities and fosters pride in local identity. Furthermore, environmentally, the existence of sustainable tourism villages encourages nature conservation practices and increases awareness of the importance of the environment (Syarifah & Rochani, 2022).

Jombang Regency, known for its charming natural landscapes and rich cultural heritage (Nur Hidayat et al., 2023). One example of a potentially sustainable tourism village in Jombang Regency is Pandansili Tourism Village. Located in Ngampungan Village, Barend District, this tourism village demonstrates its commitment to sustainability through attention to various aspects, including: 1. Environmental Aspect: The use of natural water sources that flow directly into the swimming pool without chlorine is claimed to provide health benefits. 2. Economic Aspect: The existence of this tourist attraction directly contributes to the growth of Micro, Small, and Medium Enterprises (MSMEs) in the surrounding area, especially through increased activity in food stalls and souvenir sales. 3. Socio-Cultural Aspect: Preservation of the historical value of the Pandansili water source, including the colonial-era pool which is an important artifact and has the potential to be developed as a historical tourist attraction (Nur Hidayat et al., 2023).

According to research (Sudheer, 2021), Research on sustainable tourism villages shows a variety of benefits, including: 1. Economic resilience: creating jobs and reducing out-of-village migration. 2. Ecological resilience: conserving and maintaining the village environment. 3. Social resilience: community development and social funds. 4. Cultural resilience: preserving local cultural wisdom. This is also relevant to research conducted by Sudibya, (2022), Sustainable tourism villages are a concept for developing tourism villages that not only focuses on increasing tourist visits and economic growth, but also on preserving the environment, strengthening local socio-cultural values, and ensuring the sustainability of benefits for current and future generations.

The Balanced Scorecard framework can be an effective communication tool to align the understanding and actions of various stakeholders (local governments, tourism village managers, local communities, tourists, etc.) related to sustainability performance goals and indicators. This facilitates better coordination and collaboration in achieving sustainable tourism village development goals. Robert S. Kaplan and David P. Norton developed the Balanced Scorecard (BSC) approach as a strategic performance

management system. The strength of the BSC lies in its ability to complement the traditional focus on financial measures by incorporating three non-financial perspectives that are crucial to organizational success: the customer perspective, internal processes, and learning and growth (Abidin, 2023)(Sulaiman et al., 2021) (Setiawan, 2021)(Hartini & Habibi, 2023).

A poorly planned tourism development strategy can have negative impacts on the environment, socio-cultural aspects of the community, and even the long-term economy (Polukhina et al., 2021)(Purnamawati, 2021)(Kusumastuti et al., 2024)(Hermawan et al., 2023).

The urgency of this research is based on the urgent need to adopt a sustainable approach to developing tourism villages in Jombang. This means that the formulated strategy must balance economic, socio-cultural, and environmental aspects. The goal is to ensure long-term benefits for the community and the sustainability of tourism assets. Furthermore, this study combines the sustainability approach with the Balanced Scorecard (BSC). BSC offers a more comprehensive framework. Comprehensive here means that BSC covers or considers various different aspects in measuring and managing performance. This is shown by the explanation that BSC does not only look at it from a financial perspective. Therefore, by applying BSC as a holistic performance measurement tool, the success of tourism village development can be assessed from various aspects that contribute to improving the overall welfare of the community. It is hoped that the results of this study can provide a significant contribution to the Jombang Regency government in formulating more effective and sustainable rural tourism development policies and programs. In addition, this study is also expected to be a reference and guide for tourism business actors, tourism village managers, and academics in developing a rural tourism model oriented towards improving community welfare.

What previous research has not explored is that they tend to use a descriptive or evaluative approach to tourism village sustainability, without systematically linking it to a strategic performance management framework that can link vision, strategy, performance indicators, and stakeholder roles. However, the complexity of tourism village management demands measurement tools that assess not only economic aspects but also non-financial dimensions such as visitor satisfaction, the effectiveness of internal management processes, and the learning and development capacity of village human resources.

Balanced Scorecard chosen as the primary approach over other evaluation models, because it has more comprehensive and strategic capabilities than other performance evaluation models, particularly in the context of sustainable tourism village development. Unlike traditional evaluation models, which generally focus solely on financial indicators, the Balanced Scorecard offers a performance measurement framework that integrates financial and non-financial aspects in a balanced and interrelated manner.

The case study approach was chosen in this research because the primary objective is not simply to understand the phenomenon in general, but rather to deeply and comprehensively explore the processes, strategies, and dynamics of sustainable tourism village management within a specific, real-world context. Case studies allow researchers to explore a phenomenon holistically by considering the surrounding social, economic, cultural, and institutional context.

Based on the background description above, the problem that can be formulated is what is the right strategy to develop a sustainable tourism village with a Balanced Scorecard approach?. The aim of this research is to analyze and formulate effective strategies for developing sustainable tourism villages to improve the welfare of the community in Jombang Regency, especially through the Balanced Scorecard approach.

## 2. RESEARCH METHOD

This research uses a qualitative research method design. Qualitative research is an approach to exploring and understanding the meaning that individuals or groups ascribe to social or human problems (Creswell, 2023). Meanwhile, according to Moleong, (2022), Qualitative research is research intended to understand phenomena experienced by research subjects holistically and descriptively in the form of words and language, within a specific, natural context. The approach used is a case study. According to Yin, (2021), A case study is an empirical investigation that examines a phenomenon within a real-life context, where the boundaries between phenomenon and context are not clearly evident, and where multiple sources of evidence are used. This research focuses on fact-finding regarding a social phenomenon with the aim of obtaining answers to in-depth information about a person's social experiences. This approach was chosen to obtain a holistic picture of the conditions of the Pandansili Ngampungan Tourism Village, Barend District, Jombang Regency, its development strategies, and its impact on community welfare.

The type of data used in this study is primary data obtained from structured interviews directly with informants included in the field study process. The selected informants were mapped, consisting of the village head and officials of the Pandansili Ngampungan Tourism Village, the Pandansili Tourism Village Manager, MSMEs and local residents, tourists or visitors. Meanwhile, in this study, secondary data was collected as reinforcement through the tourism village website in Jombang and data from the necessary tourism villages, as well as through articles and journals regarding tourism village strategies.

The data analysis technique used is Miles & Huberman, (2024), consisting of data reduction, data presentation, and conclusions. The following is a detailed explanation of the data analysis stages: 1. Data Reduction. The process of selecting, focusing, simplifying, abstracting, and transforming raw data emerging from written field notes. At this stage, the Chairperson and team transcribe the interview results. 2. Data Presentation: After the data has been reduced and coded, the next step is to present the data systematically and attractively to reveal patterns and relationships. In this process, the Chairperson and team present the data. 3. Conclusion Drawing: The final stage is drawing conclusions from the reduced and presented data, and verifying the findings to ensure the validity and reliability of the findings. 4. The following is a research road map that will be developed over a certain period of time as shown in Figure 1.

With this approach, the qualitative analysis results go beyond narrative findings and are systematically processed into a strategic planning tool using the Balanced Scorecard. This approach strengthens the practical contribution of the research and bridges the theory and practice of sustainable village tourism management.

Tables and Figures are presented center, as shown in Table 1 and Figure 1, and cited in the manuscript before appeared.



necessary to pay attention not only to economic aspects, but also to social and environmental aspects.

To manage this potential strategically and measurably, the Balanced Scorecard (BSC) approach is used, namely a framework that enables comprehensive development decision-making through four perspectives: Finance, Customers, Internal Business Processes, and Learning & Growth (Kaplan & Norton, 2005).

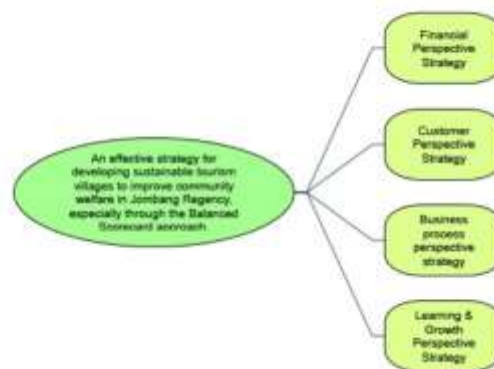


Figure 3. Mind Map of Research Results  
Source: N Vivo 12

#### a. Financial Perspective Strategy

Village revenue from tourism has increased by approximately 25% since professional management was implemented. Revenue comes from entrance fees, parking, and facility rentals. However, the contribution of tourism revenue to Village Original Income (PADes) remains low due to the unstable nature of visitors from outside the village. From a financial perspective, the following strategies need to be implemented: (a) Diversifying revenue sources through educational tourism packages, (b) Developing local MSMEs to increase village economic turnover. (c) Optimizing village fund management

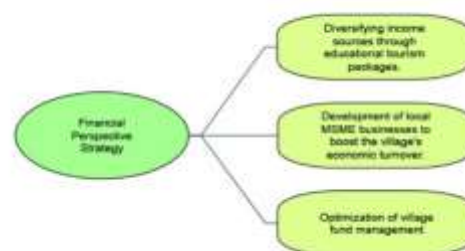


Figure 4. Financial Perspective Strategy Mind Map  
Source: N Vivo 12

#### b. Customer Perspective Strategy

Survey results indicate a fairly good level of visitor satisfaction (78%) regarding the natural beauty and affordable ticket prices. However, there were complaints regarding area cleanliness, parking facilities, and the lack of tourist information on social media. Strategies to improve customer perspective include: (a) Improving tourist services by improving public facilities (toilets, parking areas). (b) Strengthening promotions through social media, the village website, and collaborating with travel communities. (c)

Developing branding for sustainable ecotourism-based tourist villages to increase their recognition.



Figure 5. Customer Perspective Strategy  
Source: *N Vivo 12*

#### c. Internal Business Process Perspective

The "Maju Sejahtera" Village-Owned Enterprise (BUMDes) as the primary manager has established management SOPs, but their implementation remains inconsistent. Digital promotions have not been integrated with the tourism marketplace. Strategies for strengthening internal business processes include: (a) Consistent implementation of SOPs for cleanliness, security, and visitor services. (b) Digitizing services through app-based or website-based tourism information. (c) Developing regular events such as village festivals or educational tours.



Mind Map 5. Internal Business Process Perspective  
Source: *N Vivo 12*

#### d. Learning and Growth Perspective

Tourism management personnel are mostly local, with limited management and digital marketing competencies. From this perspective, the following strategies are needed: (a) Training in tourism village management and digital marketing. (b) Empowering the village's youth as tourism ambassadors and social media managers. (c) Tourism product innovations such as agricultural educational tours, outbound activities, and MSMEs specializing in Pandansili culinary specialties.



Figure 6. Mind Map of the Learning and Growth Perspective

Source: N Vivo 12

The Balanced Scorecard approach helps map out the development strategy for Pandansili Tourism Village to ensure sustainability. Each perspective is interconnected: improving customer satisfaction drives revenue (financial), strong internal processes enhance the tourist experience, and competent human resources foster innovation.

#### 4. CONCLUSION

Based on the research results regarding the Strategy for Developing Sustainable Tourism Villages in Pandansili with the Balanced Scorecard Approach, it can be concluded that there are four strategies for developing sustainable tourism villages using the Balanced Scorecard approach, namely 1. The Financial Perspective shows that the contribution of Pandansili tourism to PADes has begun to be seen with an increase in income of around 25%, but there is still a need for diversification of income sources 2. The Customer Perspective confirms that visitor satisfaction is quite good (78%), but there is still a need for improvement in tourism services 3. The Internal Business Process Perspective reveals that although BUMDes Maju Sejahtera has had a management SOP, its implementation is not optimal. Service digitalization is needed 4. The Learning and Growth Perspective highlights the limitations of local HR competencies in digital management and marketing. Development strategies must focus on training, empowering the younger generation, and innovating tourism products.

This research has several limitations. First, the study used a single case study approach in Pandansili Tourism Village, so the results are contextual and cannot be generalized to all tourism villages. Second, the use of a qualitative approach makes the research results highly dependent on the depth of the data and the researcher's interpretation, although triangulation was performed to minimize bias. Third, the application of the Balanced Scorecard in this study is still limited to the strategy formulation stage and does not include implementation evaluation and long-term performance measurement. Therefore, further research is needed to empirically test the effectiveness of the proposed strategy.

Limitations and Recommendations for Further Research, This research used a single case study and a qualitative approach, so the findings are contextual and cannot be generalized. Furthermore, the Balanced Scorecard was only implemented at the strategy formulation stage. Future research is recommended to use multiple cases, mixed methods, and examine the BSC implementation longitudinally.

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