

## STRENGTHENING LOCAL ECONOMIC RESILIENCE THROUGH INCLUSIVE AND SUSTAINABLE TOURISM: A CASE STUDY OF KUBU GADANG TOURISM VILLAGE

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### Abstract

*The escalating role of tourism as a catalyst for local economic development in Indonesia, particularly within rural communities, necessitates a profound understanding of its effects on societal welfare. This study investigates the impact of inclusive and sustainable tourism practices on fostering economic resilience, using Kubu Gadang Tourism Village in West Sumatra as a case study. Employing a qualitative methodology, this research gathered rich, contextual data through direct observations and semi-structured interviews with a diverse range of local stakeholders, including community leaders, tourism operators, and local residents. The findings reveal a robust post-pandemic recovery, marked by over 500 tourist arrivals in the first quarter of 2025, which has significantly stimulated local economic growth. A key finding is the substantial empowerment of women, evidenced by an increase in households involved in the food and beverage sector from 12 to 30. The study identifies participatory management and collaborative partnerships between the community, local government, and private sector as the cornerstone of effective and sustainable tourism development. The research concludes that Kubu Gadang possesses immense potential to deliver enduring socio-economic and environmental benefits. Consequently, the findings offer significant implications, providing a replicable model for other rural villages in Indonesia to emulate, guiding the development of their own inclusive and sustainable tourism strategies to enhance community welfare and economic resilience. For long-term viability, it is recommended that future policies and strategies intensify community participation and ensure a more equitable distribution of tourism revenues.*

**Keyword:** *Inclusive Tourism; Sustainable Development; Local Economy; Community Engagement*

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### INTRODUCTION

Indonesia, as an archipelago endowed with natural wealth, historical heritage, and a variety of cultures, presents significant potential and serves as a driving force for the tourism industry (Susilawati, 2020; Muhyiddin and Nugroho, 2021). The rapid development of the tourism industry has contributed to the macro and microeconomic growth of Indonesia. The potential of tourism and its economic impact has become a focal point of the Indonesian government's policies aimed at promoting inclusive and sustainable tourism that emphasizes equitable development accessible to all segments of society (Adnyani and Dantes, 2022; Saputra, 2022).

The strategy for developing inclusive tourism encourages villages to explore tourism by identifying unique values while preserving their cultural heritage, thereby transforming them into tourist destinations. The concept of tourism villages aligns well with Indonesia's agrarian and maritime characteristics, leading to the emergence of tourism villages over the past decade as catalysts for local economic development while maintaining local wisdom, traditions, culture, and natural resources.

The concept of tourism villages is also being implemented in West Sumatra. According to data from Jadesta, managed by the Ministry of Tourism and Creative Economy, West Sumatra has 384 tourism villages, comprising 300 villages categorized as emerging, 68 as developing, and 16 as advanced. This data indicates West Sumatra's commitment to developing tourism villages, one of which is Kubu Gadang Village in Padang Panjang City, recognized as one of the top 100 tourism villages by the Ministry of Tourism and Creative Economy in 2023.

Kubu Gadang Village initially gained recognition through the Silek Lanyah attraction, which features Minangkabau martial arts performed in rice fields. The Kubu Gadang tourism village continuously innovates by presenting attractions that evoke nostalgia, including the implementation of traditional costumes (*baju lamo* or *baju saisuak*), traditional games such as pacu upiah, and activities reminiscent of village life in the past. The consistent efforts of Kubu Gadang Village to promote itself as a tourism destination have fostered trust and encouraged local community participation in tourism activities, such as empowering women to engage in the preparation of local culinary specialties like nasi babaka and pical, and involving youth, including those with only junior high and high school education, as tourism guides. A familial approach is also adopted by Kubu Gadang Village, involving local leaders and knowledgeable individuals in decision-making regarding tourism programs, ensuring that the initiatives reflect the consensus of the entire community (Marshesa et al., 2021; Nurfitri; Suharti; Emzia Fajri, 2021; Afrillian, 2022).

However, despite these developments, a significant research gap persists in the academic literature. Few studies have systematically analyzed how tourism supply chain mechanisms operate and contribute to building economic resilience at the micro-level scale of tourism villages (Sutono, 2019; Barliansah, 2019). While substantial scholarly attention has been devoted to community-based tourism and its socioeconomic impacts, there remains limited empirical research examining how the strategic strengthening of local supply chains specifically enhances sustainable economic value creation within Indonesia's tourism village ecosystem. This research void motivates the present investigation into supply chain reinforcement within Kubu Gadang tourism village, with the objective of developing sustainable local economic value through systematic enhancement and addressing this critical gap in contemporary tourism research.

This study aims to address the identified research gap by examining the reinforcement of the tourism supply chain within the UNWTO framework and its impact on local economic sustainability in Kubu Gadang Tourism Village. Specifically, the research seeks to answer three fundamental questions: First, how does the strengthening of the upstream-to-downstream tourism supply chain within the UNWTO framework contribute to enhancing local economic benefits in Kubu Gadang Tourism Village? Second, in what forms do employment opportunities and career development through inclusive tourism reduce unemployment and enhance the competencies of the local community? By addressing these comprehensive questions, this research not only provides a detailed analysis of Kubu Gadang's tourism supply chain ecosystem but also offers transferable insights and a potential replicable model for other rural communities in Indonesia that are seeking to strengthen local economic sustainability through systematic tourism supply chain development.

## METHODOLOGY

The research was conducted through field research, or direct observation (Agusetyaningrum, Mawardi, and Pangestuti, 2016), in the Kubu Gadang tourism village located in the Ekor Lubuk sub-district of Padang Panjang City, West Sumatra Province, over a period of seven months, from December 2023 to July 2024. This study employed a qualitative approach, utilizing primary data obtained through direct observation and semi-structured interviews. A total of 20 informants were selected using purposive sampling, a non-random sampling method, targeting individuals with knowledge and direct involvement in tourism activities in Kubu Gadang Village. Details of the informants in this study are presented in Table 1 below:

**Table 1. Data Details And The Role Of Interview Informants**

<b>Informant Identity</b>	<b>Informant Status</b>
Initiator and Marketing	Informant 1
Planner and Administrator	Informant 2
Head of the Tourism Awareness Group	Informant 3
Homestay Providers and Owners	Informants 4, 5, 6, 7
Nasi Babaka Culinary Provider	Informant 8
Pical Culinary Provider	Informant 9
Tourism Attraction Performers	Informants 10, 11, 12
Buying Suppliers (UMKM Deta, UMKM Batik)	Informants 13, 14
Getting Around Providers	Informants 15, 16
Arriving and Departing Providers	Informants 17, 18
Tour Guides	Informants 19, 20

The research data was also supported by secondary data, which included information held by Kubu Gadang Village. The collected data were analyzed using interactive analysis, which was conducted continuously, beginning with data collection, data reduction, data presentation, and drawing conclusions, as illustrated below:

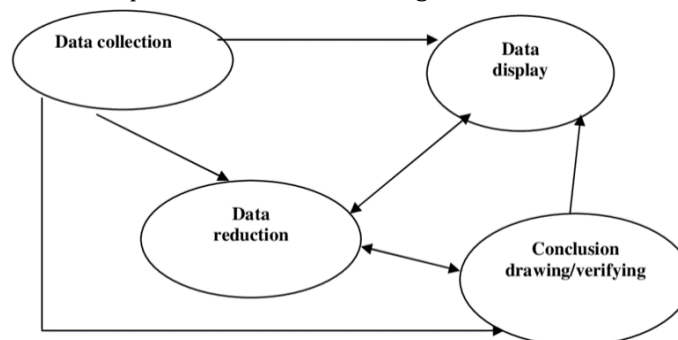


Figure 1. Analysis Technique

The technique employed to ensure data validity was member checking, which involved verifying the findings and data obtained with the informants to confirm the accuracy and validity of the information provided (Sidiq and Moh. Miftachul Choiri, 2019).

## RESULTS AND DISCUSSION

Adopting the framework established by the UNWTO, the strengthening of the tourism supply chain from upstream to downstream in inclusive tourism can be analyzed through the lens of the tourism supply chain approach. This tourism supply chain cycle commences with planning and booking, followed by arriving and departing, overnight accommodation, food and beverage services, getting around, buying supplies, and recreational activities (Leksono et al., 2022). This approach is also consistent with the sustainable tourism village model, which incorporates the 4A+1C framework (Attraction, Accessibility, Amenities, Ancillary, and Community) (Victoria br. Simanungkalit et al., 2017; Wahyuni, 2019; Gede et al., 2022). The findings indicate that Kubu Gadang Tourism Village has successfully maintained local residents as the primary actors within the tourism supply chain, as illustrated below:



Figure 2. Kubu Gadang Village Supply Chain Cycle

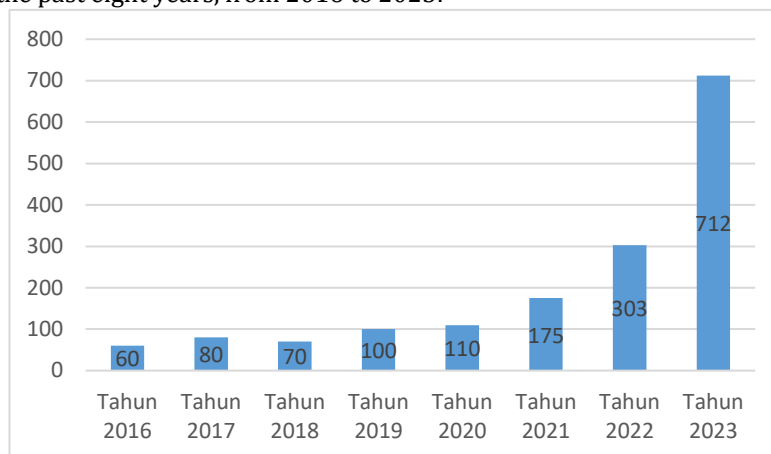
The booking process for tourism in Kubu Gadang is facilitated through suppliers, specifically the administrative and marketing staff. The administrative and marketing personnel of Kubu Gadang are local women with educational backgrounds in bachelor's and diploma programs. They innovate by creating tourism packages that are promoted online via social media, which is integrated with an admin chat through the WhatsApp application. In managing package orders, the admin utilizes a booking application, allowing prospective tourists to make reservations directly through WhatsApp by providing the date, number of tourists, and contact information. Based on the data regarding the date and number of tourists, the admin and marketing team directly contact the tourists for package sales negotiations.

Additionally, the marketing and admin teams employ alternative methods to handle tourism requests that do not come through WhatsApp, either directly or through private travel agents interested in creating tourism packages in Kubu Gadang. The order management still relies on computerized data, culminating in the issuance of purchase orders and invoices to prospective tourists. Based on the purchase order data, the management or the Tourism Awareness Group (POKDARWIS) prepares all necessary requirements to supply authentic tourism packages from the residents of Kubu Gadang, thereby facilitating local economic circulation.

### 1. Providing Local Economic Benefits Through Tourism

Local economic benefits can be assessed by measuring contributions to the local economy, which consists of components such as the number of visits, visitor expenditures, job creation, investments, and evidence of local economic distribution (Adnyani and Bendesa, 2022; Gustia and Afrilian, 2022). This research explores these components to measure local contributions, revealing a significant increase in tourist numbers following the COVID-19 pandemic, driven by tourists' desire for outdoor recreational activities. The following graph illustrates the

visitation trends over the past eight years, from 2016 to 2023:



Source: Annual Report of Kubu Gadang Tourism Village, 2024

In the first trimester of 2024, the number of visitors to Kubu Gadang Village who directly booked tourism packages reached 500, and the management of Kubu Gadang Village is optimistic that this number will exceed 1,000 by the end of the year. This increase in visitor numbers reflects a high demand for tourism in Kubu Gadang Village, necessitating a corresponding strengthening of supply from the local community. Interviews conducted with community members reveal a strong optimism regarding their ability to support the increased demand, as the rising number of visitors correlates with an improvement in the local economy. For instance, the food and beverage suppliers in Kubu Gadang, initially comprising only 12 households, have expanded to include 30 households. These women are committed to providing food in any quantity required by incoming tourists, as this represents an additional source of income for them.

An indicator of local economic contribution, beyond the number of visits, can also be assessed through visitor expenditures or spending during their stay. This underscores that visitors to Kubu Gadang are not merely there to appreciate the scenery; they also purchase tourism products offered by the village, including various tourism packages. The planning of these packages focuses on educational tourism experiences, such as learning Minangkabau martial arts in the rice fields, engaging in traditional arts, and participating in local activities such as rice planting and fishing. The following table outlines the minimum expenditure for tourists through these packages:

**Table 2. Minimum Price of Kubu Gadang Tour Packages**

No	Description of Expenses	Price
1	Homestay	Rp 125,000/person
2	Educational Tour Package	Rp 60,000/person
3	Village Tour with Pick-Up	Rp 15,000/person
4	Two Meals	Rp 60,000/person
5	Horse-drawn Carriage (Delman)	Rp 20,000/person
6	Tour Guide	Rp 20,000/person
7	Souvenir	Rp 50,000/person
	Total	Rp 350,000/person

This tour package can be tailored to meet the needs of tourists; however, even though the homestay may not be utilized for sleeping, it still serves as a space for rest amidst the various tourism activities. Consequently, all aspects of tourism in Kubu Gadang remain interconnected, and the economic value can be felt. As more tourists utilize these services, visitor expenditures will increase, thereby enhancing the local economy, which will be experienced by the community.

Measuring the economic contribution of tourism involves assessing the local economic distribution by referring to the allocation of income, wealth, resources, and economic opportunities within a specific region or local level (Hermawan, 2016; Hamzah and Hermawan, 2018). Inclusive tourism development emphasizes local distribution, with all tourism activities being supported by the local community. Data obtained from interviews with all respondents indicate that the entire community has been actively involved in the economic activities of tourism in Kubu Gadang. The local economic distribution is implemented in the Kubu Gadang Tourism Village by strengthening the supply chain, which is populated by the community, thereby minimizing the risks of economic

leakage and maintaining a stable local economy. This involvement allows the community to feel engaged and to reap the benefits during tourism activities conducted in Kubu Gadang. Furthermore, discussions with the management of the Tourism Village aimed at reducing economic leakage in Kubu Gadang were conducted through a focus group discussion, resulting in a collective decision.

## 2. Employment Opportunities and Careers

According to the Permanent Direction of the Ministry of Tourism and Creative Economy No. 9 of 2021 regarding Guidelines for Sustainable Tourism Destinations, the second focus after measuring the economic contribution of tourism is employment opportunities and careers (Ministry of Tourism and Creative Economy/Creative Economy Agency, 2021; Decree of the Minister of Tourism and Creative Economy, 2021). Tourism activities encourage the youth of Kubu Gadang to seek employment within their own village, thereby minimizing the need to migrate for work. Upon completing their higher education, they can directly engage in local employment without a prolonged job search.

Moreover, tourism activities in Kubu Gadang create opportunities for unemployed villagers, particularly those who have only completed high school, as they often face challenges in securing employment. A subsequent strategy involves collaborating with the Community Awareness Tourism Group (POKDARWIS) in Kubu Gadang, which engages unemployed youth by providing them with job opportunities within the village through participation in this community organization.

In addition to career opportunities, tourism supports the community not merely by providing jobs or supplementary income but also by creating pathways for future careers. The Kubu Gadang Tourism Village addresses these career opportunities through policies that foster collaboration with private companies, government entities, media, and academia to enhance the competencies of the local population in tourism development.

The management of the Kubu Gadang Tourism Village, comprising the Chairperson of the Community Awareness Tourism Group (POKDARWIS), initiators, and administrators, expands outreach by facilitating access for the community to participate in training programs organized by the government. They also provide opportunities for academics to engage in community service that aligns with the needs of the Kubu Gadang community, such as culinary training adhering to occupational health and safety standards, guidance on the seven charms of tourism, and opportunities for attraction performers with only a high school education to undergo competency testing and certification as qualified tour guides.

This approach extends to the private sector for the development of micro, small, and medium enterprises (MSMEs) in Kubu Gadang, collaborating with banks and private companies to enhance the quality of MSME products. Employment and career opportunities are prioritized in Kubu Gadang, taking into account wages that meet or exceed the average minimum standards and ensuring equitable access for all demographics, including women, youth, persons with disabilities, and marginalized groups.

## 3. Supporting Local Entrepreneurship and Equitable Trade

The synergistic model between the Community Awareness Tourism Group (POKDARWIS) and micro, small, and medium enterprises (MSMEs) facilitates access for the community to develop its potential through the involvement of MSMEs and the emergence of entrepreneurs in Kubu Gadang. Currently, the MSMEs that have been widely promoted both nationally and internationally consist of two types: Batik Asasin Sigando and Deta clay, which are produced directly in the Kubu Gadang tourism village. The sales of Deta clay have contributed to enhancing the local economy, as this product has been included in tourism packages that tourists are required to purchase when selecting their tour options, while Batik Asasin Sigando serves as a popular souvenir among visitors.

The development of entrepreneurship extends beyond mere tourism activities; with the support of POKDARWIS, there is a concerted effort to promote MSMEs that indirectly impact the economy by introducing products to a broader audience, resulting in repeat purchases due to the high quality of the goods. The management of the Kubu Gadang tourism village also motivates the community to innovate in the development of MSMEs, particularly through culinary approaches that can be transformed into attractive souvenirs for tourists, featuring appealing packaging and innovative product designs. This creative economic approach is realized through the unique value proposition of the Kubu Gadang tourism village

## CONCLUSION

The strengthening of inclusive and sustainable tourism in Kubu Gadang Tourism Village has significantly bolstered local economic resilience, particularly evident in the post-COVID-19 economic recovery. This enhancement is demonstrated through three key dimensions: measurable economic contributions from tourism activities, expanded employment and career opportunities for local residents, and robust support for local entrepreneurship and equitable trade practices. The implementation of strategies ensuring equitable involvement of all community actors in tourism activities has enabled widespread benefit distribution across the village.

Beyond direct economic impacts, the tourism village development has generated substantial indirect



benefits, including increased social mobility that provides opportunities for upward social advancement and intergenerational economic improvement. Kubu Gadang Tourism Village demonstrates significant potential in delivering sustainable economic, social, and environmental benefits to both the local community and the broader tourism sector, while simultaneously fostering innovation through creative economic approaches.

The researcher recommends that the development of tourism in the Kubu Gadang Tourism Village continue to uphold participatory management and solid, inclusive partnerships. For policy implementation, that local government agencies integrate the Kubu Gadang model into regional tourism development frameworks, particularly through the formulation of policies that support local supply chain strengthening and community-based tourism enterprises. At the managerial level, the Tourism Village Management should develop structured capacity-building programs and digital marketing strategies to enhance competitive advantage and for all tourism village Indonesia, strengthening the supply chain by involving the community can support inclusive and sustainable tourism in the Tourism Village

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