

Sustainable Tourism Village Development Strategy Based on Green Tourism in Bilebante Village, Central Lombok Regency, Indonesia

Desy Miranti¹, Lalu Thohir¹, Akhmad Saufi¹

¹University of Mataram

Jl. Majapahit No 62 Mataram, Nusa Tenggara Barat, Indonesia

DOI: [10.22178/pos.131-4](https://doi.org/10.22178/pos.131-4)

JEL Classification: G32, L60, M10

Received 06.05.2026

Accepted 28.06.2026

Published online 30.06.2026

Corresponding Author:

[Desy Miranti](#)

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Abstract. This study aims to analyse sustainable tourism village development strategies based on green tourism in Bilebante Tourism Village, Central Lombok Regency; identify supporting and inhibiting factors; evaluate their impacts on tourists; and formulate strategic recommendations for sustainable destination management. This research employed a qualitative descriptive method, supported by a limited quantitative component (mixed-methods), and used a case study design. The researchers collected data through in-depth interviews, documentation, and questionnaires distributed to tourists. The researchers analysed the data using descriptive thematic analysis supported by SWOT analysis, including the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS). The findings reveal that Bilebante Tourism Village has implemented green tourism principles through community-based environmental management, educational tourism attractions, and the integration of agricultural, cultural, and local economic sectors. These initiatives have enhanced tourist satisfaction and strengthened environmental awareness. However, the implementation remains constrained by limited human resource capacity, inadequate infrastructure, weak stakeholder coordination, and the absence of integrated strategic guidelines. Supporting factors include strong local resources, active community participation, and government support. This study highlights the gap between symbolic achievements and the practical implementation of green tourism principles. Therefore, strengthening collaborative governance, human resource development, digital promotion, and environmental education are essential to ensure sustainable tourism development.

Keywords: green tourism; sustainable tourism village; development strategy; community-based tourism; environmental sustainability.

INTRODUCTION

Sustainable tourism has become a significant paradigm in the development of the modern tourism sector, as it can integrate economic, social, cultural, and environmental aspects in a balanced manner. In the context of rural area development, tourism villages are regarded as strategic instruments for promoting economic equity, preserving local culture, and protecting the environment. The growing adoption of the green tourism approach has further reinforced this concept by emphasising environmental responsibility, community empowerment, and economic sustainability.

Bilebante Tourism Village in Central Lombok Regency is one of the leading tourism villages in West Nusa Tenggara Province, having successfully transformed from an area previously associated with sand mining into an environmentally based tourist destination. This transformation has been realised through the development of organic farming, educational tourism, environmental conservation, and active community involvement in destination management. Such achievements have enabled Bilebante Tourism Village to receive various national awards and emerge as a model for green tourism village development in Indonesia.

Despite this symbolic success, it does not necessarily reflect the comprehensive implementation of green tourism. Various challenges remain, including limited human resource capacity, weak stakeholder coordination, inadequate infrastructure, and the absence of an integrated, measurable strategy. This situation reveals a gap between award achievements and the implementation of sustainability practices at the local level.

Most previous studies on green tourism have focused on conceptual aspects or have analysed specific factors only partially. Research that integrates analysis of existing conditions, the impact on tourists, supporting and inhibiting factors, and the formulation of development strategies in award-winning tourism villages remains relatively limited. Therefore, this study offers novelty by uncovering the gap between the symbolic achievements of a high-performing tourism village and the quality of green tourism implementation occurring at the local level.

This study aims to analyse the current conditions of Bilebante Tourism Village, evaluate the impact of green tourism implementation on tourists, identify supporting and inhibiting factors, and formulate a sustainable tourism village development strategy grounded in green tourism.

METHODS

This study employs a qualitative descriptive method, supported by a limited quantitative component (mixed methods), and uses a case study design. The researchers chose this approach because it enables them to gain an in-depth understanding of the implementation of sustainable tourism village development strategies based on green tourism in Bilebante Tourism Village, Central Lombok Regency. The case study design is used to examine the phenomenon in its real-world context comprehensively and to understand the relationships among environmental, social, and economic factors that shape the sustainability of the tourist destination.

The researchers conducted the research in Bilebante Tourism Village, Central Lombok Regency, West Nusa Tenggara Province. The location was selected purposively, given Bilebante Village's position as one of the green tourism villages that has received various national awards and serves as a model for sustainable village development.

This study used primary and secondary data sources. The researchers obtained primary data through in-depth interviews with the Head of Bilebante Village, the Chair of the Tourism Awareness Group (Pokdarwis), Small and Medium Enterprise (UMKM) managers, Eco-Rangers, and other stakeholders involved in tourism village management. They also collected primary data by distributing questionnaires to tourists. The researchers obtained secondary data from documents, government reports, scientific literature, and other relevant supporting sources.

The researchers collected data through in-depth interviews, documentation, and questionnaire distribution. They analysed the data using qualitative descriptive methods. To formulate the development strategy, the researchers conducted a SWOT analysis supported by the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices. They used this approach to identify the strengths, weaknesses, opportunities, and threats affecting the sustainability of Bilebante Tourism Village's development.

RESULTS AND DISCUSSION

Existing Conditions of Bilebante Tourism Village in the Development of a Sustainable Tourism Village

1) Environmental conservation. The application of green tourism principles in Bilebante Tourism Village is reflected through various environmental conservation efforts conducted participatively by the community. Programs such as organic farming, reducing single-use plastics, managing green open spaces, and developing educational tourism have become important components in supporting environmental sustainability.

The transformation of Bilebante Village from a former sand mining area into a green tourism village demonstrates that tourism development can serve as an instrument of environmental rehabilitation while simultaneously enhancing community welfare. The presence of cycling paths, jogging tracks, herbal gardens, and the Sungai Larangan (Forbidden River) tourism attraction reflects the integration of environmental conservation and tourism activities.

This finding supports the author's [1] view that the success of green tourism depends on a destination's ability to maintain a balance between resource utilisation and environmental conservation.

2) Community Empowerment. A primary characteristic of Bilebante Tourism Village is the high level of community involvement in destination management. The community not only serves as a beneficiary but also as the primary agent in tourism development.

Community participation is evident through the presence of the Tourism Awareness Group (Pokdarwis), UMKM groups, Eco-Rangers, homestay managers, and cultural arts groups. This involvement demonstrates that tourism village managers have genuinely applied the principles of Community-Based Tourism (CBT) in their management.

According to the authors [2], community participation is a primary factor in determining the sustainability of community-based tourist destinations. With active community involvement, economic benefits can be distributed more equitably while strengthening local cultural identity.

3) Economic Growth. The development of Bilebante Tourism Village has generated significant economic impacts for the local community. Tourism activities have driven the growth of culinary businesses, homestays, bicycle rentals, tour guide services, and various UMKM products.

Tourism has not only created new employment opportunities but has also increased community income and expanded business opportunities. Accordingly, the development of a green tourism-based tourism village has contributed to improving the welfare of the local community.

This finding aligns with the concept of sustainable tourism, which balances economic growth, environmental conservation, and community welfare as the main pillars of sustainable development [3].

Impact of the Green Tourism Strategy on Tourists. The implementation of green tourism has had a positive impact on tourist experiences. Tourists gain more authentic experiences through direct interaction with local communities and various nature- and culture-based activities.

1) Environmental Impact. A clean environment, pleasant rural atmosphere, and the presence of green areas enhance tourist comfort and satisfaction. In addition to providing recreational experiences, tourists also gain education about the importance of environmental conservation.

2) Social Impact. Interactions between tourists and local communities create more meaningful

experiences. The harmonious life of the Sasak community with its local culture has become a distinctive attraction that enriches the tourist experience.

3) Economic Impact. The presence of local UMKM products, traditional cuisine, and community-based tour packages enhances tourists' perception of the destination's value. Tourists not only enjoy the tourist attractions but also directly contribute to the local economy.

Supporting and Inhibiting Factors

1) Supporting Factors

- a) Well-preserved natural potential.
- b) Local government support.
- c) High level of community participation.
- d) Presence of an active Tourism Awareness Group (Pokdarwis).
- e) Positive image of Bilebante Tourism Village as a green tourism village.
- f) Cooperation with various institutions and travel agencies.
- g) Rich local cultural heritage that remains well-preserved.

2) Inhibiting Factors

- a) Limited human resource capacity.
- b) Low proficiency in foreign languages among community members.
- c) Inadequate supporting infrastructure.
- d) Absence of an integrated sustainability monitoring system.
- e) Coordination among stakeholders that still needs strengthening.
- f) Limited funding for long-term development.

Development Strategies Based on SWOT Analysis. Based on the SWOT analysis, Bilebante Tourism Village is positioned to implement an aggressive growth strategy. The strategies include the following:

1) SO Strategies (Strengths-Opportunities).

- a) Strengthen branding as a leading national green tourism village.
- b) Develop environment-based educational tour packages.
- c) Expand cooperative networks with travel agencies and educational institutions.

2) WO Strategies (Weaknesses-Opportunities)

- a) Enhance human resource capacity through foreign language and tourism service training.
- b) Optimise digital marketing and social media-based promotion.

3) ST Strategies (Strengths-Threats)

- a) Develop cultural and environmental-based tourism product innovations.
- b) Strengthen sustainable destination governance.

4) WT Strategies (Weaknesses-Threats)

- a) Develop a sustainability monitoring and evaluation system.
- b) Strengthen collaboration among stakeholders.
- c) Diversify funding sources to support destination sustainability.

Application of Green Tourism as an Instrument for Sustainable Tourism Village Development. The findings of this study indicate that the development of Bilebante Tourism Village has adopted green tourism principles by integrating environmental conservation, community empowerment, and economic welfare improvement. These findings demonstrate that Bilebante Village's tourism development focuses not only on increasing tourist arrivals but also on balancing economic, social, cultural, and environmental dimensions.

This condition aligns with the concept of sustainable tourism proposed by the UNWTO [4], which asserts that tourism development must meet the needs of current tourists and communities without compromising future generations' ability to enjoy the same benefits. From this perspective, sustainability is not merely environmental conservation but also a process that ensures the continuity of local communities' social and economic systems.

Empirically, the transformation of Bilebante Village from a former sand mining area into an environmentally based tourism village demonstrates that tourism can serve both as an ecological rehabilitation tool and as a mechanism for community economic development. This finding reinforces the author's [1, 5] view that green tourism is an operational form of sustainable tourism, oriented not only toward environmental conservation but also toward the creation of sustainable economic and social value.

Furthermore, the presence of cycling paths, herbal gardens, organic farming, educational tourism, and the reduction of single-use plastics indicates that green tourism practices in Bilebante Village have transcended the concept of nature tourism alone. Green tourism has evolved into a destination development approach that integrates resource management, environmental education, and improvement of the quality of tourist experiences. This finding supports research [6], which states that green tourism is not only oriented toward the utilisation of natural resources but also toward minimising ecological footprints through responsible destination management practices.

The findings indicate that stakeholders can understand green tourism in Bilebante Village not merely as a destination marketing strategy but also as an instrument for socio-ecological transformation that contributes to sustainable village tourism development.

The Role of Community-Based Tourism in Strengthening Destination Sustainability. The research findings indicate that the community occupies a central position in the management of Bilebante Tourism Village. Community involvement through Pokdarwis, UMKM groups, the Eco-Ranger community, homestay managers, and cultural arts groups demonstrates that destination stakeholders have genuinely applied Community-Based Tourism (CBT) principles in destination governance.

According to authors [2], Community-Based Tourism positions local communities as both owners and primary agents in tourism development, enabling economic benefits to be distributed more equitably. This research finding reinforces this theory, as the Bilebante Village community is not only the object of development but also serves as the primary actor in developing various tourism products.

This success demonstrates that tourism sustainability is not only determined by the quality of natural resources but also by the community's social capacity to manage the destination. From the perspective of social capital, high community participation reflects trust, cooperation, and a sense of ownership toward the destination—essential assets for long-term sustainability.

This finding also aligns with the research of authors [7], which explains that the success of Community-Based Tourism depends greatly on

the balance between economic interests, community participation, and environmental sustainability. In other words, the success of Bilebante Village depends not only on the richness of its natural resources but also on the community's ability to build collective governance that supports sustainability.

The Influence of Green Tourism on Tourist Experiences and Satisfaction. This study found that implementing green tourism has had a positive impact on tourist experiences. A clean environment, a natural rural atmosphere, green open spaces, and interaction with local communities create an authentic and meaningful tourist experience.

This finding supports the concept of enriching experience proposed by authors [8], which holds that green tourism can generate a deeper tourism experience than conventional tourism. Tourists not only gain recreational benefits but also gain educational value through interaction with local culture and the community's environmental conservation practices.

From the perspective of the experience economy, an authentic tourist experience holds greater value than mere consumption of tourism products. Therefore, the main appeal of Bilebante Tourism Village lies not only in its natural beauty but also in its ability to offer experiences grounded in social, cultural, and environmental interactions.

These findings indicate that the quality of tourist experiences is an important indicator of the success of green tourism implementation. Thus, the success of a destination should not be measured solely by the number of tourist visits or awards received, but also by the quality of the experiences tourists have.

The Gap Between Symbolic Recognition and Practical Implementation of Green Tourism. One of the important findings of this study is a gap between symbolic success – demonstrated through various national awards – and the quality of green tourism implementation, which still faces limitations.

Although Bilebante Tourism Village has received recognition as a leading tourism village, this study found that several constraints remain, including limited quality of human resources, low proficiency in foreign languages, inadequate supporting infrastructure, and suboptimal coordination among stakeholders.

These findings indicate that the awards received by a destination do not always reflect its actual level of sustainability governance maturity. This condition supports the view of authors [9] that the sustainability of tourism villages requires strengthening institutional capacity, improving the quality of human resources, and establishing a continuous evaluation system.

Therefore, this study demonstrates that the success of a tourism village cannot be measured solely by tourist visit growth or award achievement indicators, but must also be assessed by the consistency of long-term implementation of the sustainability principles.

Implications of Collaborative Governance in Tourism Village Development. The research results indicate that the involvement of various actors, including village governments, Pokdarwis, UMKM, local communities, academics, and travel agencies, influences the success of Bilebante Tourism Village's development. This finding highlights the importance of a collaborative governance approach in managing sustainable tourist destinations.

According to authors [10], collaborative governance is a decision-making process involving various stakeholders to achieve common goals. In the context of Bilebante Tourism Village, such collaboration has become an important factor in supporting the success of destination development.

However, this study also found that stakeholder coordination remains suboptimal. This condition indicates that destination sustainability requires not only the participation of various parties but also effective coordination mechanisms and a clear division of roles.

Theoretical Contributions and Research Novelty. This study contributes to the development of green tourism literature and sustainable tourism villages. Most previous research tends to discuss development strategies, tourism impacts, or supporting and inhibiting factors separately. This study offers a more comprehensive approach by integrating analyses of existing conditions, the impact on tourists, supporting and inhibiting factors, and strategy formulation within a single SWOT framework.

Furthermore, this study was conducted in a tourism village that has received national recognition, providing a new perspective on the quality of green tourism implementation in destinations

that have entered the stage of advanced destination management. The finding regarding the gap between symbolic success and practical implementation is an important contribution to the study of green tourism in Indonesia.

Accordingly, this study broadens understanding of the success of green tourism, which is not only determined by award achievements or increases in tourist visits but, more fundamentally, by the destination's ability to maintain a balance between environmental sustainability, community welfare, and economic resilience on an ongoing basis.

CONCLUSIONS

The research results indicate that:

1) Bilebante Tourism Village has applied green tourism principles to support sustainable village development through environmental conservation, community empowerment, and improved local economic welfare. This implementation has had a positive impact on tourist experiences while strengthening the destination's competitiveness.

2) The implementation of green tourism has had a positive impact on tourist experiences. Tourists gain more authentic experiences through direct interaction with local communities and through various nature- and culture-based activities.

3) The main supporting factors in the development of Bilebante Tourism Village include natural resource potential, high community participation, government support, and active local institutions. Meanwhile, the remaining inhibiting factors include limited quality of human resources, suboptimal infrastructure, and a weak sustainability monitoring system.

4) The results of the SWOT analysis indicate that Bilebante Tourism Village is positioned to support the application of a growth strategy. Therefore, strengthening human resource capacity, optimising digital promotion, developing environmental-based tourism product innovations, and strengthening collaborative governance are essential strategies to ensure destination sustainability.

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