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**STRATEGIC PLANNING OF PANCOT TOURISM VILLAGE, KALISORO,
TAWANGMANGU, WITH THE CONCEPT OF SUSTAINABLE AND COMMUNITY-
BASED TOURISM**

Diana Martalia*, Fx. Damarjati and Ingrid Panjaitan

Institut Teknologi dan Bisnis Kristen Bukit Pengharapan, Indonesia

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ABSTRACT

Introduction:

Today, environmental issues have become a global concern, particularly due to the looming threat of climate change. These issues are not just topics of discussion, but potential disruptors of various industries, including sustainable tourism. Post-pandemic, the most sought-after tourist destination in Indonesia was a sustainable tourism village, highlighting the significance of our research.

Methodology:

This research employs a unique blend of methodologies, combining a descriptive approach with the AHP method. The descriptive approach provides us with exposure, description, and exploration data, which are crucial for understanding the strategy arrangement criteria. The AHP method, on the other hand, allows us to analyze the descriptive data and generate recommendations for multi-criteria planning strategies.

Findings:

The analysis reveals that strategic planning for Pancot Hamlet is based on four comprehensive criteria and 13 alternative criteria. These criteria, which include tourism destinations, village communities as tourism developers' human resources, tourism village management institutions, and tourism marketing, are each supported by 13 alternative strategies. This comprehensive approach ensures that all aspects of sustainable tourism development in Pancot Hamlet are thoroughly considered.

Conclusion:

The recommendations of this study for developing Pancot Hamlet into a tourist village are practical and actionable. They include determining the strategy for developing Pancot Hamlet into a tourist village, forming a tourism institutional organization in the form of Pokdarwis as a tourism destination management unit, engaging the surrounding community to participate in the development of a tourist village, and developing the image and positioning of Pancot Hamlet as a tourist village.

KEYWORDS: Planning Strategy; Tourism Village; Sustainable Tourism; Community-Based

Tourism; Tourism Potential

INTRODUCTION

Environmental issues have always been of concern to the general public. The Earth faces a triple crisis: climate change, pollution, and accelerated biodiversity loss (Anugraha, 2023). These changes can undeniably affect various industries, including the tourism industry in the sustainable tourism category. Sunarta & Arida (2017) explain that sustainable tourism is the application of tourism that can meet the needs of the present without jeopardizing the ability of future generations to meet their needs. This involves the responsible use of resources, respect for local cultures and traditions, and the preservation of natural and cultural heritage.

In order not to jeopardize future needs, sustainable tourism needs to be built based on several terms and conditions, namely: (1) ecologically sustainable, (2) socially acceptable to the local community, (3) culturally adaptive, and (4) economically profitable (Gunadi et al., 2022; Sunarta & Arida, 2017). From these four points, it can be understood that sustainable tourism consists of community participation (community-based tourism), is environmentally friendly, and aims to improve the welfare and economy of local communities. The environment is one of the main attractions in a tourist destination (Bramwell & Lane, 2003). Enactment of the Republic of Indonesia No. 10 of 2009 explains the definition of attraction as everything that has uniqueness, convenience, and value in the form of diversity of natural, cultural, and man-made wealth that is the target or visit of tourists (UU Nomor 10 Tahun 2009, 2009).

According to Permanasari et al. (2022), the tourist destinations most attractive to the post-pandemic community are tourism villages. This is because tourist villages have various attractions, such as nature, culture, tradition, and culinary arts, in one destination. In addition, tourist villages are also one of the priority programs of the National Medium-Term Development Plan Priority Development Plan 2020-2024 (Peraturan Presiden Republik Indonesia No. 18 Tahun 2020 Tentang Rencana Pembangunan Jangka Menengah Nasional Tahun 2020-2024, 2020). The RPJMN of Karanganyar Regency has a strategic plan that is in line with developing the potential of villages into tourist villages as an alternative tour for visiting tourists (Peraturan Daerah Kabupaten Karanganyar No 1 Tahun 2024 Tentang Desa Wisata, 2024). This plan includes initiatives to preserve natural and cultural heritage, promote community participation, and ensure economic benefits for local communities (Arida, 2017; Dinas Pariwisata, 2023).

Nature-based green spaces, protected areas, hills, riverbanks, lakeshores, beaches, etc., are a configuration of tourism planning that follows the pattern of ecological structures to attract tourists (Tahalea et al., 2024). The beauty of this landscape (nature, agro-tourism, historical site tourism, and

artificial tourism) can be a potential tourist destination that Karanganyar Regency can develop. Data on tourist visits show several attractions in Karanganyar Regency, as shown in Figure 1 below. It can be seen in Figure 1 that two of the attractions are located in Tawangmangu District, namely Grojogan Sewu, with 236,373 visits and New Balekambang, with 36,102 visits (Cahyani, 2023). The number of tourists visiting Tawangmangu has more or less affected the welfare of the surrounding community. In particular, tourist visits can be spread to other destinations as alternative tourism. It makes the (RPJMN) 2020-2024 priority program and the Karanganyar Regency Regional Regulation on Tourism Villages help local communities improve their welfare and economy.

Karanganyar Regency has one hamlet that has the potential to be developed into a tourist village. The hamlet is Pancot Hamlet, which is known for its intangible cultural heritage (Martalia et al., 2023; Nata et al., 2020) with the majority of people making a living as farmers (Kelurahan Kalisoro, 2024). It is because Pancot Hamlet has various potentials that each group has managed in the local hamlet. This group consists of Karang Taruna Pancot that manages Kedung Sriti Waterfall, PKK Gita Laras related to MSMEs, Reog Cultural Association (consisting of Singo Pancot Mulyo, Singo Bodro, Sardulo Gilang Gumelar) and other groups, such as Turangga Karya (Pancotku, 2007) who also participate in managing tourism in Pancot Hamlet.

In addition, the geographical location of Pancot Hamlet also intersects with the area under the management of the Central Java BKSDA (Balai Konservasi Sumber Daya Alam), thus requiring the concept of sustainable tourism. The concept of sustainability is one of the key strategies in communicating with tourism managers in delivering their activities (Panjaitan, 2017). Tourism managers in this study are explained by pokdarwis because it can be an alternative solution to optimize the quality of human resources (Pamungkas et al., 2023; Wirdayanti et al., 2021). All management of the potential of Pancot Hamlet has yet to be centralized and integrated. The research objective is to develop a tourism village planning strategy incorporating sustainable and community-based tourism.



Source: The Central Statistics Agency of Karanganyar Regency, 2023

Figure 1. Data on Tourist Visits to Karanganyar Regency, Indonesia in 2023

METHODOLOGY

The two approaches taken in this research are a descriptive approach and an approach using the AHP method. The descriptive approach will produce exposure, description, and exploration data to help obtain preliminary data on the strategy arrangement criteria. The data collection techniques used, including observation, interviews, and documentation, were meticulously chosen for their thoroughness and ability to provide comprehensive insights, instilling confidence in the research process.

This research was conducted in close collaboration with various sectors to reveal facts, circumstances, phenomena, variables, and circumstances when the research was being carried out (Adenidji & Özçatalbaş, 2021; Tunti & Falikhatun, 2022). The group of informants interviewed in determining the criteria included the government sector (Karanganyar Tourism Office and Kalisoro Village), the hamlet group sector (Karang Taruna and Cultural Group), and the Tourism Awareness Group sector (Pokdarwis Kemuning and Pokdarwis Sumberbulu). This collaborative approach ensures that all perspectives are considered in the research process, making each participant feel included and valued. Second, an approach using the AHP (Analytical Hierarchy Process) method is carried out to analyze the descriptive data collected to produce recommendations for arranging multi-criteria planning strategies. The AHP method, developed by Thomas L. Saaty in the 1970s, is a structured technique for organizing and analyzing complex decisions. It breaks down a decision into a hierarchy of more easily comprehensible sub-problems, each of which can be analyzed independently. Several previous studies also use this method (Gunadi et al., 2022; Nasution & Aisyah, 2023; Poto et al., 2022; Ramadani et al., 2021; Sudradjat et al., 2020). The AHP method is used to help evaluate and organize

complex multi- criteria decisions into more straightforward and visible rankings or priorities so that the hierarchy is drawn (T. L. Saaty, 2012), keeping the audience informed about the research process. The compiled data is then compared pairwise between each criterion and alternative criteria. This comparison uses a basic pairwise comparison scale as a benchmark to determine the ranking or priority in preparing the Pancot Tourism Village strategy. The basic scale of comparison, as described by T. L. Saaty (2001), consists of a scale of 1 to 9 that can express a criterion. The scale is detailed in Table 1 below.

Table 1. The Fundamental Scale of Pairwise Comparison

Intensity of importance on an absolute scale	Definition	Explanation
1	Equal importance	Two activities contribute equally to the objective
3	Moderate importance of one over another	Experience and judgment strongly favor one activity over another
5	Essential or strong importance	Experience and judgment strongly favor one activity over another
7	Very strong importance	An activity is strongly favored and its dominance demonstrated in practice
9	Extreme importance	The evidence favoring one activity over another is of the highest possible order of affirmation
2,4,6,8	Intermediate values between the two adjacent judgments	When compromise is needed

Source: R. W. Saaty, 1987

After making comparisons in the strategy arrangement, each comparison must be declared consistent using the *Consistency Index* (CI) and *Consistency Ratio* (CR) formulas. The CR value obtained is <0.1 or 10%, meaning the strategy hierarchy has consistency. However, if the CR value is > 0.1, the strategy hierarchy needs to be changed again because there is an indication of inconsistency in setting the comparison scale (Poto et al., 2022; Sukma Br Perangin-Angin & Hardianto, 2023). The following are the CI and CR formulas used in this study.

$$CI = \frac{(\lambda_{maks} - n)}{n-1}$$

$$CR = \frac{CI}{IR}$$

Description :

CI = Consistency Index

N = Number of Elements

CR = Consistency Ratio

IR = Index Random Consistency

The Index Random Consistency table is also used to see the divisor limits of the CR formula. It is shown in Table 2 below.

Table 2. Radom Consistency Index

<i>n</i>	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
IR	0,00	0,00	0,58	0,90	1,12	1,24	1,32	1,41	1,45	1,49	1,51	1,48	1,56	1,57	1,59

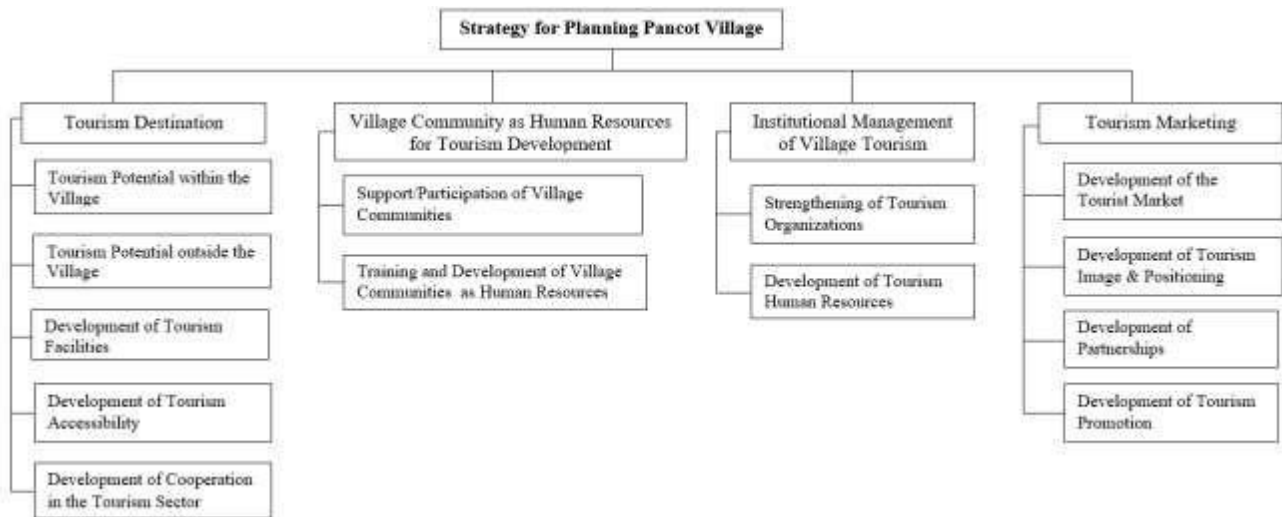
Source: Poto et al., 1987

After structuring the hierarchy by performing relative measurements (measurements by conducting pairwise comparisons between criteria and alternative criteria), the following strategy development stage is distributive synthesis. This distributive synthesis uses priority normalization with a sum that produces a number one (Huehner et al., 2016).

RESULT AND DISCUSSION

Hierarchy Building

The preparation of the Pancot Tourism Village strategy planning hierarchy with the concept of *sustainable* and *community-based tourism* is based on the results of observations and interviews conducted with various informants. From the results of these interviews, researchers obtained four strategy criteria, as shown in Figure 2 below.



Source: Data processed, 2024

Figure 2. Hierarchical structure of Pancot tourism village planning strategy with the concept of sustainable and community-based tourism

Figure 2 explains the planning strategy for Pancot Tourism Village, which has four criteria and 13 alternative criteria as the planning strategy for Pancot Tourism Village. The four criteria are tourism destinations, village communities as tourism development human resources, village management institutions, and tourism marketing. In addition, each of these criteria has 13 alternative strategies: five alternative criteria for tourism destinations, two alternative criteria for village communities as tourism development human resources, two alternative criteria for tourism village management institutions, and four alternative criteria for tourism marketing.

Analytical Hierarchy Process (AHP)

Table 3 elucidates the criteria matrix for achieving the main objectives when planning the Pancot tourism village strategy. The calculation results show that the most significant weight is owned by the tourism destination criteria, with a weight of 0.45. This underscores the crucial role of the audience, as stakeholders in tourism development, in the hierarchy and their integral role in developing the Pancot tourism village planning strategy. In addition to tourism destinations, the following criteria that need to be considered in developing a planning strategy for Pancot tourist village are the tourism village management institutions (0.25), village communities as tourism development human resources (0.23), and tourism marketing (0.07). The consistency ratio (CR) value on this criterion is 0.08, indicating a high level of consistency in the strategy.

Table 4 explains the alternative matrix of tourism destination criteria in the formulation or indicators used to achieve more tangible goals in developing the Pancot tourism village planning strategy. The calculation results show that the alternative criterion of the town's tourism potential has the highest weight, with 0.52. This shows that the tourism potential in the village is an alternative criterion for tourist destinations with the highest hierarchy of importance in developing a planning strategy for Pancot tourist village. In addition to the tourism potential in the village, the following alternative criteria that need to be considered in developing a planning strategy for Pancot tourist village with alternative tourism destination criteria are the development of tourism accessibility (0.18), the development of tourism facilities (0.14), the development of cooperation in tourism (0.12), and the tourism potential outside the village (0.04). The Consistency Ratio (CR) value for this criterion is 0.05. This shows that the CR value ≤ 0.1 . It means that the formulated strategies are consistent.

Table 3. Normalization of the criteria matrix in achieving the main object

CRITERIA	Tourism Destinations	Village Communities as Tourism Development Human Resources	Tourism Village Management Institution	Tourism Marketing	Number of Rows	Weight	Rank
Tourism Destinations	0,48	0,58	0,48	0,27	1,80	0,45	1
Village Communities as Tourism Development Human Resources	0,16	0,19	0,24	0,33	0,92	0,23	3
Tourism Village Management Institution	0,24	0,19	0,24	0,33	1,00	0,25	2
Tourism Marketing	0,12	0,04	0,05	0,07	0,27	0,07	4
Total	1,00	1,00	1,00	1,00	4,00	1,00	

Source: Data Processed, 2024

Table 4. Normalization of alternative matrix of tourism destination criteria in achieving formulations or indicator used in achieving more tangible objectives

ALTERNATIVE CRITERIA	Tourism Potential in the Village	Tourism Potential Outside the Village	Construction of Tourism Facilities	Development of Tourism Accessibility	Development of Cooperation in Tourism	Number of Rows	Weight	Rank
Tourism Potential in the Village	0,53	0,29	0,62	0,80	0,36	2,59	0,52	1
Tourism Potential Outside the Village	0,08	0,04	0,03	0,02	0,04	0,20	0,04	5
Construction of Tourism Facilities	0,13	0,25	0,15	0,03	0,12	0,68	0,14	3
Development of Tourism Accessibility	0,09	0,29	0,05	0,13	0,36	0,92	0,18	2
Development of Cooperation in Tourism	0,18	0,13	0,15	0,03	0,12	0,60	0,12	4
Total	1,00	1,00	1,00	1,00	1,00	5,00	1,00	

Source: Data Processed, 2024

Table 5 explains the matrix of alternative criteria for Village Community as Tourism Development Human Resources in achieving the formulation or indicators for achieving more tangible goals when developing the Pancot tourism village planning strategy. The calculation results in Table 5 show that the most significant weight is owned by alternative criteria for village community support/participation, with a weight of 0.75. It shows that the support/participation of the village community is an alternative criterion of the village community as a tourism developer human resource with the highest hierarchy of the most important in strategizing the planning of Pancot tourism village. In addition to the support/participation of the village community, the following criterion needs to be considered in preparing the planning strategy of Pancot Tourism village with alternative criteria of the village community as human resources for tourism developers are training and community development as human resources (0.25). The consistency ratio (CR) value on this criterion is 0.00. It shows that the value of $CR \leq 0.1$. It means that the strategy has consistency.

Table 5. Normalization of alternative matrix of village community criteria as tourism development human resources in achieving formulation or indicator used in achieving more real goals

ALTERNATIVE CRITERIA	Village Community Support/Participation	Community Training & Development as HR	Number of Rows	Weight	Ranking
Village Community Support/Participation	0,75	0,75	1,50	0,75	1
Community Training & Development as HR	0,25	0,25	0,50	0,25	2
Total	1,00	1,00	2,00	1,00	

Source: Data Processed, 2024

Table 6 below explains the matrix of alternative criteria for tourism village management institutions in achieving the formulation or indicators for achieving more tangible goals when planning the Pancot tourism village strategy. The calculations in Table 6 show that the alternative criteria for strengthening the tourism institution have the highest weight, 0.75. It shows that strengthening the tourism organization is an alternative criterion of the tourist village management institution with the highest hierarchy of the most important in developing the planning strategy of Pancot tourist village. Aside from strengthening the tourism organization, the following criteria for developing a planning strategy for the tourist village with alternative criteria for the institution of the tourist village management is the development of tourism human capital (0.25). The consistency ratio (CR) value on this criterion is 0.00. It shows that the value of $CR \leq 0.1$. It means that the strategy has consistency.

Table 6. Normalization matrix of alternative criteria for tourism village management institutions in achieving formulation or indicator used in achieving more real goals

ALTERNATIVE CRITERIA	Strengthening Tourism Organization	Development of Tourism Human Resources	Number of Rows	Weight	Ranking
Strengthening Tourism Organization	0,75	0,75	1,50	0,75	1
Development of Tourism Human Resources	0,25	0,25	0,50	0,25	2
Total	1,00	1,00	2,00	1,00	

Source: Data Processed, 2024

Table 7 below explains the matrix of alternative tourism marketing criteria for achieving the formulation or indicators to achieve more tangible goals when developing a planning strategy for

Pancot tourist village. The calculation results of Table 7 show that the most significant weight is owned by the alternative criteria of image development and tourism positioning, with a weight of 0.55. This underscores the strategic significance of developing a tourism image and positioning, which stands as the alternative tourism marketing criterion with the highest hierarchy of importance in strategizing the Pancot tourist village. In addition to the development of tourism image and positioning, the following alternative criteria that need to be considered in developing a planning strategy for Pancot tourist village with alternative tourism marketing criteria are the development of tourism promotion (0.30), the development of tourist markets (0.08), and the development of partnerships (0.07). The consistency ratio (CR) value on this criterion is 0.08. It shows that the CR value ≤ 0.1 . It means that the strategy has consistency.

Table 7. Normalization matrix of alternative tourism marketing criteria in achieving formulations or indicator used in achieving more tangible goals

ALTERNATIVE CRITERIA	Tourist Market Development	Tourism Image Development & Positioning	Partnership Development	Development of Tourism Promotion	Number of Rows	Weight	Ranking
Tourist Market Development	0,09	0,12	0,07	0,06	0,33	0,08	3
Tourism Image Development & Positioning	0,45	0,60	0,47	0,68	2,20	0,55	1
Partnership Development	0,09	0,09	0,07	0,04	0,28	0,07	4
Development of Tourism Promotion	0,36	0,20	0,40	0,23	1,19	0,30	2
Total	1,00	1,00	1,00	1,00	4,00	1,00	

Source: Data Processed, 2024

Table 8 below explains the results of prioritizing Pancot tourism village planning strategies based on the criteria and alternative criteria arranged. The results of Table 8 below come from the formulation of priority programs by the strategy developed using the multicriteria method with the help of five hierarchical levels (Sugiyono, 2020). Table 8 explains four hierarchies, which include (1) tourism destinations, (2) tourism village management institutions, (3) village communities as tourism development human resources, and (4) tourism marketing.

Table 8. Prioritization of planning strategies for Pancot tourism village, Kalisoro, Tawangmangu with the concept of sustainable and community-based tourism

No.	Planning Strategy	Planning Strategy Direction	Prioritization of Planning Strategies
1	Tourism Destinations (weight value 0.45)	Tourism potential in the Village (weight value 0.52)	Record and document the potential of the Village, including natural potential, cultural potential, man-made potential, and human resource potential.
		Development of Tourism Accessibility (weight value 0.18)	Planning the development of accessibility supporting tourism: communication network, road infrastructure, tourist transportation, road signs, and parking availability.
		Construction of Tourism Facilities (weight value 0.14)	Planning the construction of public tourism facilities, which include the availability of information centers, public toilets, souvenir shops, prayer rooms, eating places, health units, and K3 equipment.
		Development of Cooperation in Tourism (weight value 0.12)	Cooperation with the Natural Resources Conservation Agency (BKSDA) as the manager of the nature conservation area around Pancot Hamlet with a tourism village management unit based on the concept of <i>sustainability</i> , as well as working with other tourism destination management units around Pancot Hamlet.
		Tourism potential outside the Village (weight value 0.04)	Cooperation with stakeholders managing other tourism destinations around Dusun Pancot.
		2	Tourism Village Management Institution (weight value 0.25)
		Development of Tourism Human Resources (weight value 0.25)	Preparing HR training development planning in tourism includes training activities, such as budgeting and auditing, monitoring and evaluation training, and leadership training.
3.	Village Community as Tourism Development HR (weight value 0.23)	Village Community Support/Participation (weight value 0.75)	Capturing the willingness of the hamlet community in the management of the tourism village
		Community Training & Development as HR (weight value 0.25)	Training activities such as housekeeping, guiding, and MSME tourism product training should be provided to develop the tourism village community.
4.	Tourism Marketing (weight value 0.07)	Tourism Image and Positioning Development (weight value 0.55)	Making a branding tagline to recognize tourism destinations, preparing the proper positioning, and designing a tourist village identity.
		Development of Tourism Promotion (weight value 0.30)	Participation in tourism exhibition activities at the regional and national levels.
		Tourist Market Development (weight value 0.08)	Expansion of target tourists from the Greater Solo area and outside Solo Raya who visit Pancot Hamlet.
		Partnership Development (weight value 0.07)	Efforts to expand the development of partnership cooperation include collaborating with the local government (Pemda), joining the Pokdarwis communication forum, collaborating with other tourism management stakeholders in Tawangmangu, and collaborating with higher education institutions.

CONCLUSION & SUGGESTION

The natural, cultural, and community potential of Pancot Hamlet presents a promising opportunity to increase community awareness and manage its potential. This presents a bright future for the local

community, offering a chance to significantly improve its welfare. However, the lack of community awareness within the hamlet is a pressing issue, acting as a barrier to forming tourism institutions and their effective management, which could otherwise support the development of value-added tourism potential.

The strategy is composed of four strategic planning criteria, including (1) strategic planning of tourism destinations, (2) strategic planning of tourism village management institutions, (3) strategic planning of village communities as human resources for tourism development, and (4) strategic planning of tourism marketing. These four strategic plans have implications for determining the strategic priorities of Pancot Tourism Village. The findings of this study parse the main priorities in the strategy into (1) tourism potential in the Village, (2) strengthening tourism organizations, (3) support/participation of village communities, and (4) development of tourism image and positioning.

The limitation of this research is access to information directly from the local community. It is because the local community does not know how to use the existing potential, which could become an opportunity to improve the welfare of the people by creating a tourist village. In addition, the geography of Pancot Hamlet, which intersects with the Central Java BKSDA management area, requires the application of the concept of *sustainable* category tourism.

Based on the research, recommendations for Pancot Hamlet in developing a tourist village include the following: *First*, determining the strategy for developing Pancot Hamlet into a tourist village. *Second*, a tourism institutional organization in Pokdarwis should be formed as a tourism destination management unit. *Third*, it is crucial to actively involve the surrounding community in the development of tourist villages, as their participation is not just important but integral to the project's success. *Fourth*, developing the image and positioning of Pancot Hamlet as a tourist village is also a key recommendation.

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