

Community-Based Tourism optimization through institutional entrepreneurship in Sidomulyo Tourism Village

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ABSTRACT

Purpose — *This study aimed to analyze the institutional entrepreneurship strategies to optimize community-based tourism practices in Sidomulyo Tourism Village.*

Method — *This qualitative descriptive research focuses on the Tourism Awareness Group as the management institution of Sidomulyo Tourism Village. The data collection techniques are observation in Sidomulyo Tourism Village, in-depth interviews with the managers of the Tourism Awareness Group, and documentation. All discovered data is analyzed using Discursive Institutionalism.*

Result — *We distinguished institutional entrepreneurship strategies into two dimensions: ideas and discourses. These strategic ideas include: managing the tourism village independently, re-justify Tourism Awareness Group goals following CBT aspects, re-arrange the formation and function within the Tourism Awareness Group component, involving the community in every step of the tourism village development, and communities get a fair reward for their participation, promoting community investment, creating product innovations, collaborating with universities and other tourism institutions, and also establish an environmental conservation and cultural preservation program with the community. Then, these ideas must be carried out in coordinative and communicative discourse. The Tourism Awareness Group actors who know communication skills and networks in the tourism sector are needed to convey these ideas.*

Contribution — *This research contributes to discuss institutional entrepreneurship in tourism which still rarely to be studied.*

Keywords: *community-based tourism, institutional entrepreneurship, tourism village*



INTRODUCTION

Various countries have widely used community-based tourism development to grow their economy. This concept is essential and emphasizes tourism development from below to support accelerating community empowerment and economic distribution. Community-based tourism, or CBT, is a tourism development that empowers the community to manage tourism to bring economic, social, and environmental benefits in a sustainable manner ([The ASEAN Secretariat, 2016](#)). CBT differs from mass tourism which emphasizes the maximum possible benefits ([Sasongko et al., 2019](#)). However, CBT still aims to improve people's welfare while still paying attention to sustainability in the future ([Anandito & Setiawan, 2018](#)).

CBT prioritizes environmental conservation, cultural respect, and economic growth in the community. It also can be a medium for increasing understanding between tourists and the local community about environmental conservation. Management by an organized community is also a prominent point of this concept. The management organization regulates tourism's course, distributes tourism's economic benefits to the community, and connects tourism with community development ([Suansri, 2003](#)).

One of the applications of CBT is a tourism village ([Darmawan & Anwar, 2021](#)). Tourism village is defined as rural tourism development highlighting the natural beauty and potential of the village as the main attraction ([Damanik, 2013](#)). Tourism village is a special interest tour that offers village life experiences enrichment. Tourists and the community can learn from each other. So, transferring knowledge opens up both insights and strengthens mutual respect ([Damanik, 2013](#)).

Management of tourism villages is in the hands of the Tourism Awareness Group or Kelompok Sadar Wisata, also called Pokdarwis. Tourism Awareness Group has a vital function in developing tourism villages, including encouraging the community to develop tourist attractions, increasing the capabilities of its members, providing information to tourists, providing input to the village government ([Murianto et al., 2020](#)), and mobilizing community empowerment ([Yatmaja, 2019](#)). In other words, the Tourism Awareness Group shapes a tourism village's sustainability, both newly established and already independent.

A Tourism Awareness Group needs to be an independent, adaptive, and innovative institution to ensure the sustainability of a tourism village ([Kusworo, 2015](#)). It requires institutional entrepreneurship action by its members. Institutional entrepreneurship is establishing or changing an institution to address particular problems ([Pacheco et al., 2010](#)). [Nurwafi F \(2015\)](#) shows that

institutional entrepreneurship has helped strengthen the Tourism Awareness Group to increase community participation. It also optimizes the tourism village's management and evaluation process.

Institutional entrepreneurship is the act of creating a new institution or transforming existing ones (Battilana et al., 2009; Garud et al., 2007). In emerging new institutions, entrepreneurship actions start from the motivation within actors to deal with specific problems, such as tackling styrofoam waste (Rohmawati, 2015) or mobilizing the community to develop tourism in their area (Nurwafi F, 2015). For an institution that has been established, entrepreneurship is used to review the goals and components of the institution so that it can carry out its duties more effectively, efficiently and innovatively (Sucipto, 2021).

Institutional entrepreneurship is carried out by institutional actors called institutional entrepreneurs. Actors can be called institutional entrepreneurs if they initiate and participate in all steps of establishing or changing institutions. Therefore, institutional entrepreneurs can also be said to be agents of change (Battilana et al., 2009).

Many tourism villages in Indonesia are still growing and developing, which requires strengthening management from an institutional standpoint. One of them is Sidomulyo Tourism Village. This destination is famous as a Robustas coffee-producing village in Jember Regency. Coffee farmers of the Sidomulyo Village Ketakasi Cooperative have packaged the coffee beans and sold them to the domestic and international markets. Because of its location at the sloop of Mount Gunitir, Sidomulyo also has fresh air and beautiful village views. The success in developing coffee agribusiness and the potential of Sidomulyo's natural attractions has encouraged the community to develop tourism in their village.

In 2017, the sidomulyo tourism village and its management institution, the Tourism Awareness group, were established. Several attractions have been introduced to tourists, such as sheep farms, Café Sawah (food stalls in the rice field), and the Ketakasi Coffee Center. Tourists who come are only friends of the villagers. There are no tour packages for sale yet. Likewise, efforts to promote tourist destinations have yet to be fully implemented.

There has been no significant development from the Sidomulyo Tourism Village since its establishment until the Covid-19 pandemic in 2019. There has been a reduction in tourist trips, resulting in a sluggish tourism sector during Covid-19 (Anggarini, 2021; Suharto & Pradipta, 2021). This condition worsened Sidomulyo Tourism Village, where there were no tourist visits. Besides, the

existence of government rules that prompt people to limit activities outside has made tourism development in Sidomulyo neglected.

After the Covid-19 pandemic, the management began to improve to welcome tourists. However, in the process, Sidomulyo Tourism Village still needs to be constrained in implementing CBT optimally. Tourism Awareness Group of Sidomulyo has yet to mobilize the community to participate in tourism management and innovate tourist attractions (Wardani et al., 2022). Dependence on the village government is also the main factor that makes Tourism Awareness Group's performance stagnant. Every decision regarding the development of the tourism village relies on the village government.

Previous researchers have carried out various studies on tourism villages. Several studies have focused on community participation (Aulanni'am et al., 2021; Maeilania & Rahmi, 2019), community empowerment (Ningrum et al., 2021; Yatmaja, 2019), potential and development strategies based on SWOT analysis (Hilman, 2016; Jatmiko, 2022; Mangolo et al., 2017; Swariwyanyani et al., 2022; Utami et al., 2022), and the role of Tourism Awareness Group in managing tourist villages (Murianto et al., 2020; Putrawan et al., 2019). However, it still needs to be more frequent to discuss how to strengthen tourist villages from an institutional perspective, namely Tourism Awareness Group, so they can optimally support the implementation of CBT principles.

Based on the description above, this study aims to analyze institutional entrepreneurship strategies to optimize CBT in Sidomulyo Tourism Village. The research object is the Tourism Awareness Group or the management institution of Sidomulyo Tourism Village. The analytical tool used is Discursive Institutionalism (DI) which looks at how actors change an institution to become more dynamic and innovative through ideas and discourses. The results of this study will later become a recommendation for Tourism Awareness Group members to optimize the management of the Sidomulyo Tourism Village. Furthermore, this study contributes to institutional entrepreneurship discussion in tourism studies, which still needs to be widely available.

METHOD

This research was conducted in Sidomulyo Tourism Village, Silo District, Jember Regency, East Java, in 2022. Then, it focuses on the Tourism Awareness Group as the management institution of Sidomulyo Tourism Village. The qualitative descriptive research method obtains a widespread phenomenon in the studied object (Sugiyono, 2020). The data collection techniques are observation in Sidomulyo Tourism Village, in-depth interviews with the managers of the

Tourism Awareness Group, and documentation. A purposive sampling technique chooses informants for in-depth interviews with specific criteria: actors who understand the Sidomulyo Tourism Village development process and members of the Tourism Awareness Group. A triangulation technique is used by checking data from one source with another to validate it ([Kusmayadi, 2004](#); [Sugiyono, 2020](#)). Then, the data are analyzed using the Discursive Institutionalism approach.

In this study, researchers take several steps to formulate strategic actions. First, describe philosophical ideas about developing a tourism village based on CBT. Second, reformulate the objectives of Sidomulyo Tourism Village. Third, based on the facts, researchers describe the problems faced by Sidomulyo Tourism village. Fourth, formulate strategic ideas to optimize the management of Sidomulyo Tourism Village based on philosophical ideas, goals, and previously analyzed problems. Then, the result of strategic ideas needs to be conveyed through discourse. In this case, the researcher describes the process of conveying strategic ideas so they can be adequately realized.

Discursive Institutionalism

Discursive Institutionalism (DI) is an approach to assessing the behaviour of actors within institutions. [Wahlström & Sundberg \(2018\)](#) use DI to formulate problem-solving strategies. DI follows the communication logic, which views actors as able to change or maintain institutions with ideas communicated through discourse. Ideas are a context of meaning, a strategic construction, or a frame of mind. It divides into three levels: philosophy, program, and policy. Philosophical ideas are norms or paradigms that are the basis for formulating programs and policies. Programmatic ideas include a problem-solving design, related issues, and achievable goals. Then, policy ideas are actual actions to solve problems or achieve institutional goals ([Schmidt, 2008](#)).

Ideas should have to be distinguished based on their normative and cognitive types. Cognitive relates to how programs formulate problems, how policies solve the problem, to what methods are used to solve the problem. Normative ideas relate to whether programs, policies, and how problem-solving align with the norms of public life. Cognitive ideas, both a program and policy, have to follow the values existing in society, old and new. Therefore, if these ideas are unfit for society's values, they cannot be achieved optimally or even fail to be implemented. Then, it has to be considered viable and reasonable for all parties. Therefore, the policy ideas formulation must be done carefully before being used

to solve problems or achieve institutional goals (Carstensen & Schmidt, 2016; Schmidt, 2008).

Ideas need to be communicated by actors forming or changing institutions through an interactive process called discourse. No matter how good an idea is, it will only be effective in solving problems or achieving institutional goals if conveyed. There are two ways of precisely delivering ideas: coordinative and communicative discourse. Actors in the policy construction center carry out coordinative discourse to elaborate philosophical, programmatic, and policy ideas. This process only involves certain actors who formulate strategic actions. Then, the idea formulations are conveyed to the public through communicative discourse to be agreed upon and implemented. Generally, delivering ideas to the public is only policy, while philosophical and programmatic ideas are only discussed in coordinative discourse (Schmidt, 2010).

RESULT AND DISCUSSION

CBT is the philosophical basis for developing tourism villages. This concept considers the community's management primary point (Niswah & Tukiman, 2021). External parties such as the central, regional, and village governments only act as facilitators. The CBT aspects, which become the philosophical ideas for developing Sidomulyo Tourism Village, are described in Table 1.

Table 1. Philosophical ideas: CBT as Sidomulyo Tourism Village development fundamental

<i>Ideas form</i>	<i>Level/ type</i>	<i>Ideas content</i>
Community-Based Tourism concept	Philosophy/ normative	1. The community manages tourism activities independently 2. Tourism development prioritizes environmental conservation and local culture 3. The economic benefits from tourism are distributed equally among the people 4. Tourism enhances learning between tourists and local communities 5. Tourism increases the social welfare of the community

Source: proceed by authors (2023)

CBT was introduced with the development of tourism itself, which suggested ensuring the sustainability of tourism involving communal societies such as tourism villages (Rizkianto & Topowijono, 2018). Therefore, the Tourism Awareness Group managers need to understand and instil the CBT aspects as a guide in carrying out a series of developments in the Sidomulyo Tourism Village.

As the subject of tourism, the community must adhere to the principle of independence in managing tourism villages. The external party intervention needs to be limited while maintaining constructive cooperation. Likewise, people need to learn how to make innovations toward tourist attractions so that tourist visits remain stable or even increase. Interaction between tourists and the community needs to be built based on mutual learning about the culture so they can respect each other and gain new knowledge. Thus, tourism villages can provide economic and social benefits for local communities. It can increase income either as a primary or additional source. Meanwhile, social benefits can add community skills and knowledge in tourism management, mastery of technology, environmental conservation, and language to escalate community confidence and quality of life. In the end, balancing tourism village by applying CBT can uphold the community's dignity (Aulanni'am et al., 2021; Darmawan & Anwar, 2021)

Then, after describing the CBT aspects, it is necessary to analyze the objectives and problems of developing the Sidomulyo Tourism Village. Tourism villages should achieve some goals within a certain period. At the same time, it also needs to solve problems that hinder this tourism destination. The problems and objectives of developing the Sidomulyo Tourism Village are stated in Table 2. Both can be categorized as programmatic ideas.

Table 2. Programmatic ideas: objectives and problems in Sidomulyo Tourism Village development

<i>Ideas form</i>	<i>Level/ type</i>	<i>Ideas content</i>
The objectives of Sidomulyo Tourism Village Development	Program/ cognitive	<ol style="list-style-type: none"> 1. Advancing the village economy through tourism village 2. Improving community welfare from an economic and social perspective 3. Maintain environmental sustainability 4. Strengthening local culture
Problems faced by Sidomulyo Tourism Village	Program/ cognitive	<ol style="list-style-type: none"> 1. The Tourism Awareness Group's performance has not been optimal. Decision-making still depends on the village government. 2. The internal components of The Tourism Awareness Group (formation and function) have not worked optimally 3. Community participation is still lacking 4. Public awareness of environmental conservation and sanitation is still relatively low 5. There has not been intense interaction between tourists and the local community, so there has not been a learning process between the two 6. The economic benefits of tourism village development have not been distributed evenly

Source: proceed by authors (2023)

The objectives of Sidomulyo Tourism Village Development need to be reformulated according to CBT aspects. The Sidomulyo Tourism Village must prioritize improving the socio-economic community, environmental conservation, and cultural preservation through tourism. It strengthens the foundation for making strategic ideas. The objectives reformulation was needed to configure the institution's component to optimize its function ([Kusworo, 2015](#)). It is also to evaluate whether or not the institution's objectives are still relevant to current conditions. An institution must also change to be more adaptive in dealing with externalities such as technological developments, disruption innovation, political climate, natural disasters, and many more.

Meanwhile, managers also need to unravel problems that have the potential to hinder the growth of the Sidomulyo Tourism Village. This action is essential so that strategic ideas can solve the problem.

The low influence of the Tourism Awareness Group is the main problem causing stagnation in these tourist destinations. The unclear organizational structure of formation and function exacerbates this condition. Furthermore, it causes the non-optimal implementation of CBT in Sidomulyo Tourism Village. In contrast to ([Afkarina & Suciati, 2021](#)), which stated that the role of the Tourism Awareness Group was adequate, including mobilizing community participation, this study found something different. Based on data analysis, community participation occurs in the management of coffee agribusiness, not tourism development. It is supported by the success of Sidomulyo Village in exporting coffee to various countries such as India, Europe, and America.

The high dependency on the village government has caused the Tourism Awareness Group to be not innovative, especially in creating tourist attractions. Besides its natural resources, Sidomulyo Tourism Village has many potential development attractions, such as cultural potential in the form of batik and traditional food. However, all potential has yet to be offered as a tourist attraction. As for tourist visits to Sidomulyo, they only visit a food stall in the rice fields with an arbitrary menu. This condition needs to meet the tourism village characteristics.

Tourist satisfaction can be determined by three things: something to do, something to see, and something to buy. Something to see comes from the natural and cultural potential that already exists. Meanwhile, something to do and buy must be created ([Budiani et al., 2018](#)). A tourism village is a particular interest tourist destination that accommodates tourists to experience village life directly. The natural scenery and community culture are something to see that attract tourists. However, the essence of a tourism village lies in the live-in program for tourists to stay for several days in the local community house. There

is also intense interaction between the two parties. It is this village-specific friendly impression that will later give satisfaction to tourists.

These unavailable tourist attractions resulted in no regular visits to Sidomulyo Tourism Village. It causes the absence of economic benefits for the community from tourism activities. The success of Sidomulyo Village in exporting coffee has contributed to improving the village economy, yet evenly distributed to all levels of the community. However, the coffee farmers who are members of the Ketakasi Cooperative are the only ones to benefit.

Another critical problem is the low public awareness of environmental conservation and sanitation. Conditions around residents' homes that are not clean, improper waste management, using springs to wash agricultural equipment, and the habit of defecating in rivers need to be handled immediately. It is because the presence of attractions and the maintenance of comfort, safety, and environmental health assesses the readiness of a tourist village to receive tourists. This issue is crucial because, currently, many tourists are concerned about the cleanliness and environmental health, especially after the Covid-19 pandemic (Andriani et al., 2021; Syaiful Ade Septemuryantoro, 2021). The Indonesian government has also issued regulations implementing CHSE (Cleanliness, Health, Sustainable Environment) for all tourist destinations (Polonia & Ravi, 2021).

Strategic ideas can be formulated by analyzing CBT aspects, objectives, and problems. It is at the policy level to improve CBT practices from the Tourism Awareness Group's side. Strategic ideas for optimizing CBT in Sidomulyo Tourism Village show in table 3.

The Tourism Awareness Group's goals need to be justified by the new objectives of Sidomulyo Tourism Village development. Therefore, the Tourism Awareness Group's independent authority has to be enforced. It means that the Tourism Awareness Group can determine its policy without relying on decisions from external parties, especially the Sidomulyo Village government.

Table 3. Strategic ideas for optimizing CBT in Sidomulyo Tourism Village

<i>Ideas form</i>	<i>Level/ type</i>	<i>Ideas content</i>
Strategic Ideas to optimize CBT in Sidomulyo Tourism Village	Policy/ cognitive	<ol style="list-style-type: none">1. Managed the tourism village independently from the village government2. Re-justify Tourism Awareness Group goals following the objectives of Sidomulyo Tourism Village Development3. Re-arrange the formation and function within the Tourism Awareness Group component4. Involving the community in every step of the tourism village development

		5. Communities get a fair reward for their participation 6. Promoting community investment in tourism village management 7. Creating product innovations 8. Collaborating with universities and other tourism institutions to organize training programs for the community on tourism village management 9. Creating an environmental conservation and cultural preservation program with the community
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Source: proceed by authors (2023)

The new goals make it possible to restructure the formation and function of Tourism Awareness Group's internal components. Restructuring the institution is carried out so that the purpose of institutions is more effective and efficient in achieving goals ([Situmeang & Kusworo, 2020](#)). Based on the objectives and problems of the Sidomulyo Tourism Village, then within the Tourism Awareness Group, It is necessary to have an attraction planning division, a finance division, an environmental division, a culinary division, a homestay division, and a marketing division.

The tasks for each division of the Tourism Awareness Group must be determined clearly ([Ulum & Dewi, 2021](#)). For example, the marketing division introduces Sidomulyo Tourism Village through social media and events. The environment division raises public awareness for a healthy and clean life. The attractions division is assigned to developing innovations related to attractions. The culinary division is responsible for providing food and drinks for tourists. The homestay division is in charge of housing availability for tourists.

In other words, these divisions manage four main issues, including natural resources, human resources, marketing, and conflict management. Each division is responsible for their respective duties to all members of the Tourism Awareness Group, which can be evaluated every certain period, for example, one or three months. It also increases the community's involvement in tourism management ([Kusumah Admaja et al., 2021](#)).

Some members of the community, especially youth, can be appointed as managers for each formation of the Tourism Awareness Group that has been reformed. Other people who are not members of the institutional management can participate in providing amenities to tourists. For example, people can rent out rooms as accommodation in homestays. The women can also cook food and drinks for tourists. Then, The Tourism Awareness Group is responsible for educating the community to involve in their role. [Junaid & M. Salim \(2019\)](#) stated

that the success of an independent tourism village can achieve CBT goals because of high youth involvement and community awareness.

Residents involved in the management of the Tourism Awareness Group are entitled to incentives in the form of salary. As for homestay providers, they get incentives in the form of profit sharing from room rent. Likewise, women who play a role in cooking food and drinks are entitled to wages according to their job desks. Thus, every community level can benefit economically from tourism activities ([Kusumah Admaja et al., 2021](#)).

Community involvement in all tourism village development decisions also needs to be improved. It is better if an evaluation of tourism activities is held regularly in a deliberation forum. They are welcome to provide solutions for the management of tourist villages actively. Investment can be encouraged among the community as a catalyst for participation in determining the direction of developing a tourist village. The amount of investment can be adjusted for each ability. Every resident who invests has the right to get the rest of the business results from tourism income by the number of their respective contributions. It is expected to foster a sense of community ownership so that they care more about tourist villages.

Following the characteristics of a tourist village as a special interest tour highlighting village life, it is necessary to create a live-in program. This program is the main attraction for tourists to stay a few days in the village and mingle directly with the community. Even tourists can learn about village culture. Sidomulyo Tourism Village has various potentials related to culture, namely batik, rice and coffee farming, and goat farming. It can change to be a package as a tourist attraction. For example, tourists can see the coffee production process at the Ketakasi Coffee Center, learn to plant rice in the fields, see the process of milking goats, learn how to make batik, and many more. However, it should note that the involvement of tourists in cultural activities, especially agriculture, must be adjusted for the safety and comfort of tourists ([Purnawan & Sardiana, 2018](#)).

In developing a tourism village, Tourism Awareness Group managers need to expand their network and collaborate with universities, non-governmental organizations, mass media, hobby communities, and of course, the local government. A network is a social capital that can be used to obtain development and promotion facilities ([Nurwafi F, 2015](#)). Universities can help tourism villages find the proper strategic action to solve problems in specific areas such as human resources, tourism village management, improving environmental sanitation, making local food products, and cultural preservation. Likewise, the media and the community can promote to the public. At present, Sidomulyo Tourism Village has collaborated a lot with outside agencies such as banks and universities.

However, most programs are directed at coffee agribusiness, while tourism requires intense attention too. Therefore, the Sidomulyo Tourism Village must expand its network with tourism actors such as ASITA, HMPI, and travel agents.

Furthermore, the Sidomulyo Tourism Village can collaborate with universities or NGOs to hold community training programs, especially in tourism management. This training program can be held once or three months regularly. Even tourism villages can ask for advice regarding professional certification for members of the Tourism Awareness Group so they can be recognized as professionals in the tourism sector because professional certificates have become mandatory for tourist staff as proof of their skills. The professional certifications that members of the Tourism Awareness Group can follow include certification of tour guides and room arrangements.

The entire community must be committed to implementing an environmental conservation program. In this case, socialization from environmental NGOs or universities is needed to open up people's insights about sanitation, hygiene, and conservation. This program aims to provide knowledge about the dangers of washing agricultural tools in springs, the need for cleanliness around the house, and the use of toilets. It is also necessary to develop facilities in the form of public restrooms. The community must also be encouraged for community service activities once a week. It can also strengthen the sense of cooperation between them. As well as, local arts and culture need to be reintroduced to the younger generation.

Delivering ideas within discourses

Ideas need to undertake to solve problems and achieve goals. Philosophy, program, and policy in the previous discussion must be delivered, communicated, and negotiated to be agreed upon and carried out by all institutional actors. Three main elements must exist in conveying ideas: actors, interlocutors, and arenas. An actor is a person or group whose role is to deliver ideas. An interlocutor is a person or group who is the target of conveying ideas. Meanwhile, the arena is the place for ideas delivered through discussion forums or public speeches (van den Broek, 2022).

Table 4 shows the discourses to convey strategic ideas about CBT optimization in Sidomulyo Tourism Village. The picture reviews each discourse's actors, interlocutors, ideas, and arenas.

Table 4. Discourses to convey strategic ideas of CBT optimization in Sidomulyo Tourism Village

Discourses	Arenas	Actors	Interlocutors	Ideas
Coordinative discourse	Polycymaker forum	Institutional entrepreneur	<ol style="list-style-type: none"> 1. All managers of the Tourism Awareness Group 2. Leader of youth organization (Karang Taruna) 3. Vital members of the village government 	<ol style="list-style-type: none"> 1. Philosophical ideas 2. Programmatic ideas 3. Policy ideas
Communicative discourse	Local community forum	<ol style="list-style-type: none"> 1. Institutional entrepreneur 2. All managers of the Tourism Awareness Group 3. Leader of the youth organization (Karang Taruna) 4. Vital members of village government 	<ol style="list-style-type: none"> 1. Member of youth organization Karang Taruna 2. Small business owner 3. Village government 4. Householders 	Policy ideas

Source: proceed by authors (2023)

First, all ideas (philosophy, program, policy) must be delivered, communicated, elaborated, and sharpened in coordinative discourse. This discourse is held in a small forum. The institutional entrepreneur actor should be a person or a group within the Tourism Awareness Group with motivation, human capital, and social capital. Motivation is a psychological need in a person for a sure thing which in this case is the desire to develop a tourism village so that it brings benefits to the community (Kusworo, 2015). Strong motivation is the basis for an actor to continue to innovate and act. Human capital is an actor's communication, negotiation, and persuasion capabilities. Then, social capital can be understood as network, teamwork, trust, and togetherness (Muhammad & Widiyanto, 2019; Sukandar & Rilus A Kinseng, 2022).

Interlocutors are needed, which are vital actors in mobilizing the community and ensuring the success of the realization of the ideas conveyed (Wardani, 2019).

The coordinative discourse interlocutors were village youth leaders and members of the Tourism Awareness Group. Youth leaders in the Sidomulyo Tourism Village can be taken from members of the village youth organization, namely Karang Taruna. Karang Taruna Desa youth leaders have a relatively strong influence on youth and older people in the community. Karang Taruna is lively in Sidomulyo and participates in almost every village event.

In coordinative discourse, actors need to take aspects of CBT as the basis for the development of the Sidomulyo Tourism Village, the goals to be achieved, the problems to be solved, and the policy steps to be carried out together. Actors' communication, negotiation, and persuasion abilities are highly relied upon in this process, so the interlocutor agrees on the strategic steps offered.

After an agreement has been reached, the ideas that have been elaborated, especially policy ideas, need to be delivered to the village community in a communicative discourse process. Village forums can be used as arenas for communicating policy ideas. The institutional entrepreneur and all parties incorporated in the coordinative discourse should take part in delivering these ideas. The targeted interlocutors were members of the youth organization Karang Taruna, small business owners, and householders. All interlocutors need to know the new direction of Sidomulyo Tourism Village development, where they can participate as Tourism Awareness Group's managers or providers of tourist amenities. They also should know that all tourist activities in Sidomulyo Tourism Village are centrally through the Tourism Awareness Group.

Meanwhile, the village government also needs to know about new policy ideas that the Tourism Awareness Group will carry out. It is done so that synchronization of strategic steps is formed between the Tourism Awareness Group and the village government and does not cause conflict. The Tourism Awareness Group should become independent while coordinating with the village government. It is intended that tourism development can be more focused in the future. Then, all policy ideas that have been mutually agreed upon are realized. Evaluations are carried out once a month to ensure that the realization remains in line with the results of the agreement, periodic. This way is a control for all parties and a place to birth innovative ideas related to the tourism village development.

CONCLUSION

Institutional entrepreneurship strategies to optimize community-based tourism practices in Sidomulyo Tourism Village are distinguished into ideas and discourses. The strategic ideas are built upon CBT aspects, new goals of

Sidomulyo Tourism Village, and breakdown problems this village faces. We suggest strategic ideas as follows: manage the tourism village independently, re-justify Tourism Awareness Group goals following CBT aspects, re-arrange the formation and function within the Tourism Awareness Group component, involving the community in every step of the tourism village development, communities get a fair reward for their participation, promoting community investment, creating product innovations, collaborating with universities and other tourism institutions, and also establish an environmental conservation and cultural preservation program with the community.

The strategic ideas should be implemented through discourses. There are two discourses to deliver ideas, coordinative discourse and communicative discourse. The strategic ideas should be conveyed, communicated, negotiated, elaborated, and sharpened within coordinative discourse. This process involved policy actors within the Tourism Awareness Group. Then, the ideas must be taken to the community in communicative discourse. In this process, actors with sufficient knowledge, communication skills, and networking capabilities must deliver ideas successfully.

This study has practical implications for the Tourism Awareness Group managers to be more concerned with managing tourism villages based on CBT aspects independently. This research also shows that synchronization actions are needed in regularly deliberating forums managing tourism villages. Deliberation forums are carried out at the beginning and on a going basis to ensure the effectiveness of the management of tourism villages. It is necessary to evaluate the implementation of activities and management of tourism villages to be more controlled.

Furthermore, various problems still need to be studied in Sidomulyo Tourism Village. For further research, we suggest conducting two themes based on their urgency, especially management and marketing strategy. Management strategy analysis using the Business Model Canvas can help optimize resource utilization to create value for tourists. Then, the marketing strategy discusses how to promote Sidomulyo tourism village based on market segmentation, targeting, and proper positioning analysis.

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