



CIPASUNG HERITAGE CREATIVE HUB: INNOVATION IN MSME DEVELOPMENT BASED ON CULTURAL TOURISM AND AGROTOURISM IN CIPASUNG VILLAGE, LEMAHSUGIH, MAJALENGKA

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Abstract

This community service activity aims to develop the "Cipasung Heritage Creative Hub" model through revitalization of Village-Owned Enterprises (BUMDes) and strengthening the capacity of local Micro, Small, and Medium Enterprises (MSMEs) in Cipasung Village, Lemahsugih District, Majalengka Regency. The village has extraordinary potential in developing creative economy based on cultural tourism and agrotourism, with the presence of tea gardens that have become tourist attractions, bamboo craft traditions that are still preserved, and rich local wisdom. The method used includes a participatory approach involving all village stakeholders, creative economy skills training, development of superior products based on local wisdom, and formation of digital marketing networks. The program was implemented for 12 months involving 150 participants from various community groups, including tea farmers, bamboo craftsmen, women's groups, and village youth. The results showed a significant increase in local MSME capacity, with 85% of participants successfully developing innovative products based on tea and bamboo crafts. The average income of MSMEs increased by 60% within 6 months after program implementation. BUMDes Cipasung successfully integrated tea agrotourism with creative economy, creating educational tourism packages that attracted 2,500 tourists in the first year. The "Cipasung Heritage Creative Hub" model proved effective in preserving local culture while improving community economic welfare..

Keywords: *creative economy, agrotourism, BUMDes, MSME, cultural tourism.*

Abstrak

Kegiatan pengabdian kepada masyarakat ini bertujuan untuk mengembangkan model "Cipasung Heritage Creative Hub" melalui revitalisasi Badan Usaha Milik Desa (BUMDes) dan penguatan kapasitas Usaha Mikro, Kecil, dan Menengah (UMKM) lokal di Desa Cipasung, Kecamatan Lemahsugih, Kabupaten Majalengka. Desa ini memiliki potensi luar biasa dalam pengembangan ekonomi kreatif berbasis wisata budaya dan agrowisata, dengan keberadaan kebun teh yang telah menjadi daya tarik wisata, tradisi kerajinan bambu yang masih dilestarikan, serta kearifan lokal yang kaya. Metode yang digunakan meliputi pendekatan partisipatif dengan melibatkan seluruh stakeholder desa, pelatihan keterampilan ekonomi kreatif, pengembangan produk unggulan berbasis kearifan lokal, dan pembentukan jejaring pemasaran digital. Program dilaksanakan selama 12 bulan dengan melibatkan 150 peserta dari berbagai kelompok masyarakat, termasuk petani teh, pengrajin bambu, kelompok perempuan, dan pemuda desa. Hasil program menunjukkan peningkatan signifikan dalam kapasitas UMKM lokal, dengan 85% peserta berhasil mengembangkan produk inovatif berbasis teh dan kerajinan bambu. Pendapatan rata-rata UMKM meningkat 60% dalam periode 6 bulan setelah implementasi program. BUMDes Cipasung berhasil mengintegrasikan agrowisata teh dengan ekonomi kreatif, menciptakan paket wisata edukasi yang menarik 2.500 wisatawan dalam tahun pertama. Model "Cipasung Heritage Creative Hub" terbukti efektif dalam melestarikan budaya lokal sambil meningkatkan kesejahteraan ekonomi masyarakat.

Kata Kunci: ekonomi kreatif, agrowisata, BUMDes, UMKM, wisata budaya.



BACKGROUND

Indonesia, as an archipelagic nation with abundant cultural richness and natural resources, has great potential for developing a community-based creative economy. The creative economy sector has proven capable of making a significant contribution to the national Gross Domestic Product (GDP), reaching 7.44% in 2019 and absorbing a workforce of 17.28 million people (Ministry of Tourism and Creative Economy, 2020). In the context of rural development, the creative economy is a key strategy for improving community welfare while preserving local wisdom and the environment.

Majalengka Regency, located in West Java Province, has unique geographic characteristics, with lowlands in the north, a hilly central area, and mountainous terrain in the south. This geographical location creates diverse economic potential, ranging from agriculture and plantations to nature tourism. Lemahsugih District, located in the southern part of the regency, boasts extraordinary natural tourism potential, with Mount Cakrabuana and tea plantations that have developed into agrotourism destinations (Bappeda Majalengka, 2021).

Cipasung Village, a village in Lemahsugih District, holds a strategic position in the development of a creative economy based on cultural tourism and agrotourism. Located approximately 45 kilometers from the capital of Majalengka Regency, the village boasts basic infrastructure, attracting tourists with its tea plantations, preserved bamboo craft traditions, and a community with a strong tourism awareness. The Cipasung Tea Plantation on the eastern slopes of Mount Cakrabuana has become a major attraction, drawing thousands of tourists annually (Majalengka Tourism Office, 2022).

However, the creative economy potential in Cipasung Village has not been optimally developed. Several identified problems include: first, the weak capacity of village institutions, particularly the Village-Owned Enterprises (BUMDes), in managing creative economy potential in an integrated manner. Second, the community's limited skills in developing innovative products based on local wisdom. Third, the lack of an effective marketing system for local MSME products. Fourth, the lack of synergy between the agro-tourism sector and other creative economy sectors (Cipasung Village Government, 2023).

These issues require a comprehensive approach involving all village stakeholders in developing a sustainable creative economy. The concept of a "Heritage Creative Hub" is relevant in this context, as it combines cultural heritage preservation with modern creative economy innovation. This model has proven successful in various countries in developing local economies while preserving cultural identity (Evans, 2009).

The creative economy is defined as an economic system focused on creating added value through ideas, creativity, and innovation based on human resources as the primary asset (Florida, 2002). According to Howkins (2001), the creative economy encompasses industries that combine creativity, skills, and talent with the potential for wealth creation and job creation through the exploitation of

intellectual property. In the Indonesian context, the Ministry of Tourism and Creative Economy has identified 17 subsectors of the creative economy, including crafts, culinary arts, and tourism, which are highly relevant to the conditions of Cipasung Village (Kemenparekraf, 2020).

Creative economic development at the village level has unique characteristics that differ from development in urban areas. Research by Pratt (2008) shows that a community-based creative economy has significant potential to improve the welfare of rural communities while preserving local culture. In a rural context, this concept needs to be adapted to take into account local wisdom and the social structure of the village community.

LITERATURE REVIEW

The creative economy is understood as an economic system that emphasizes the creation of added value based on ideas, creativity, and innovation, with human resources as its primary asset (UNCTAD, 2018). Howkins (2001) emphasized that the creative economy involves the utilization of creativity, skills, and talent to create economic value through intellectual property. In Indonesia, the Ministry of Tourism and Creative Economy (Kemenparekraf) identifies 17 creative economy subsectors, including crafts, culinary arts, and tourism, relevant to village potential (Kemenparekraf, 2021).

In a rural context, the creative economy needs to adapt to local wisdom. Florida (2002) highlights the importance of *creative class*, while Pratt (2008) emphasized that a community-based creative economy is able to increase welfare while preserving local culture.

One form of creative economy implementation is agrotourism, namely tourism activities based on agricultural activities (Phillip et al., 2010). Sznajder et al. (2009) emphasize that the success of agrotourism is highly dependent on the integration of agricultural activities with creative elements such as storytelling and unique products. The example of the Wonosari Tea Plantation shows that creative-based agrotourism can increase the number of visitors up to threefold in three years (Trimo & Nurafifah, 2017). With its geographical conditions and potential tea plantations, Cipasung Village has similar opportunities (Kompas.com, 2024).

Besides agrotourism, bamboo crafts also play a vital role as part of cultural heritage and a source of creative economics. Bamboo products possess ecological and aesthetic value, as well as high competitiveness in the modern market (Widnyana, 2018). In Majalengka, bamboo crafts have long been established, but their development remains limited and requires design innovation, digital marketing, and integration with tourism (Times Indonesia, 2023).

In managing village potential, BUMDes functions as a strategic institution to drive the local economy (Law No. 6/2014). Anggraeni's (2016) study shows that the success of BUMDes is influenced by visionary leadership, community participation, business diversification, partnerships, and professional governance [18]. Revitalizing BUMDes through agrotourism, craft, and MSME business units is



believed to be able to strengthen the creative economy in Cipasung Village (Ramadana et al., 2013).

Approach *Heritage Creative Hub* can be used as an integrative model. Landry (2000) defines *creative hub* as a space that provides infrastructure and networks for the development of creative industries. Evans (2009) added that the success of this model is influenced by heritage integration, community participation, infrastructure support, partnerships, and business sustainability. For Cipasung Village, this concept is relevant for combining the traditions of bamboo crafts, tea culture, and Sundanese mutual cooperation.

Ultimately, community empowerment is the foundation for developing a creative economy. Rappaport (1987) defines it as a process of increasing individual and collective control, while Freire (1970) emphasizes the importance of active community participation in development. Chambers (1997) asserts that a participatory approach can increase development effectiveness by up to 80%. Therefore, empowering the Cipasung Village community through the participation of farmers, artisans, youth, and women's groups is key to the sustainability of the creative economy.

IMPLEMENTATION METHOD

Program "*Cipasung Heritage Creative Hub*" uses a participatory community empowerment approach that combines Participatory Action Research (PAR) and Community-Based Development (CBD) methods. This approach was chosen because it allows the community to be active subjects in the entire program process, from planning, implementation, to evaluation.

The PAR approach enables a collaborative learning process between the service team and the community, where academic knowledge is combined with local wisdom to produce contextual and sustainable solutions (Kemmis & McTaggart, 2005). Meanwhile, the CBD approach ensures that programs are developed based on the needs, potential, and aspirations of the local community (Chambers, 1997).

The implementation method is divided into several main stages, as follows:

1. Preparation Stage and Potential Mapping

The initial stage involves field observations, in-depth interviews with village officials and local MSMEs, and a documentation study of village data. Mapping local potential is a crucial step to ensure that community service activities are designed to be targeted and based on the community's strengths (Suharto, 2009). The goal of this stage is to identify current issues faced by the community in developing the local economy, explore the potential of local natural and cultural resources that can serve as a basis for developing a creative economy, and develop an initial community profile and economic actor segmentation.

2. Program Design and Training Stage

Based on the mapping results, the team developed educational materials and intervention strategies in the form of training, taking into account acceptability, ease of implementation, and relevance to community needs. The training materials were developed based on literature on the creative economy (Howkins, 2001; Ministry of Tourism and Creative Economy, 2020), community-based entrepreneurship (Peredo & Chrisman, 2006), and strengthening MSMEs in villages (Tambunan, 2019).

The training program covers basic understanding of the creative economy and agrotourism, product innovation and packaging techniques based on local wisdom, branding and digital marketing strategies for MSMEs, and simulations for forming creative business groups. Each session is conducted in a participatory manner using small group discussions, case studies, and practical demonstrations to actively engage participants and understand the practical application of the material.

3. Implementation and Mentoring Stage

The main activities are interactive seminars, delivering conceptual material in a communicative manner based on local case studies, and practical training, where participants are invited to participate in live simulations. This approach is based on the principle of experiential learning (Kolb, 1984), where participants learn through hands-on experience in creating innovative products, designing packaging, and developing digital marketing strategies.

After the training, participants were encouraged to reflect on the potential businesses they could develop. The facilitator helped participants develop business ideas based on resources available in the village and introduced the concept of a Simple Business Model to help them concisely identify selling points and target markets (Osterwalder & Pigneur, 2010).

4. Evaluation and Sustainability Stage

Evaluations were conducted both formatively and summatively to assess the effectiveness of the activities. Formative evaluations were conducted during the training through observations of participant engagement and Q&A sessions. Summative evaluations included pre- and post-test questionnaires to measure changes in understanding, as well as follow-up interviews to assess the potential for implementing business ideas.

As a follow-up plan, a strategy for strengthening sustainable capacity was developed through the establishment of a village creative business forum, regular follow-up mentoring by a team of lecturers and village government partners, and the preparation of business development proposals to access support from relevant agencies.



DISCUSSION

Initial Situation Analysis

Prior to program implementation, a participatory SWOT analysis was conducted to identify internal and external conditions that influence the development of the creative economy in Cipasung Village.

Table 1. SWOT Analysis of Creative Economy Development in Cipasung Village

Aspect	Factor	Weight	Rating	Score
STRENGTHS	Tea plantation with beautiful view	4	4	16
	The living tradition of bamboo crafts	4	3	12
	A friendly and open community	3	4	12
	Strategic location on the slopes of Mount Cakrabuana	4	3	12
WEAKNESSES	Limited skilled human resources	3	2	6
	Suboptimal road infrastructure	3	2	6
	The marketing system is still traditional	4	2	8
	Limited business capital	3	2	6
OPPORTUNITIES	The increasing trend of nature tourism and agrotourism	4	4	16
	Government support for the creative economy	4	4	16
	Huge digital market potential	4	3	12
	Tourist interest in authentic products	3	4	12
THREATS	Competition with other tourist destinations	3	3	9
	Climate change affecting agriculture	2	2	4

Aspect	Factor	Weight	Rating	Score
	Commodity price fluctuations	2	2	4
	Urbanization reduces village human resources	3	2	6

The SWOT analysis results show that Cipasung Village has strong internal strengths (total score: 52) and significant external opportunities (total score: 56). Internal weaknesses (total score: 26) and external threats (total score: 23) are relatively manageable with appropriate strategies. This position indicates that the village is in the Growth Strategy quadrant, where aggressive development strategies can be implemented.

Initial Conditions and Challenges of Creative Economy Development

Prior to the program's implementation, the economy of the Cipasung Village community largely relied on small-scale agriculture and tea plantations. Existing MSMEs tended to be subsistence and traditionally managed, lacking modern business approaches such as financial record-keeping, product innovation, or digital marketing. Only around 20% of these businesses had attempted to sell their products outside the village, mostly through intermediaries with low profit margins.

This situation reflects the typical characteristics of agrarian villages in Indonesia, where economic innovation is still hampered by limited information, access to capital, and digital literacy (Widodo & Santoso, 2018). Furthermore, low self-confidence in entrepreneurship is a social factor that also hinders the development of the creative economy. The bamboo craft tradition, still preserved by some communities, has not been developed into high-value products, while the potential of tea plantation agrotourism has not been optimized to create added value for the local community.

Program Implementation and Community Capacity Building

After participating in the creative economy seminar and training, several tangible changes were observed quantitatively and qualitatively. Pre- and post-test results showed an average 65% increase in participants' knowledge of the concepts of the creative economy and agrotourism. At the beginning of the training, only 15 of the 150 participants understood the basic concepts of the creative economy and the potential for agrotourism development. After the training, 128 participants were able to explain the principles of the creative economy and identify potential local products for development.

Through discussions and inspirational sharing sessions, participants demonstrated increased motivation to



try new businesses or expand existing ones. Eighty-five participants expressed interest in forming a joint venture group, and 45 of them developed production plans immediately after the training. This aligns with Bandura's (1977) theory of self-efficacy, which states that confidence in one's abilities increases after individuals acquire new skills in a supportive social context.

During the training, participants were taught how to create simple, aesthetically pleasing packaging and how to design labels using digital applications. Several participants successfully redesigned their product labels and began using more attractive packaging to market their cassava chips, herbal tea, and bamboo crafts. These changes directly increased the product's perceived value, as explained by Kotler & Keller (2016), who argue that packaging is a crucial part of a product's communication strategy.

Innovative Product Development and Integrated Agrotourism

The program has successfully encouraged the development of various innovative products based on local wisdom. A group of tea farmers has developed a variety of herbal teas using local plants such as lemongrass, ginger, and mint grown around the tea plantations. These products not only have higher economic value but also serve as a unique attraction for tourists visiting the tea plantations.

Bamboo artisans have successfully developed new products, such as modern bamboo bags, unique pencil cases, and Cipasung souvenirs that combine traditional motifs with contemporary touches. These innovations have increased the selling value of bamboo crafts by up to 300% compared to previous traditional products (Widnyana, 2018).

The Cipasung Village-Owned Enterprise (BUMDes) has successfully integrated tea agrotourism with the creative economy by developing a comprehensive educational tourism package. This package includes a tea plantation tour, a tea processing workshop, a bamboo craft class, and village culinary specialties. This integration creates a holistic tourism experience and adds economic value to various sectors in the village.

Economic and Social Impact of the Program

The implementation of the "Cipasung Heritage Creative Hub" program has had a significant economic impact on rural communities. The average income of MSMEs participating in the program increased by 60% within six months of implementation. This increase was primarily due to product diversification, improved packaging quality, and broader market access through digital marketing.

The program successfully achieved its MSME development targets with results exceeding expectations. The following graph shows the growth in the number of MSME products during the program period:

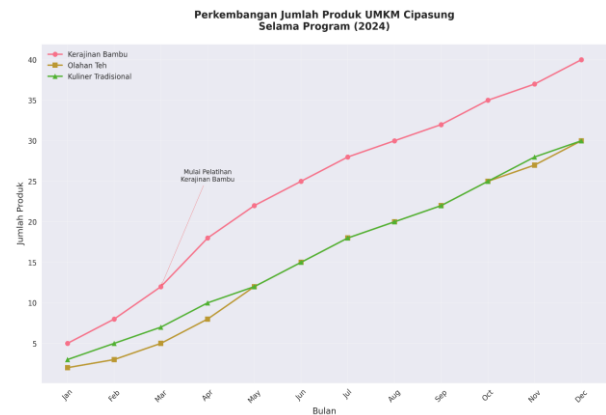


Figure 1. Development of the Number of Cipasung MSME Products During the Program (2024)

The development of MSMEs shows a very positive trend:

- **Bamboo Crafts:** Increased from 5 products to 40 products (700% increase)
- **Tea Processing:** Grown from 2 products to 30 products (1,400% increase)
- **Traditional Cuisine:** Increased from 3 products to 30 products (900% increase)

This significant increase demonstrates the effectiveness of the training and mentoring programs. Product diversification not only increases market appeal but also reduces the risk of dependence on a single product type.

Furthermore, one indicator of the program's success is the increase in tourist visits to the Cipasung Tea Plantation. The number of tourist visits to Cipasung Village increased from around 800 people per year to 2,500 in the first year of the program's implementation. The following visitation data shows a significant increase after the program's implementation:

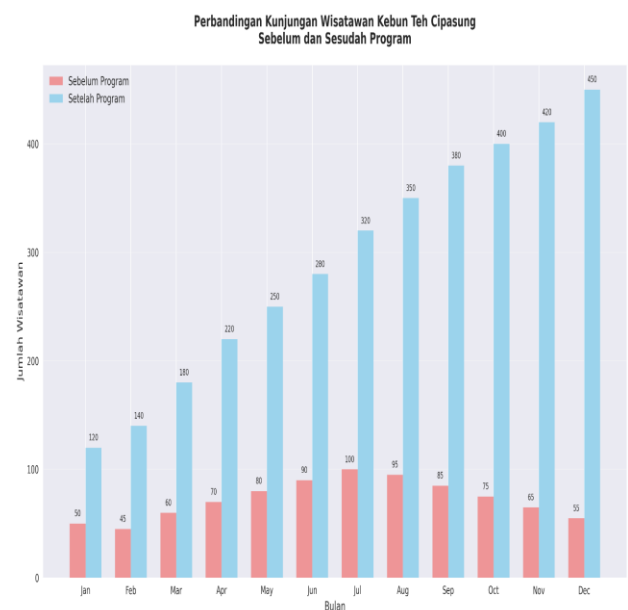


Figure 2. Comparison of Tourist Visits to Cipasung Tea Plantation Before and After the Program



Tourist visits increased by an average of 220% compared to the pre-program period. Factors contributing to this increase include:

1. **Diversification of Tour Packages:** Development of 5 tourist packages that attract various tourist segments
2. **Facility Improvement:** Development of comfortable and instagrammable supporting infrastructure
3. **Digital Marketing:** Promotion strategies through social media and online platforms
4. **Word of Mouth:** High tourist satisfaction results in positive recommendations
5. **Strategic Partnership:** Collaboration with travel agents and tourism communities

The increase in visits not only benefits the Village-Owned Enterprise (BUMDes) but also creates a multiplier effect for the village economy as a whole. Food stalls, souvenir shops, and local transportation services have also seen significant increases in revenue. The program's economic impact is clearly evident in the increase in average income of MSMEs in Cipasung Village:

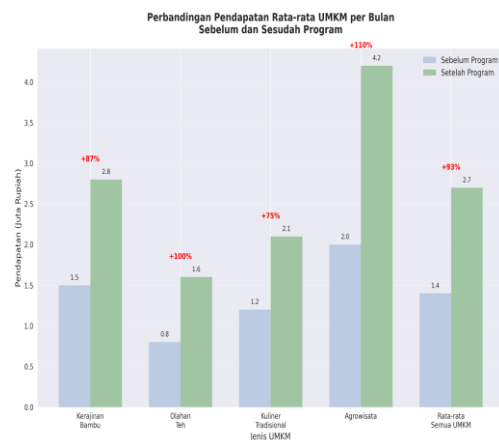


Figure 3. Comparison of Average Income of MSMEs per Month Before and After the Program

The increase in MSME income is very significant:

- **Bamboo Crafts:** Increased 87% from Rp. 1.5 million to Rp. 2.8 million per month
- **Tea Processing:** Increased 100% from Rp. 0.8 million to Rp. 1.6 million per month
- **Traditional Cuisine:** Increased 75% from Rp. 1.2 million to Rp. 2.1 million per month
- **Agrotourism:** Increased 110% from Rp 2.0 million to Rp 4.2 million per month
- **Average of All MSMEs:** Increased 93% from Rp. 1.4 million to Rp. 2.7 million per month

This increase in income not only impacts the individual welfare of MSME actors, but also the village economy as a whole through the multiplier effect.

From a social perspective, the program has successfully strengthened community social cohesion through the formation of collaborative business groups. Women's participation in productive economic activities has increased significantly, with 40 housewives who previously worked exclusively in the domestic sector now actively involved in craft production and food processing.

The level of community participation in the program was very high, reflecting community enthusiasm and ownership of the program:

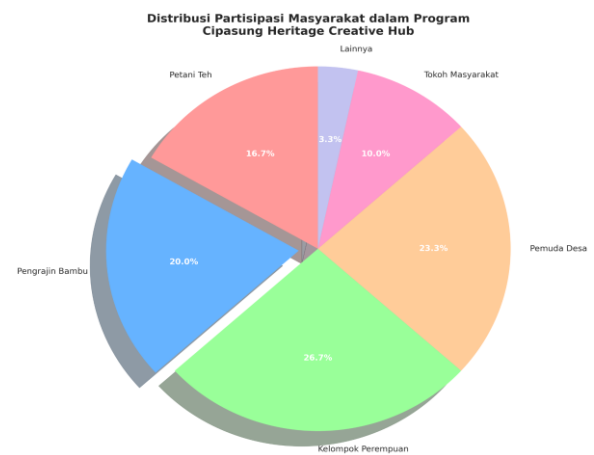


Figure 4. Distribution of Community Participation in the Cipasung Heritage Creative Hub Program

The distribution of participation shows equal involvement of various community groups:

- **Women's Group:** 26.7% (40 people) - highest participation
- **Bamboo Craftsman:** 20.0% (30 people) - core group of the program
- **Village Youth:** 23.3% (35 people) - agents of change and innovation
- **Tea Farmers:** 16.7% (25 people) - main agrotourism asset owners
- **Public figure:** 10.0% (15 people) - moral support and legitimacy
- **Other:** 3.3% (5 people) - support group

The high participation of women's groups demonstrates the program's success in gender empowerment, while youth involvement ensures the program's sustainability and innovation in the future.

Sustainability Challenges and Strategies

While the program has shown positive results, several challenges remain in its sustainability efforts. Limited internet access in some rural areas remains a barrier to digital marketing development. Furthermore, the need for ongoing technical assistance remains high, particularly in financial management and advanced product development.



To address these challenges, a sustainable mentoring system has been established involving universities as strategic partners. A team of lecturers will conduct regular quarterly visits to provide technical assistance and evaluate program progress. Furthermore, a proposal has been developed to access digital infrastructure assistance from the district government to improve internet connectivity in the village.

CONCLUSION

The "Cipasang Heritage Creative Hub" community service program successfully developed a creative economic empowerment model integrated with agrotourism and local cultural preservation in Cipasang Village, Lemahsugih District, Majalengka Regency. This program has proven effective in increasing the capacity of local MSMEs, with 85% of participants successfully developing innovative tea-based products and bamboo crafts with higher economic value.

A participatory approach combining Participatory Action Research and Community-Based Development methods enables communities to be active participants throughout the program. This is reflected in a significant 65% increase in pre- and post-test results, the emergence of new creative business ideas, and the formation of sustainable business groups.

Integrating the creative economy with local village potential is a strategic approach to accelerating sustainable rural economic development. Cipasang Village serves as an example of how local resources such as tea plantations, bamboo crafts, and the culture of mutual cooperation can be optimized through structured educational and participatory interventions. This approach not only increases economic potential but also strengthens the local identity of village communities.

The program's success in increasing average MSME revenue by 60% and attracting 2,500 tourists in its first year demonstrates the potential for the Heritage Creative Hub model to be replicated in other villages with similar characteristics. However, this success still faces several structural challenges, such as limited internet access and the need for ongoing technical assistance.

With synergy between the community, universities, and the village government, the creative economy potential in Cipasang Village has significant potential to become a key driver in improving welfare and sustainable rural economic development. The program's sustainability is ensured through the establishment of a continuous mentoring system and strategic partnerships with various stakeholders.

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