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UNLOCKING TOURISM POTENTIAL: TOURISM INNOVATIONS IN INCREASING VILLAGE ORIGINAL INCOME

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ABSTRACT

This article aims to describe strategies for increasing Village Original Income (PADes) through optimizing tourism potential in Negeri Latuhalat, Ambon City. The study employs a qualitative approach using in-depth interviews and direct observation to gather data on local potentials and challenges. The findings reveal that Negeri Latuhalat possesses significant natural, cultural, and historical assets that remain underutilized for tourism sector development. The analysis highlights the need for infrastructure development, sustainable tourism program design, and enhanced community involvement as key steps in advancing tourism innovations. This study offers a comprehensive and fresh approach, focusing not only on economic growth but also on social and environmental sustainability. The strategic recommendations include community empowerment, establishing partnerships between government and private sectors, and leveraging digital-based promotion to expand tourism appeal. This article provides valuable contributions to the development of social sciences and humanities, particularly in crafting community-based policies to support rural tourism. With proper implementation, these strategies are expected to significantly enhance PADes while strengthening local identity and improving community well-being.

Keywords*: Community Empowerment, Rural Tourism, Sustainable Tourism, Tourism Development, Village Original Income (PADes)*

INTRODUCTION

Tourism is often regarded as a sector with significant potential to enhance income and community welfare, particularly in rural areas rich in natural beauty, culture, and history (Ika et al., 2022). Latuhalat Village, located in the city of Ambon, is one such village with considerable tourism potential. However, the contribution of the tourism sector to Latuhalat Village's Original Revenue (PADes) remains minimal. According to the 2022 village government report, more than 60% of community income depends on the fisheries and agriculture sectors, while tourism potential remains largely untapped. The significance of this study lies in identifying strategies and innovations to optimize tourism as one of the pillars of a sustainable village economy (Rokhayati et al., 2022).

Research on village-based tourism development has been a major focus in tourism literature. Studies by Amaliah & Sakir (2023) and Mutmainah et al. (2022) demonstrate that rural

tourism holds great potential for poverty reduction by creating new job opportunities, increasing household income, and stimulating other economic sectors such as local trade and transportation services. These findings are highly relevant to the context of Latuhalat, where the majority of residents rely on primary sectors like fisheries and agriculture, which are often subject to income volatility. Thus, economic diversification through tourism may offer a strategic solution.

Other studies by Dicky et al. (2022) and Hijrah & Bahruddin (2023) emphasize the importance of empowering local communities in tourism development. They argue that involving local communities not only fosters a sense of ownership over tourism projects but also ensures the sustainability of their management. Suggested empowerment models include skill training, community involvement in planning processes, and access to supporting resources. However, in the Indonesian context, Agustini et al. (2022) highlight several obstacles to implementing community empowerment, such as a lack of coordination among stakeholders and limited public awareness of tourism potential in their own regions.

On the other hand, sustainability in tourism has also become a crucial area of study. Khairinnisa & Merina (2022), through the tourism destination life cycle model, show that sustainability is key to maintaining the appeal of destinations amid growing visitor numbers. Further studies by Magrisa et al. (2022) and Mebri et al. (2022) expand this concept by adding social and cultural sustainability dimensions, arguing that preserving local traditions and protecting cultural values must be integral to tourism development strategies. This is particularly relevant to Latuhalat, which is rich in local culture and traditions such as dance, traditional music, and colonial-era history.

Infrastructure is another major factor in the success of rural tourism development. Research by Frengki et al. (2023) shows that adequate accessibility and facilities, such as quality roads, accommodations, and public amenities, are basic requirements for attracting tourists. However, Masrullah et al. (2023) warn that infrastructure development must be carefully planned to avoid environmental degradation. In the context of Latuhalat, this challenge is critical, as natural attractions like beaches and forest landscapes are key tourism assets that must be preserved. In addition, tourism promotion and marketing are also widely discussed in the literature. Studies by Pora et al. (2022) and Puspantari (2022) indicate that digital marketing strategies, including social media, can expand outreach and attract younger tourists. Novatiani et al. (2023) assert that authentic storytelling about local culture and uniqueness can be a major appeal in rural tourism destination marketing campaigns.

However, most of these studies focus on already well-known tourism destinations, while research on areas with underdeveloped tourism sectors, such as Latuhalat Village, remains limited. Additionally, previous studies tend to separate the aspects of infrastructure development, community empowerment, and environmental sustainability without integrating them into a holistic tourism development strategy. This study aims to fill that gap by offering an innovative approach that integrates the natural, cultural, and historical potentials of Latuhalat into a sustainable community-based tourism program. The novelty of this research lies in the

strategic design that involves all stakeholders—including local communities, government, and the private sector—in developing a tourism sector that not only boosts PADes but also strengthens local identity and enhances community welfare. Through this approach, the research provides not only practical solutions for Latuhalat but also relevant academic contributions to the literature on rural tourism and sustainable development. The combination of empirical analysis and theoretical concepts is expected to serve as a guide for policymakers, entrepreneurs, and academics in advancing tourism in similarly potential regions.

RESEARCH METHOD

This study employs a qualitative approach aimed at deeply understanding the tourism potential in Latuhalat Village and formulating innovative strategies to enhance the village's Original Revenue (PADes). This approach was chosen due to its holistic and in-depth nature, allowing for comprehensive exploration of local contexts, natural resources, culture, as well as community and stakeholder perceptions. A qualitative method is also considered relevant for exploring social and ecological dimensions that are often difficult to capture using quantitative methods (Denzin & Lincoln, 2018).

The research subjects consist of village government apparatuses, including the Village Government and the Village Consultative Body (BPD), as well as community leaders in Latuhalat Village, Nusaniwe Subdistrict, Ambon City. These subjects were selected due to their strategic roles in decision-making processes that impact tourism resource management. The research object focuses on the utilization of ecological opportunities and natural aspects as potential revenue sources for the village. This context is especially important considering that coastal villages like Latuhalat often have abundant resources that are underutilized (Denzin & Lincoln, 2018).

Data collection was conducted using three main techniques: in-depth interviews, direct observation, and document study. In-depth interviews were carried out with key informants, including village officials, local business actors, community members, and tourists. This technique aimed to understand the challenges and opportunities in tourism development from both policy and field implementation perspectives. Informants were selected purposively to ensure the data collected was relevant to the research objectives (Denzin & Lincoln, 2018).

Additionally, direct observation was used to verify interview findings and document the physical conditions of tourism destinations. The researcher observed natural attractions, such as beaches and historical sites, and noted the availability of supporting infrastructure. This technique also helped in understanding how communities interact with local resources, which is a key factor in developing community-based tourism (Denzin & Lincoln, 2018). Document study complemented the data obtained from interviews and observations. Official village documents, PADes financial reports, the Village Mid-Term Development Plan (RPJMDes), and academic publications were used to understand existing policies and identify relevant historical and

quantitative data. A triangulation approach was applied to enhance data validity by comparing the results of the three data collection methods (Denzin & Lincoln, 2018).

Collected data were analyzed using thematic analysis. The analysis stages began with data coding to identify major themes such as tourism potential, challenges, and innovation strategies. These themes were then categorized and analyzed in depth to uncover relationships between elements that support sustainable tourism development. This process aims to produce strategic recommendations that are relevant for both policymakers and local entrepreneurs. A comprehensive analysis also allows for the exploration of interrelated social, economic, and environmental dimensions (Denzin & Lincoln, 2018)

RESULTS AND DISCUSSION

Tourism Potential in Latuhalat Village

Latuhalat Village, located in Nusaniwe Sub-district, Ambon City, possesses abundant natural, cultural, and historical wealth, making it one of the regions with promising tourism potential. Five main beaches—namely Batu Konde in Waimahu Hamlet, Namalatu Beach and Kolin Beach in Kori Hamlet, as well as Santai Beach and Ronawiska Beach in Omputty Hamlet—offer stunning views with white sand, clear seawater, and lush mountain backdrops. Observations indicate that these beaches have great potential to be developed into leading tourist destinations. However, unfortunately, the management of this potential is still hindered by the lack of regulations and its minimal contribution to the PADes.

According to an interview with the Secretary of Latuhalat Village, the management of these tourist beaches is entirely under the control of landowning families without any official contributions to the village. There is no integrated management system, such as entrance ticket fees or local business revenues, that could be allocated to increase the Village Original Revenue. This creates a significant gap between the great potential owned by Latuhalat Village and the economic benefits it generates. In addition to its natural potential, Latuhalat Village also has cultural and historical wealth that could attract tourists. Local traditions such as traditional dance, traditional music, and customary ceremonies could become authentic tourist attractions, while historical sites such as colonial relics and old churches hold significant historical value. However, interviews with community leaders reveal that this culture and history have not been optimally utilized as additional tourist attractions. Tourist visits, although high during holidays, remain focused on the beaches, with no efforts to promote the cultural and historical potential as part of an integrated tourism experience.

The uniqueness of Latuhalat Village lies in the combination of natural beauty, strong cultural traditions, and rich history. This combination provides an opportunity for the village to become a holistic tourist destination that is distinct from other tourist locations in Ambon. However, according to the Head of the Government Affairs Division of Latuhalat Village, there has been no concrete initiative to strategically utilize this uniqueness. Furthermore, the absence

of a definitive *Raja* (traditional leader) of Latuhalat Village has hindered decision-making and policy formulation regarding the management of tourism potential.

Research findings indicate that although Latuhalat Village possesses great natural, cultural, and historical potential, concrete steps to manage that potential as a source of Village Original Revenue have not yet been taken. One of the main obstacles is the absence of village regulations governing economic contributions from tourist locations. The current management system only benefits landowners without providing direct benefits to the community or the village government. Moreover, the lack of promotion, infrastructure, and clear regulations further limits the development of the tourism sector in this area. The high number of tourist visits, especially during holidays, indicates that the economic potential of Latuhalat Village is very large. However, without well-directed and sustainable public policies, this opportunity cannot be maximized to improve collective community welfare.

In the context of tourism development in Latuhalat Village, the role of public policy is crucial in creating transparent and inclusive governance. Good public policy can provide a regulatory framework that ensures local community participation, fair distribution of economic benefits, and environmental protection. One relevant policy is the establishment of a Village Regulation (Peraturan Negeri) that governs the management of tourist sites, including visitor levy collection and the allocation of proceeds for village development.

In addition, the village government needs to develop a digital-based tourism promotion policy to increase the visibility of tourist destinations. Digital technology has proven to be an effective tool in expanding the appeal of tourism in various regions, as evidenced by the success of digital promotion in other tourist destinations in Indonesia (Rokhayati et al., 2022; Sahi et al., 2022). This policy must be complemented by the development of supporting infrastructure, such as transportation access, public facilities, and environmentally friendly tourism services. Coordination among the village government, landowners, and local communities also requires collaborative policies based on sustainable development principles. Community-based management models can be a solution to ensure that all parties benefit from the development of the tourism sector. This aligns with the principles promoted by the World Tourism Organization (UNWTO), which emphasizes the importance of involving local communities in every stage of tourism management.

Existing Conditions and Challenges in Tourism Development

Latuhalat Village, with its rich natural, cultural, and historical potential, faces various challenges in developing its tourism sector. The existing conditions show obstacles in infrastructure, the role of the government and local communities, as well as the supporting regulations. Observations indicate that the infrastructure leading to tourist destinations in Latuhalat Village still requires significant improvement. Roads to major beaches such as Batu Konde, Namalatu Beach, Kolin Beach, Santai Beach, and Ronawiska Beach are mostly dirt roads, which are difficult to access, especially during the rainy season. This hampers the comfort of

tourists, particularly those coming from outside the area or abroad.

Supporting facilities such as parking areas, public toilets, rest areas, and accessibility for tourists with disabilities are nearly nonexistent. These deficiencies directly affect the attractiveness of the tourist destinations as well as Latuhalat Village's ability to compete with other destinations that have better facilities. From a public policy perspective, the lack of infrastructure indicates insufficient budget allocation from either the regional government or the private sector to support tourism development.

Interviews with the Secretary of Latuhalat Village and several stakeholders reveal that the village government does not yet have a clear policy for managing tourism as a source of village income. The village government has also not taken the initiative to actively involve the community in managing or supporting tourist destinations. As expressed by the Head of the Government Affairs Division and the Head of the Development Affairs Division of the village, although the potential for citizen participation and economic contribution is quite large, there has not been a village deliberation to establish rules or policies related to the management of Village Original Revenue from community contributions. Community participation is still passive. Most tourist sites are privately managed by landowning families without any coordination with the village government. As a result, tourism potential has not yet provided collective benefits to the community. Local residents mainly use the tourist locations for private recreation without any tangible contribution to village development.

Moreover, one of the main challenges is the absence of regulations or Village Regulations (*Peraturan Negeri*) that can structurally govern the management and utilization of tourism potential. Without a clear legal basis, tourism management in the village becomes directionless, and thus the economic potential of this sector cannot be maximized. This situation is worsened by the minimal promotion of tourist destinations. Despite all its natural and cultural riches, Latuhalat Village has not received sufficient exposure on social media, travel agencies, or other digital platforms, leaving its beauty hidden from the view of wider tourists.

Low investment is also a significant obstacle. The lack of budget allocation from the regional government and limited private sector involvement in improving infrastructure and tourism facilities have left Latuhalat Village unable to compete with more advanced destinations. This situation is further exacerbated by the lack of coordination between the village government, landowners, and the local community. The absence of an organized cooperation mechanism causes the management of tourist destinations to operate independently, without the synergy needed for sustainable development.

Interviews with the Head of Government Affairs and the Head of Development Affairs of Latuhalat Village show that the community actually has great potential to contribute, both through direct participation and village development contributions. However, up to now, there has been no concrete policy or initiative to mobilize that potential. Community participation through tourism awareness groups (*Kelompok Sadar Wisata/Pokdarwis*) or other economic contributions is still very minimal, mainly due to a lack of direction and support from the village

government. All of this illustrates the need for a more coordinated and policy-based approach to address the existing obstacles and promote more integrated tourism development in Latuhalat Village.

Tourism Development Strategy Based on Innovation

One of the main priorities for increasing the tourism potential of Latuhalat Village is the improvement of basic infrastructure. The first recommendation is to improve road access to tourist destinations such as Namalatu Beach, Batu Konde, and others so that they are more accessible to private vehicles as well as public transportation. In addition, supporting facilities such as parking areas, public toilets, gazebos, and waste management sites at tourism locations need to be developed. Accommodation facilities also require attention. Currently, lodging around Latuhalat Village is very limited, so visitors who wish to stay overnight must find accommodations in downtown Ambon. The village government can promote the development of community-based homestays by utilizing local houses as alternative lodging. Through this approach, local residents not only receive economic benefits but also become directly involved in the tourism sector.

Community-based tourism management is key to the success of tourism sector development. One of the strategies is to empower the community through training on destination management, tourist services, and the development of local products. The establishment of active tourism awareness groups can serve as a platform for communities to collaborate with the village government in managing tourism destinations (Sakir & Mustari, 2022). Interview results show that the economic activities of the Latuhalat Village community are quite diverse, ranging from brick-making industries to local transportation such as public transport and motorcycle taxis (*ojek*). However, this potential has not yet been utilized as a source of Village Original Revenue. The Heads of Government and Development Affairs acknowledged that even though there is an opportunity to impose village-level levies on economic activities not regulated by the Ambon City Government—such as motorcycle taxis and small kiosks—no regulations have yet been established regarding this matter. Therefore, village deliberations must be held to establish policies and regulations that support the optimal utilization of this potential.

Digital marketing strategies can help Latuhalat Village increase its visibility and appeal at the local, national, and international levels. Currently, tourism promotion in Latuhalat Village is very minimal and unorganized. The village government can leverage social media platforms such as Instagram, Facebook, and TikTok to promote the beauty of tourist destinations through photos, videos, and tourist testimonials. In addition to social media, creating an official village website containing comprehensive information on tourist destinations, local events, and available tour packages is also important. Tourism marketplace platforms such as Traveloka, Agoda, or Airbnb can be used to sell tour packages, promote homestays, or offer online reservation services. With digital marketing, the reach to potential tourists can be significantly

expanded.

Based on interviews with the Village Secretary and community leaders, the main challenge in utilizing community economic activities as a source of Village Original Revenue is the lack of regulation. Many economic activities—such as kiosks and motorcycle taxis—which are actually under the village's authority, have never been subject to levies. The Village Secretary stated that the absence of Village Regulations is the main obstacle in managing this potential. A member of the Village Consultative Body (*Badan Saniri Negeri*, or BDT) highlighted the importance of having clear regulations to manage economic activities such as the brick-making industry and local transport as sources of village income. He emphasized that these activities have great potential if managed properly, for instance by establishing fair levies oriented toward development.

Sustainable Tourism Implementation

Environmental sustainability lies at the core of tourism development in Latuhalat Village. Managing tourism-related waste has become a top priority, especially at popular beaches like Namalatu Beach and Santai Beach. Management recommendations include the construction of adequate waste management facilities, such as separate waste bins (organic, inorganic, and special waste). In addition, educational campaigns targeting both tourists and local residents about the importance of environmental cleanliness are essential. Local ecosystem conservation is also a primary concern. For instance, coastal areas that serve as habitats for ecosystems such as coral reefs must be protected from destructive human activities. Regular environmental monitoring programs conducted by local community groups, such as Tourism Awareness Groups (Pokdarwis), can help preserve these ecosystems. Activities such as mangrove planting along the coast can also serve as a long-term solution for mitigating the environmental impact of tourism.

Tourism development should not compromise the traditional and cultural heritage that defines the identity of Latuhalat Village. Traditional practices such as pela gandong, local dance arts, and indigenous crafts must be preserved. A recommended strategy is to integrate these traditions into tourist experiences by organizing regular art performances or cultural festivals. Local community involvement must be prioritized, ensuring that they play a central role in tourism management. Fair systems—such as profit-sharing from tourism revenues through levies or development programs—can both improve community welfare and maintain social harmony. Interviews with community leaders revealed that such models have not yet been implemented systematically; therefore, village regulations supporting community participation must be formulated promptly.

The projected economic impact of tourism development in Latuhalat Village is promising. With optimal management, the potential for increasing PADes through tourism levies, community business contributions, and supporting services such as local transportation and accommodation is significant. For example, each tourist destination could charge an entrance fee that corresponds to the available facilities. Other economic benefits include job creation for local

residents in both formal sectors (such as homestay management) and informal sectors (such as food vendors at tourist sites). As tourist visits increase, small businesses such as kiosks and souvenir shops are likely to grow, creating a positive multiplier effect on the village economy.

Tourism development holds vast potential for generating significant economic impact. However, inequality in the distribution of economic benefits often emerges when management is not conducted equitably. Landowning families who operate tourist destinations often receive direct benefits, while other community members may not receive a fair share. This situation can exacerbate social and economic disparities within the community (Sandag et al., 2022). Therefore, a community-based management approach is necessary to ensure a more equitable distribution of benefits. This system enables all community members to participate in tourism management, allowing economic gains to be collectively shared.

Furthermore, rapid tourism development poses threats to the sustainability of local traditions. Uncontrolled modernization can lead to the marginalization of traditional customs and local cultural arts due to the dominance of external cultural influences. Without serious efforts to preserve these traditions, the cultural identity of the community could be at risk. To address this issue, policies that integrate cultural preservation with tourism development are required. This includes involving indigenous communities in the decision-making process so that tourism becomes not only a source of income but also a tool for safeguarding cultural diversity.

Equally important, uncontrolled tourism poses a high risk of environmental degradation. A surge in tourist visits without clear regulations can lead to various problems, such as pollution from plastic waste, deforestation for infrastructure development, and damage to marine ecosystems, including coral reefs. Activities such as snorkeling and diving, if not monitored, can accelerate marine environmental degradation (Syafitri & Listyawati, 2022). To protect environmental sustainability, firm policies must be adopted, including limiting the number of visitors at certain destinations, implementing effective waste management, and educating tourists about environmentally friendly tourism practices.

Community education and awareness play a vital role in supporting the long-term success of sustainable tourism in Latuhalat. Beyond basic environmental campaigns, there is a need for structured educational programs that introduce concepts such as eco-tourism, responsible travel, and cultural preservation to both locals and visitors. Local schools and community centers can serve as platforms for this knowledge exchange, incorporating environmental stewardship and cultural pride into their curricula. By instilling sustainable values from an early age, future generations of Latuhalat residents will be better equipped to manage tourism in a way that aligns with their community's values and ecological realities.

Moreover, the integration of technology into tourism management presents a strategic opportunity to enhance sustainability. Digital platforms can be utilized to regulate visitor flows, provide real-time environmental updates, and promote eco-friendly activities. For instance, a mobile application could help monitor the carrying capacity of tourist sites, offer educational content about local biodiversity, or facilitate digital ticketing systems that reduce paper waste.

These innovations not only improve tourist experiences but also support data-driven decision-making in environmental protection and cultural preservation.

In addition, establishing a community-based tourism cooperative could further institutionalize equitable benefit-sharing and strengthen local governance. This cooperative model allows local stakeholders—such as artisans, homestay owners, and food vendors—to jointly manage tourism assets, make collective decisions, and reinvest profits into community development. Such a structure ensures transparency, accountability, and inclusiveness, thereby reinforcing the principles of social justice and economic empowerment within the tourism sector. When supported by legal recognition and local policies, this model could serve as a blueprint for other indigenous communities aiming to achieve self-reliant and sustainable tourism development.

CONCLUSION

This study aims to explore the tourism potential of Latuhalat Village as a strategy to increase PADes through innovative and sustainable approaches. Based on the analysis, it is evident that Latuhalat Village possesses rich natural, cultural, and historical assets that hold great potential for development as a leading tourist destination. However, the optimization of this potential remains constrained by limited infrastructure, low involvement of the village government, and the absence of policies and regulations that support the utilization of the tourism sector as a source of PADes. The uniqueness of this study lies in its approach, which emphasizes the integration of infrastructure development, active community involvement, and digital innovation in tourism promotion. This offers a new perspective that tourism development is not solely the responsibility of the government but requires strong synergy with the community and local entrepreneurs. Moreover, this research identifies the importance of implementing sustainable tourism that focuses on environmental, social, and cultural sustainability to ensure long-term positive impacts for the village. The findings indicate that innovation in tourism management can serve as a key driver for creating new revenue streams for Latuhalat Village. Tourism development based on village regulations, community empowerment, and digital marketing strategies provides an effective response to the challenges faced. This approach not only enhances economic income but also strengthens cultural identity and preserves the natural environment of Latuhalat Village.

ETHICAL STATEMENT AND DISCLOSURE

This study was conducted in accordance with established ethical principles, including informed consent, protection of informants' confidentiality, and respect for local cultural values. Special consideration was given to participants from vulnerable groups to ensure their safety, comfort, and equal rights to participate. No external funding was received, and the authors declare no conflict of interest. All data and information presented were collected through valid

research methods and have been verified to ensure their accuracy and reliability. The use of artificial intelligence (AI) was limited to technical assistance for writing and language editing, without influencing the scientific substance of the work. The authors express their gratitude to the informants for their valuable insights, and to the anonymous reviewers for their constructive feedback on an earlier version of this manuscript. The authors take full responsibility for the content and conclusions of this article.

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