

Strengthening Community-Based Tourism through Local Talent Mapping and Integrated Service Development in Serangan Village, Bali

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Abstract.

Community-based tourism can generate local employment and strengthen village enterprises, yet fragmented services and uneven competencies often limit its benefits. This study examined how local talent management could support a local wisdom-based generative tourism ecosystem in Serangan Village, Bali. A participatory community-assistance approach combined field observation, stakeholder interviews, service-readiness assessment, and competency mapping across accommodation, local transportation, tourism information, microenterprises, crafts, and conservation activities. The findings revealed strong tourism potential but uneven readiness. Homestays had adequate physical and digital visibility, although access information, bilingual content, pricing, safety communication, and host-based hospitality required improvement. Local transportation was available but lacked standardized routes, fares, booking procedures, and service information. Tourism information, local enterprises, cultural assets, and conservation initiatives also remained weakly connected. Competency mapping showed that tourism talent extended beyond formal organizations and included hosts, artisans, drivers, information officers, entrepreneurs, conservation actors, and youth. Integrating these actors through targeted capacity building, role alignment, digital information, and collaborative governance can reduce economic leakage and improve visitor experience. The study proposes a transferable community-assistance model linking talent mapping, capacity development, service integration, local wisdom, and Sustainable Development Goals to strengthen inclusive, regenerative, and locally controlled tourism development within coastal and village tourism destinations worldwide.

Keywords: *Community-based tourism; Generative tourism; Local talent management; Local wisdom; Sustainable Development Goals; Tourism service integration*

I. INTRODUCTION

Community-based tourism (CBT) has become an increasingly important strategy for creating local employment, strengthening micro, small, and medium-sized enterprises (MSMEs), and advancing sustainable local economic development. By mobilizing cultural resources, natural

assets, and local knowledge, CBT can generate community-owned business opportunities, reduce economic leakage, and diversify village economies beyond dependence on a single sector (Azwar et al., 2023; Mtapuri et al., 2021; Zhang, 2026). Its relevance is particularly evident in tourism villages, where local crafts, food, homestays, transportation, and cultural experiences can be connected through productive local networks.

The contribution of CBT extends beyond economic growth because it is closely associated with the Sustainable Development Goals (SDGs), particularly decent work, poverty reduction, social inclusion, cultural preservation, and environmental protection. When communities participate meaningfully in tourism planning and service delivery, tourism can strengthen local economic linkages while maintaining cultural identity and ecological responsibility (Dasan et al., 2022; Giliberto & Labadi, 2023). However, these outcomes depend on the capacity of local actors to manage tourism resources collectively, distribute benefits fairly, and convert local wisdom into competitive and sustainable visitor experiences.

At the community level, tourism villages commonly face weaknesses in human resource management, service competence, digital marketing, business management, actor regeneration, and role allocation. Limited professional skills reduce service consistency, constrain MSME development, and weaken the involvement of younger generations in tourism activities (Dasan et al., 2022; Santoso et al., 2024). In addition, top-down planning and unclear divisions of authority may produce unequal benefit distribution, stakeholder tension, and symbolic rather than substantive community participation (Azwar et al., 2023; Giliberto & Labadi, 2023).

These problems are intensified when accommodation, local transportation, tourist information services, MSMEs, conservation initiatives, and cultural attractions operate separately. Destination fragmentation can lower visitor satisfaction, reduce local value creation, and increase economic leakage because tourism expenditures are not retained within interconnected community enterprises (Mtapuri et al., 2021; Ramaano, 2023, 2024). A general solution therefore requires integrated governance through collaboration among communities, government, universities, businesses, and media, thereby reducing external dominance and improving institutional cohesion (Donaldson et al., 2023; Wibowo et al., 2021).

A more specific response involves mapping and developing local talent as the foundation of destination professionalism. Talent mapping enables communities to identify existing capabilities, competency gaps, potential successors, and appropriate roles in tourism services. The resulting evidence can guide targeted training in hospitality, entrepreneurship, digital communication, product innovation, and sustainable resource management (Azwar et al., 2023; Santoso et al., 2024). Such development can improve service quality, expand employment, strengthen MSME competitiveness, and increase online market access through more effective digital marketing (Atzeni et al., 2022; Hamdan & Basrowi, 2024; Mtapuri et al., 2021).

Local talent development must also be anchored in local wisdom so that tourism growth does not separate economic value from cultural and environmental responsibility. Local knowledge can support authentic, inclusive, and low-impact services by integrating traditions, heritage sites, community rituals, ecological practices, and locally produced goods into destination design (Clinton David van der Merwe, 2016; Ha, 2024; Wibowo et al., 2021). Through multi-helix collaboration, these assets can be transformed into distinctive experiences while preserving

community identity, encouraging participation, and strengthening conservation-oriented behavior (Azwar et al., 2023; Ramaano, 2023).

Nevertheless, previous studies and empowerment programs remain fragmented. CBT is often examined separately from talent management, actor regeneration, local wisdom, destination integration, and SDG-based evaluation, while existing governance arrangements frequently provide limited power-sharing and insufficient mechanisms for equitable benefit distribution (Jánová et al., 2025; Kushwaha et al., 2026; Kusumo et al., 2026; Quang et al., 2025). Methodologically, the dominance of qualitative and single-case studies has also limited the development of integrated, transferable assistance models, although mixed approaches and combined perspectives involving stakeholder theory, social capital, and collaborative design have been recommended (Atzeni et al., 2022; Mtapuri et al., 2021).

Accordingly, this study aims to design and implement community assistance for local talent management in developing an SDG-oriented, local wisdom-based generative tourism ecosystem in Serangan Village, Bali. Its novelty lies in integrating talent mapping, competency development, actor regeneration, multi-stakeholder governance, destination-service integration, local-wisdom preservation, and SDG-based monitoring within a single community assistance framework. The scope includes identifying local talents and competency gaps, strengthening digital and service capabilities, clarifying stakeholder roles, connecting tourism-supporting services and MSMEs, and formulating indicators covering economic, social, cultural, and environmental outcomes (Donaldson et al., 2023; Giliberto & Labadi, 2023; Quang et al., 2025).

II. METHODS

This community engagement study used a qualitative participatory approach to develop local talent management and strengthen an SDG-oriented, local wisdom-based generative tourism ecosystem in Serangan Village, Denpasar, Bali. The methodology used in this study includes intervention strategies, data collection, participant selection, instrument quality, analysis, location, implementation stages, initial conditions, and expected outcomes. Community-based tourism and Penta-Helix principles positioned local residents as active partners in identifying problems, mapping competencies, designing activities, and evaluating outcomes. This approach supports community ownership, stakeholder collaboration, equitable benefit distribution, and local capacity development (Atzeni et al., 2022; Azwar et al., 2023; Quang et al., 2025; Wibowo et al., 2021).

The programme was conducted in Serangan Village, with Banjar Tengah serving as the coordination and briefing point. Field observation began at approximately 07:30 WITA. Observers were divided into two groups to cover accommodation, transportation, tourism information, MSMEs, crafts, and conservation activities. This study focused on homestays, guest houses, villas, local transportation, and the Tourist Information Center, including their connections with local enterprises and conservation attractions. The implementation stages included initial diagnosis, programme preparation, community assistance, and evaluation.

Participants were selected using purposive stratified sampling to represent key stakeholders in the tourism ecosystem. These included accommodation managers, MSME owners, transportation providers, tourism information staff, village administrators, conservation actors, community leaders, youth, and representatives from government, academia, business, and media. This approach ensured inclusive representation, including groups with limited decision-making roles (Donaldson

et al., 2023; Hamdan & Basrowi, 2024; Santoso et al., 2024). Participation was strengthened through consultation and joint decision-making to avoid symbolic involvement and ensure meaningful engagement (Jánová et al., 2025; Kushwaha et al., 2026).

Data were collected through structured observation, semi-structured interviews, focus group discussions, documentation, and competency mapping. Observations assessed accommodation quality, access, signage, facilities, reservation systems, service readiness, transportation routes, booking systems, tourist information, digital presence, and integration with MSMEs and conservation. Documentation included photos, location data, digital platforms, service contacts, and facilities. Interviews and discussions explored competencies, training needs, stakeholder roles, coordination challenges, local wisdom, and tourism opportunities. This approach enabled in-depth understanding of stakeholder perspectives (Clinton David van der Merwe, 2016; Creswell & Poth, 2012; Dasan et al., 2022; Miles & Huberman, 2014; Quang et al., 2025),

The competency-mapping instrument assessed knowledge, skills, attitudes, digital literacy, hospitality competence, communication, marketing practices, environmental awareness, and role understanding. Instrument validity was ensured through expert review, and clarity was tested before implementation. Credibility was strengthened through triangulation, member confirmation, and comparison across data sources.

Initial findings showed strong tourism potential but uneven service readiness. Accommodation was available and digitally listed but lacked clear signage, consistent information, and strong tourism narratives. Transportation options existed but were not centrally organized. The Tourist Information Center required integrated maps, directories, and bilingual digital information. Digital platforms were present but lacked consistent details on services and pricing.

Based on these findings, the programme included participatory talent mapping, hospitality and digital marketing training, role clarification, local wisdom documentation, tourism package development, and collaborative service design. SDG principles were integrated to ensure alignment with cultural identity, community inclusion, and environmental sustainability (Giliberto & Labadi, 2023; Santoso et al., 2024). Expected outputs included a bilingual digital catalogue, QR-based information access, integrated service maps, standardized information templates, and improved tourism narratives linking accommodation with local products and conservation.

Data were analysed thematically through coding, categorization, and interpretation. Findings on stakeholder roles, training outcomes, coordination, and innovation were triangulated with observations and documentation (Donaldson et al., 2023; Santoso et al., 2024; Zhang, 2026). This analysis provided a comprehensive understanding of programme processes and community transformation.

III. RESULT AND DISCUSSION

3.1 Extending Talent Management Beyond Formal Organizations

The findings broaden talent management beyond conventional organizations by demonstrating its relevance to community-based tourism. In Serangan Village, competencies were distributed across homestay operators, MSME owners, artisans, local transport providers, information-service actors, conservation groups, and younger community members. This confirms that talent in a tourism village is embedded in a network rather than concentrated within one institution. Mapping these capabilities is essential for identifying strengths, role gaps, and training priorities. This

interpretation is consistent with studies showing that community-based talent mapping can guide targeted capacity-building in hospitality, business management, digital marketing, and product development (Atzeni et al., 2022; Azwar et al., 2023; Santoso et al., 2024). It also supports the multi-helix view that academic institutions, government, businesses, media, and communities jointly expand local capabilities through complementary resources (Wibowo et al., 2021).

The mapping also showed that tourism competence in Serangan cannot be reduced to technical service skills. Local knowledge, cultural interpretation, environmental ethics, and conservation practices are equally important. Turtle conservation, recycled-plastic crafts, seashell products, culinary enterprises, and community spaces indicate that service quality depends on translating cultural and ecological assets into meaningful visitor experiences. This aligns with the argument that heritage, identity, and environmental stewardship should be treated as core competencies in community-based tourism (Giliberto & Labadi, 2023; Quang et al., 2025; Santoso et al., 2024). Talent mapping must remain dynamic and regeneration-oriented because digital communication, market preferences, and environmental risks continually reshape the skills required in village tourism (Atzeni et al., 2022; Mtapuri et al., 2021).

3.2 Capacity, Role Clarity, and Service Integration

As shown in the accommodation and transportation readiness assessments, Serangan possesses substantial tourism assets, but service readiness remains uneven. The observed homestay had adequate physical potential and digital visibility, yet its location within a narrow lane, overlapping signage, inconsistent contact information, and limited bilingual content reduced accessibility. Local transportation was available through motorcycle rentals, cars, village operators, buses, and fast boats, but information on routes, fares, pick-up points, operating hours, and booking procedures was not centrally organized. The tourist information function near the conservation area likewise required a village map, service catalogue, accommodation list, transport directory, and official contact point. These conditions show that service weakness arises not only from infrastructure limitations but also from unclear roles and fragmented information flows.

This pattern is consistent with CBT research identifying capacity improvement, role differentiation, and cross-sector coordination as prerequisites for better visitor experiences and stronger local economic linkages (Mtapuri et al., 2021; Quang et al., 2025). Integrating accommodation, transport, information services, MSMEs, conservation, and cultural attractions can reduce leakage by directing visitors toward locally managed products and services (Donaldson et al., 2023; Ramaano, 2023). The Serangan case, however, adds an important nuance: improved knowledge alone will not produce integration. Training must be accompanied by governance arrangements defining responsibilities, information ownership, referral mechanisms, and benefit distribution. Otherwise, participation may remain symbolic while strategic decisions continue to be controlled by limited institutions or external intermediaries (Jánová et al., 2025; Kushwaha et al., 2026).

3.3 A Community-Based Generative Tourism Ecosystem

As illustrated in Figure 1, the field findings can be synthesized into an analytical pathway in which distributed local talents and tourism assets are transformed through talent mapping, targeted capacity building, role alignment, service integration, and community adoption into a

community-based generative tourism ecosystem. The findings support a generative tourism ecosystem that produces reciprocal value for visitors, residents, culture, and the coastal environment.

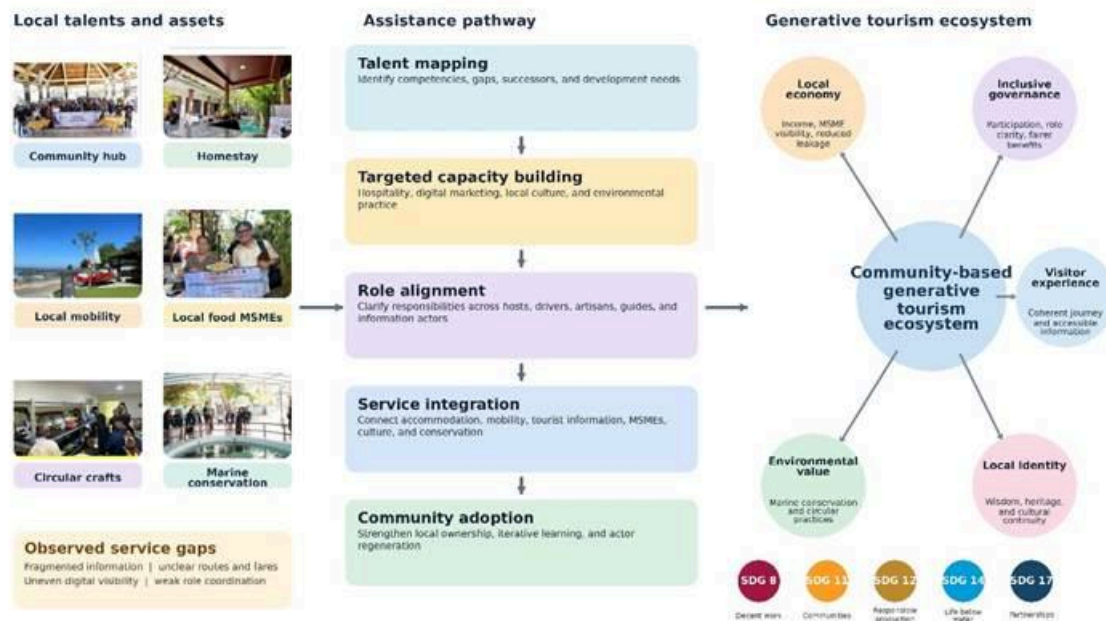


Figure 1. Analytical model of local talent management and integrated service development for a community-based generative tourism ecosystem in Serangan Village, Bali.

In this model, mapped talent provides the human foundation; local wisdom guides service design; MSMEs create economic value; accommodation, transportation, and information services connect the visitor journey; and conservation provides environmental and educational value. Serangan's homestays could function as gateways to coastal life, local food, village routes, turtle conservation, religious heritage, and recycled crafts rather than merely as places to sleep. Its role as a fast-boat transit hub could also convert short transit movements into locally curated experiences.

This interpretation extends conventional sustainability by emphasizing regeneration and local value creation. Community-produced cultural experiences, conservation education, waste-based crafts, and integrated digital information can generate income while strengthening identity and environmental responsibility (Ha, 2024; Mtapuri et al., 2021; Quang et al., 2025). The approach is consistent with local wisdom-based CBT, in which authenticity and participation reinforce visitor engagement and community support for conservation (Ramaano, 2023; Santoso et al., 2024; Wibowo et al., 2021). It also connects SDG 8, SDG 11, SDG 12, SDG 14, and SDG 17 through employment, sustainable communities, responsible production, marine conservation, and partnerships.

The sustainability and replication of this assistance model depend on interacting conditions. Visionary local leadership, genuine participation, youth involvement, institutional support, digital literacy, and strong penta-helix partnerships can facilitate adoption (Azwar et al., 2023; Jánová et al., 2025; Wibowo et al., 2021). Conversely, fragmented governance, inadequate infrastructure, dependence on external marketing channels, and unequal benefit distribution may constrain local ownership (Giliberto & Labadi, 2023; Kushwaha et al., 2026; Mtapuri et al., 2021). Market volatility, environmental pressures, and public-health crises require adaptive policies and

continuous capability renewal (Dasan et al., 2022; Quang et al., 2025). Because community tourism studies remain methodologically heterogeneous, future assessment should combine multi-level and mixed-method evidence to examine adoption, institutional change, and long-term community benefits more rigorously (Li & Hunter, 2015; Quang et al., 2025).

IV. CONCLUSION

The study demonstrates that Serangan Village possesses the essential components of a community-based generative tourism ecosystem, but these assets remain insufficiently coordinated. Accommodation, local transportation, tourism information, microenterprises, cultural attractions, recycled crafts, and turtle conservation provide a strong foundation for local value creation. However, inconsistent service information, limited role clarity, weak digital integration, and fragmented governance restrict their collective contribution to visitor experience and community welfare. The principal finding is that local talent management can operate beyond formal organizations as a practical mechanism for identifying competencies, aligning responsibilities, and connecting diverse community actors within one destination system.

The proposed model links talent mapping, targeted capacity development, role alignment, service integration, and community adoption. Its implementation can strengthen hospitality, digital marketing, information accessibility, local enterprise visibility, and conservation-based tourism while reducing dependence on external intermediaries and economic leakage. The findings contribute to community-based tourism scholarship by integrating talent management, local wisdom, generative tourism, and Sustainable Development Goals within a unified community-assistance framework. This integration offers a more operational explanation of how human capabilities and destination services can jointly support inclusive and regenerative local development.

Further research should evaluate the model through longitudinal and mixed-method designs, measure changes in income, employment, visitor satisfaction, innovation adoption, and environmental outcomes, and compare its applicability across tourism villages with different institutional and cultural conditions.

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