

A Framework Integrating Operational Management and Accommodation in Karang Asam Festival Planning

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Abstract

Community based festivals can strengthen local development and cultural sustainability, yet research rarely explains how operational management and accommodation can be integrated in grassroots festival planning. This study proposes an integrated planning framework for the Karang Asam Festival in Muara Enim, South Sumatra. A qualitative case study was conducted using semi structured interviews, field observations, and document review across the pre event, event, and post event phases. The data were analyzed thematically to identify patterns in operational planning (logistics, communication, site management, and risk handling) and accommodation management using the Guest Service Cycle perspective. Findings show a Blended governance model: basic coordination exists, but many operational activities depend on experience rather than written Standard Operating Procedures. Accommodation is organized through a mixed system hotels for key performers and community managed homestays for other guests yet minimum service standards and centralized coordination remain limited, leading to inconsistent service quality. Despite these constraints, integration between operations and accommodation is maintained through strong community participation, social trust, and collective ownership. The study recommends gradual improvements, including simplified SOPs, better schedule control, minimum homestay standards, and a lightweight feedback mechanism. This framework supports more reliable operations and more consistent guest experience while preserving community based governance.

Keywords: community based festival, operational planning, accommodation management, guest service cycle

Abstrak

Festival yang digerakkan oleh komunitas berpotensi memperkuat pembangunan wilayah sekaligus menjaga keberlanjutan budaya. Namun, kajian yang membahas keterpaduan antara manajemen operasional dan pengelolaan akomodasi dalam perencanaan festival akar rumput masih terbatas. Penelitian ini merumuskan kerangka perencanaan terpadu untuk Festival Karang Asam di Muara Enim, Sumatera Selatan dengan menggunakan pendekatan studi kasus kualitatif melalui wawancara semi-terstruktur, observasi lapangan, serta analisis dokumen pada tahap pra-acara, pelaksanaan, dan pasca-acara. Data dianalisis secara tematik untuk menemukan pola dalam perencanaan operasional—meliputi logistik, komunikasi, pengelolaan lokasi, dan mitigasi risiko—serta dalam pengelolaan akomodasi dengan perspektif Guest Service Cycle. Temuan menunjukkan adanya model tata kelola campuran: koordinasi dasar telah berjalan, tetapi banyak aktivitas operasional masih bergantung pada pengalaman praktis dan belum terdokumentasi dalam SOP tertulis. Sistem akomodasi menerapkan pola kombinasi, yakni hotel bagi penampil utama dan homestay berbasis masyarakat bagi tamu lainnya. Meski demikian, keterbatasan standar layanan minimum dan koordinasi terpusat menyebabkan mutu layanan belum sepenuhnya konsisten. Walaupun terdapat berbagai keterbatasan, integrasi antara aspek operasional dan akomodasi tetap terwujud melalui partisipasi aktif masyarakat, modal sosial berupa kepercayaan, serta rasa kepemilikan kolektif. Studi ini merekomendasikan langkah perbaikan bertahap, seperti penyusunan SOP sederhana, penguatan pengendalian jadwal, penetapan standar minimum homestay, serta penerapan mekanisme umpan balik yang praktis.

Kata Kunci: festival berbasis komunitas, perencanaan operasional, pengelolaan akomodasi, guest service cycle

A. INTRODUCTION

Festival tourism has increasingly become a strategic mechanism for regional development, cultural revitalization, and community empowerment. In the broader context of event studies, festivals are understood not merely as celebratory gatherings but as structured socio economic interventions capable of generating multiplier effects for local economies and strengthening collective identity (Getz, 2012; Allen et al., 2011). The framework aims to address the complexities inherent in managing multifaceted events by integrating strategic operational considerations with the logistical demands of attendee accommodation, thus ensuring a seamless experience for participants and efficient resource allocation for organizers (Handyastuti et al., 2024). This approach seeks to move beyond conventional event planning paradigms by emphasizing a holistic perspective where accommodation strategies are not merely an afterthought but an integral component of the operational blueprint (Gusniar et al., 2024). By systematically intertwining these aspects, the framework intends to proactively mitigate potential operational risks and enhance attendee satisfaction, ultimately contributing to the festival's sustainability and reputation (Herawan, 2022).

This integrated approach is crucial for festivals like Karang Asam, as effective operational management, particularly when synergized with robust accommodation strategies, can significantly impact overall attendee experience and economic viability (Soesanto et al., 2024). Furthermore, considering the increasing competitiveness within the global tourism landscape, strategic differentiation through meticulously planned events becomes paramount for destinations seeking to attract and retain visitors (Carvalho et al., 2022). The application of such a framework is essential for improving revenue and occupancy levels within the hotel sector, achieved by delivering an exceptional guest experience and maintaining stringent cost controls (Moussa et al., 2025). This necessitates a comprehensive approach that considers various dimensions of performance, balancing financial metrics with non-financial aspects such as customer satisfaction and operational efficiency, to achieve organizational objectives within the dynamic tourism sector (Mohamad et al., 2023). Consequently, numerous academics have endeavoured to devise superior methodologies for aligning performance measurement with an organization's overarching strategy (Aujirapongpan & Pattanasing, 2020). Such frameworks often emphasize the importance of system approaches to link strategic management, operation management, and performance measurement systems, ensuring they function congruently to achieve desired outcomes (Yilmaz, 2018).

Particularly in emerging destinations, community driven festivals often serve as bottom up development initiatives that mobilize social capital and reinforce place based cultural narratives. The direct involvement of the local community within the festival's organizational structure demonstrates that the community becomes an active tourism actor itself (community involvement), rather than merely a passive recipient of its impacts (Rosilawati et al., 2021). The concept of a community-based festival is further strengthened by a cultural preservation approach through education and the intergenerational transmission of values (Kusumastuti et al., 2021). This view is consistent with the increasing acknowledgement that tourism events can serve as high-impact catalysts encouraging community participation, strengthening local identity, and creating economic benefits when they are managed well. Nonetheless, key obstacles remain. Prior research indicates that inadequate supporting elements, including the quality of attractions, accessibility, and available amenities, can substantially shape tourists' perceptions and reduce overall satisfaction (Hasan & Karo, 2023). Event tourism, understood as the purposeful organization of festivals, cultural activities, and special events to draw visitors, is widely acknowledged as a key catalyst for regional growth and destination branding (Hasan et al., 2025). Event planners can tailor recommendations,

services, and content to individual visitor preferences by leveraging AI technologies such as machine learning, predictive analytics, and recommendation systems (Hasan, 2026).

Despite this growing recognition, the managerial dimension of community based festivals remains under examined. While numerous studies explore branding, marketing strategies, and economic impacts of festivals, limited scholarly attention has been directed toward the structural integration of operational management and accommodation systems in grassroots festival contexts. Professional event management frameworks such as the Event Management Body of Knowledge (EMBOK) (Silvers et al., 2006) provide comprehensive guidance on logistics, site management, participant coordination, and risk planning. However, these frameworks are largely conceptualized for commercially organized or corporately structured events, where hierarchical governance and formalized procedures are already institutionalized.

In contrast, community driven festivals often rely on informal coordination mechanisms, collective trust, and experiential learning rather than documented operational standards. This divergence creates a theoretical and practical gap: how can professional operational management principles be contextualized within community based governance structures without undermining local participation dynamics?

Karang Asam Festival (KAF), organized in Muara Enim Regency, South Sumatra, represents a compelling case for examining this gap. Initiated and managed predominantly by local residents, the festival reflects strong communal participation rooted in mutual cooperation traditions. Over the past three years, KAF has expanded in scale and visibility, eventually receiving national level recognition through its inclusion in Indonesia's Kharisma Event Nusantara (KEN) program. However, operational execution continues to depend heavily on informal coordination patterns, prior experience, and social cohesion rather than formalized Standard Operating Procedures or structured management documentation.

This condition presents a paradox. On one hand, high levels of social capital enhance flexibility, rapid problem solving, and community ownership. On the other hand, the absence of standardized operational protocols may generate vulnerabilities in scheduling coordination, contingency planning, logistics integration, and institutional continuity. Existing literature recognizes operational management as the core determinant of event success, emphasizing structured planning, risk mitigation, and systematic coordination (Bowdin et al., 2011; Silvers et al., 2006). Yet, little empirical research investigates how these principles function or are adapted within community based festival ecosystems.

A similar research gap appears in the accommodation dimension. Event tourism studies consistently highlight accommodation availability, accessibility, service consistency, and comfort as critical determinants of visitor satisfaction and destination image (Getz, 2012; Ritchie & Hudson, 2009). The Guest Service Cycle framework conceptualizes accommodation experience across four phases: pre arrival, arrival, during stay, and departure. Nevertheless, most accommodation research focuses on formal hospitality establishments such as hotels and resorts. Limited inquiry addresses accommodation systems embedded in community managed homestays or hybrid lodging models often found in rural festival settings.

The research problem of this study stems from the limited understanding of how professional operational management frameworks can be adapted and applied within community-based festival governance structures. Existing studies rarely examine the integration between operational management and accommodation systems, particularly in grassroots festivals that rely heavily on informal coordination and community participation. Furthermore, accommodation management in community-managed lodging settings remains underexplored, especially regarding

its integration with the Guest Service Cycle and overall festival operations. Consequently, there is a need for an integrated planning framework that harmonizes operational management, accommodation services, and community governance to enhance festival sustainability and visitor experience.

In the case of Karang Asam Festival, accommodation provision involves a combination of hotels for key performers, locally managed homestays, and alternative facilities adapted for temporary lodging. While this hybrid system demonstrates community adaptability, it lacks documented service standards, unified booking coordination, and formalized quality assurance mechanisms. Consequently, accommodation performance remains dependent on individual providers rather than integrated planning structures. Taken together, these observations reveal two interconnected research gaps:

1. **Operational Gap** The limited contextualization of professional operational management frameworks within community driven festival governance structures.
2. **Accommodation Integration Gap** The absence of structured integration between guest service cycle management and operational planning in grassroots festival environments.

While previous studies have recognized the importance of operational management and accommodation services in enhancing event performance and visitor satisfaction, these domains have largely been examined separately and primarily within professionally managed event settings. A key contradiction in the literature lies between formal event management frameworks, which emphasize standardized procedures and hierarchical coordination, and community-based festival governance, which relies heavily on informal networks, social capital, and collective participation. Similarly, accommodation research predominantly focuses on formal hospitality establishments, offering limited insights into community-managed and hybrid lodging systems commonly found in grassroots festivals. Addressing this gap, the present study proposes a Community Collaborative Integrated Model that theoretically integrates the EMBOK framework, Guest Service Cycle, and Community-Based Governance Theory, reconceptualizing operational management and accommodation management as interdependent systems connected through community participation. This theoretical contribution extends existing event management literature by demonstrating how professional management principles can be adapted and integrated within community-driven festival environments without diminishing local ownership and cultural authenticity. Few studies conceptualize them as interdependent systems within a unified event planning framework. In practice, however, operational execution and accommodation logistics are intrinsically linked: scheduling affects guest arrivals, site layout influences lodging accessibility, and risk planning intersects with accommodation contingency strategies.

Therefore, this study proposes an integrated conceptual approach that positions operational management and accommodation systems as mutually reinforcing components within community based festival planning.

Conceptual Model Positioning

This study is grounded in three complementary theoretical perspectives: the Event Management Body of Knowledge (EMBOK), the Guest Service Cycle (GSC), and Community-Based Governance Theory. EMBOK provides the foundation for understanding operational management through key dimensions such as logistics coordination, communication management, site management, and risk handling (Silvers et al., 2006). Meanwhile, the Guest Service Cycle framework explains accommodation management through four service stages—pre-arrival, arrival, during stay, and departure—which collectively shape visitor experiences and satisfaction (Ritchie &

Hudson, 2009). These frameworks enable the study to examine how operational and accommodation systems function within the Karang Asam Festival.

In addition, Community-Based Governance Theory emphasizes the importance of community participation, social capital, and collective ownership in managing grassroots tourism events (Rosilawati et al., 2021; Kusumastuti et al., 2021). By integrating these perspectives, the study proposes a Community Collaborative Integrated Model in which operational management and accommodation management are viewed as interconnected systems supported by community governance. The model assumes that effective festival performance and sustainability can be achieved when operational planning, accommodation services, and community participation are aligned within a unified planning framework.

1. Operational Management Framework (EMBOK Perspective)

Emphasizing logistics coordination, communication management, site planning, participant management, and risk mitigation as core operational domains.

2. Guest Service Cycle Framework

Structuring accommodation processes into four sequential phases: pre arrival, arrival, during stay, and departure.

3. Community Based Governance Theory

Recognizing social capital, collective participation, and informal coordination as defining characteristics of grassroots festival management.

Rather than applying professional frameworks in a rigid top down manner, this study conceptualizes a Community Collaborative Integrated Model, in which:

1. Formal operational principles are simplified into adaptive planning tools.
2. Accommodation standards are introduced through minimum service benchmarks rather than complex regulatory systems.
3. Community participation remains central while managerial clarity is strengthened.

The integration operates through reciprocal alignment:

1. Operational schedules inform accommodation allocation.
2. Guest flow planning supports site zoning and transportation coordination.
3. Risk mitigation strategies incorporate lodging contingency considerations.
4. Community involvement bridges both systems.

By framing operational management and accommodation not as isolated administrative functions but as interconnected subsystems embedded within community governance, this model extends event management theory into the context of locally initiated festivals. Based on the identified gaps and conceptual positioning, this study aims to:

1. Examine how operational management is implemented within a community driven festival setting.
2. Analyze accommodation processes using the Guest Service Cycle approach.
3. Develop an integrated framework that harmonizes operational and accommodation planning without diminishing community participation

B. RESEARCH METHOD

The event This study used a qualitative case study design to examine how Karang Asam Festival integrates operational management and accommodation planning within a community-based governance setting. A qualitative approach was applied because the research focuses on understanding planning practices, coordination routines, and service processes as they occur in context, rather than testing numerical relationships. The study was conducted in Karang Asam

Village, Muara Enim Regency, South Sumatra, where the festival is planned and implemented. Data were collected across the event cycle before, during, and after the festival to capture how operational decisions and accommodation arrangements evolve from preparation to execution and evaluation. This temporal coverage was essential to identify both planned procedures and realtime adjustments.

Informants were selected purposively based on direct involvement in the two focal domains. Participants included the festival organizing committee and coordinators responsible for logistics and field execution, community members who support operational tasks, accommodation providers (homestay owners and relevant local lodging actors), and local tourism related stakeholders. This sampling logic ensured that the dataset reflected decision making, implementation, and service delivery perspectives. Primary data were generated through semistructured interviews, onsite observations, and document review. Interviews focused on operational planning (logistics, communication flows, site coordination, and risk responses) and accommodation management (guest categorization, lodging allocation, accessibility, and minimum service practices). Observations were used to verify how coordination works on the ground, particularly how the committee and community manage crowd movement, field readiness, unexpected disruptions, and guest handling in real time. Documentary materials such as schedules, committee structures, accommodation notes, and facility checklists were examined to validate interview claims and strengthen contextual accuracy.

Data analysis followed an iterative thematic procedure. Interview transcripts, observation notes, and documents were coded to identify recurring operational patterns and accommodation processes. Codes were then consolidated into higher level themes aligned with the study's conceptual framing operational planning domains, guest service cycle stages (pre arrival, arrival, during stay, departure), and community governance elements (participation, social capital, collective ownership). Analytical matrices were used to map linkages and gaps between operational requirements and accommodation readiness, and to clarify where community governance strengthens or constrains integration. To ensure trustworthiness, the study applied triangulation across sources (committee, residents, accommodation providers), methods (interviews, observation, documents), and time (pre, during, and post event). Interpretations were checked through repeated comparison of evidence across datasets and clarified through informal confirmation with selected participants. Throughout the study, reflexive notes were maintained to minimize interpretive bias and to document key analytical decisions.

Ethical procedures included informed consent, voluntary participation, and confidentiality in reporting operational details. Overall, the method provides a robust basis for developing an empirically grounded framework that explains how operational management and accommodation planning can be integrated in a community driven festival context.

C. RESULTS AND ANALYSIS

Operational Management

The findings indicate that the operational execution of Karang Asam Festival demonstrates a hybrid model combining informal community coordination with basic structured planning. Although the festival has grown in scale and public recognition, its operational system remains largely experience based rather than procedure driven.

From a technical standpoint, stage preparation, sound system setup, and lighting arrangements were generally adequate. Informants reported that most equipment was available

and functional, indicating satisfactory technical readiness. However, scheduling inconsistencies emerged during implementation. Several program sequences experienced delays, and at least one content performer was omitted from the formal rundown. These incidents reflect limitations in logistical sequencing and participant coordination. The absence of a structured monitoring mechanism for performance scheduling suggests that logistical management relies more on situational improvisation than standardized planning tools.

Despite these constraints, operational disruptions did not escalate into systemic failures. A key explanatory factor lies in strong community responsiveness. Local residents actively intervened whenever unexpected issues arose, whether related to manpower shortages, crowd direction, or minor field adjustments. This spontaneous engagement significantly reduced operational risk. The festival’s embeddedness within local social networks allowed for rapid mobilization of informal support systems, reinforcing field stability even in the absence of formal control mechanisms.

Weather conditions constituted a notable operational challenge. During one festival day, heavy rainfall transformed the open venue into muddy terrain, temporarily reducing visitor comfort and attendance. No documented contingency plan existed to address extreme weather conditions. Nonetheless, the organizing team and volunteers implemented immediate mitigation measures, including draining pooled water and reinforcing walkable surfaces. While this adaptive response prevented full disruption, the event’s vulnerability to environmental risk highlights the need for structured contingency protocols.

Internal communication followed a semi hierarchical pattern. Information typically flowed from the central organizing committee to divisional coordinators and then to operational members. However, in urgent circumstances, direct cross team communication was permitted and widely practiced. This flexible communication pattern accelerated problem resolution. The system reflects a blend of structural order and relational trust, enabling both clarity of responsibility and rapid coordination.

A defining characteristic of operational management at Karang Asam Festival is the absence of written Standard Operating Procedures (SOP). Tasks are executed based on shared memory, prior experience, and collective understanding. Although this approach preserves flexibility and reinforces community ownership, it also introduces risks related to continuity and scalability. Institutional knowledge remains tacit rather than codified, making replication dependent on recurring personnel rather than transferable documentation. The following analytical matrix summarizes the operational findings:

Table 1
Operational Management Analysis

Operational Dimension	Current Practice	Identified Strength	Identified Gap
Logistics	Experience based scheduling	High adaptability	Inconsistent timing control
Coordination	Semi hierarchical, flexible	Fast issue resolution	No formal emergency protocol
Communication	Community supported zoning	Strong collective support	Limited structured layout planning
Flow	Reactive adaptation	Rapid local response	No documented contingency plan
Site Management	Informal norms	Flexibility and trust	Low institutional continuity
Risk Handling			
SOP Standardization			

Accommodation System

Accommodation management during the festival operates through a mixed lodging model consisting of hotels, community managed homestays, and alternative facilities adapted for temporary use. Accommodation allocation is determined by guest categorization, with primary performers placed in formal hotels and general participants directed to homestays or locally prepared lodging spaces.

The accommodation process can be analyzed through the Guest Service Cycle framework.

1. Pre Arrival Phase

Before the event, guests are classified into categories such as key performers, invited guests, and general visitors. Accommodation type is assigned based on this classification. However, no formal accommodation standards are documented for homestays or alternative lodging facilities. Matching decisions are conducted through coordination between organizers and local providers rather than through an integrated booking system.

2. Arrival Phase

Upon arrival in Karang Asam Village, guests are directed to their assigned lodging through informal coordination by committee members. Registration and payment processes are managed directly by individual accommodation providers. There is no centralized accommodation desk or unified billing procedure. This decentralized structure simplifies transactions but reduces monitoring consistency.

3. During Stay Phase

Service provision varies across lodging types. Hotels provide standard hospitality services, while homestays offer more basic arrangements. Some homestays include meal packages; others provide lodging only. Room rates range within a modest local pricing structure, reflecting community level economic conditions. Comfort and cleanliness standards are not uniformly regulated, and service quality depends largely on individual providers.

The following matrix presents an analytical synthesis of accommodation findings:

Table 2
 Accommodation System Analysis

Guest Service Cycle Phase	Current Practice	Strength	Gap
Pre Arrival	Manual guest classification	Clear segmentation	No documented service standard
Arrival	Informal coordination	Flexible redirection	No centralized registration
During Stay	Variable homestay services	Community involvement	Inconsistent quality control
Departure	Direct settlement	Simple process	No service evaluation system
Accessibility	Public transport reliance	Local familiarity	Limited structured access planning

In addition to process analysis, accommodation support facilities were observed. Hotels provide adequate infrastructure; however, homestay and alternative facilities demonstrate variability in sanitation, bedding quality, and supporting amenities. Accessibility depends primarily

on existing public transportation without dedicated shuttle systems. Security conditions were generally stable, but comfort levels varied.

The interaction between operational management and accommodation systems reveals structural interdependence. Scheduling delays in program flow affect performer arrival timing. Site layout decisions influence accommodation accessibility. Weather disruptions impact both venue management and lodging logistics. The integration is currently informal rather than systematized. Community governance serves as the connective mechanism linking operational execution and accommodation coordination. Social capital substitutes for formal integration tools. However, reliance on informal coordination limits strategic scalability.

The previously presented conceptual structure can therefore be interpreted empirically as follows:

1. Operational Planning stabilizes event flow.
2. Accommodation System supports guest experience.
3. Community Governance binds both through participation and collective ownership.
4. Rather than functioning as isolated administrative layers, the three dimensions operate as a reciprocal structure sustained by trust and shared responsibility.



Figure 1

Integrated Operational and Accommodation Matrix for Community Based Festival Governance

Figure 1 explains the planning logic of Karang Asam Festival in a clear and practical structure. The model shows that festival performance depends on three tightly connected components: Operational Planning, Accommodation System, and Community Governance. The festival sits at the center, meaning it functions properly only when these three components are aligned. First, Operational Planning acts as the execution backbone. It focuses on logistics coordination, communication flow, site management, and risk handling. The figure indicates that these elements must be clearly organized to ensure smooth scheduling, controlled crowd movement, coordinated teams, and quick responses to disruption. In the Karang Asam context, operations already function, but they depend largely on experience and improvisation. The figure therefore implies a practical improvement agenda:

1. Strengthen scheduling accuracy,
2. Clarify communication chains,
3. Formalize basic site zoning,
4. Prepare simple written contingency plans.

Second, the Accommodation System is treated as a structured process rather than an informal support activity. The model uses the Guest Service Cycle pre arrival, arrival, during stay, and departure to show that lodging must be managed in phases. Accommodation affects performer punctuality, visitor comfort, and overall program stability. The figure suggests operational alignment actions such as:

1. Match guest classification with lodging allocation early,
2. Establish a simple coordination desk for arrival control,
3. Define minimum homestay standards,
4. Create a basic feedback or monitoring system after departure.

Third, the model positions Community Governance as the stabilizing force. Participation, social capital, and collective ownership connect operational execution and accommodation management. The arrows indicate that community involvement compensates for limited formal structure. In practical terms, this means:

1. Preserve high participation levels,
2. Formalize without reducing flexibility,
3. Document knowledge without weakening community initiative.

The vertical arrows in the figure emphasize reciprocal integration. Operational decisions directly influence accommodation flow, and accommodation readiness directly influences operational timing. For example:

1. Delayed schedules affect guest check in timing,
2. Poor lodging accessibility disrupts performer readiness,
3. Weather risks affect both venue condition and guest mobility.

The horizontal and vertical axes further clarify positioning. The festival operates in a high participation environment with moderate structural formalization. The model therefore does not recommend heavy bureaucratic systems. Instead, it promotes incremental structuring:

1. Simple SOPs,
2. Clear coordination roles,
3. Basic accommodation benchmarks,
4. Documented risk responses.

In summary, the figure delivers a clear action oriented message:

Operational stability improves when logistics, communication, site control, and risk management are lightly formalized. Guest experience improves when accommodation processes are structured across service phases. Sustainability is secured when both systems remain anchored in strong community governance. The model therefore translates directly into managerial priorities rather than abstract theory.

D. CONCLUSION

This study demonstrates that the effectiveness of Karang Asam Festival is not solely determined by technical readiness or accommodation availability, but by the degree of integration between operational planning, the accommodation system, and community governance. The findings reveal that the festival currently operates through a hybrid structure moderately organized in its execution, yet strongly dependent on community participation and social capital. From an operational perspective, logistics coordination, communication flow, site management, and risk handling function adequately but remain largely experience based. The absence of formal Standard Operating Procedures does not immediately hinder execution due to strong collective

responsiveness. However, reliance on tacit knowledge introduces scalability limitations and institutional vulnerability, particularly if event size or complexity increases.

In the accommodation domain, the festival applies a segmented lodging approach assigning hotels to key performers and homestays to general participants. While this system is functional and economically inclusive, it lacks standardized service benchmarks and centralized coordination mechanisms. Accommodation processes are implemented informally across the guest service cycle, resulting in variability in quality and limited post event evaluation.

The integration analysis confirms that operational planning and accommodation management are structurally interdependent. Scheduling decisions influence guest allocation, site zoning affects accessibility, and environmental risks impact both venue conditions and lodging logistics. Community governance acts as the connective infrastructure that enables this integration to function despite limited formalization.

Based on these findings, the study concludes that strengthening Karang Asam Festival planning does not require rigid bureaucratic restructuring. Instead, improvement should focus on targeted formalization while preserving community driven governance. The following strategic directions emerge:

1. Develop simplified written SOPs for logistics and risk handling.
2. Introduce basic scheduling control and monitoring mechanisms.
3. Establish minimum homestay service standards (cleanliness, bedding, sanitation).
4. Create a simple accommodation coordination and registration system.
5. Implement a lightweight feedback mechanism for continuous improvement.

Theoretically, this study extends event management literature by demonstrating that operational frameworks such as EMBOK can be contextualized within grassroots governance systems when adapted to local participation structures. It also integrates accommodation service cycle analysis into festival operational planning, an area that remains underexplored in community based event studies.

Practically, the proposed integrated framework offers a scalable yet culturally sensitive planning model for emerging regional festivals. It shows that professionalization and participation are not contradictory; rather, they can coexist when managerial clarity is incrementally introduced without weakening collective ownership.

In conclusion, sustainable festival development in community based contexts depends on balanced integration: structured coordination to ensure operational reliability, standardized accommodation processes to support guest experience, and strong community governance to maintain resilience and authenticity.

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