

## The Importance of Collaboration between Local Communities and Stakeholders in the Management of Volcano Ecotourism in Indonesia



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**Abstract:** Collaboration is an important aspect in the development of ecotourism, considering that the provision of tourism experiences cannot be carried out by one stakeholder. Cooperation with interested stakeholders in the tourism sector is absolutely necessary. The objective of this paper examines the collaboration between local communities and stakeholders in managing ecotourism development in Volcanic Areas in Indonesia. Data collection was carried out by means of observation, and in-depth interviews were conducted with 18 stakeholders involved in implementing ecotourism projects in the cities of Yogyakarta and Kediri, as differing examples of major destinations Indonesia. To analyze it, this study used the theory of collaboration and community participation. Stakeholder mapping was divided into three key stakeholders groups (those who have legal authority in regulating activities), namely Tourism and Culture Office, Local Government at the village/ sub-district/ district level and Village-Owned Enterprises; Primary Stakeholders (those directly affected), namely private individuals/investors, communities, jeep drivers groups, travel agents, banking, community associations, tourism object associations, women farmers groups, mass media and the Office of Communication and Information; Secondary Stakeholders (as supporters of the course of tourism), namely Family Welfare Empowerment (Women's Organization), Karang Taruna, Sleman Museum Communication Forum, Universities, Social Services and Village Community Consultative Institutions. Collaboration is carried out in accordance with their respective roles in the management of the tourism sector, starting from the development of ideas/ideas, policies, managerial, research and publications, socialization processes, human resources for goods and services product business actors, capital, technology and the development of creativity as a form of creative economy. Collaboration between players in the ecotourism sector needs to be much more extensive than it is currently to achieve the full potential of this industry.

**Keywords:** ecotourism; collaboration; community participation; private; government.

**JEL Classification:** H10; J18; J20; J24; R11; L10.

### Introduction

Nature-based tourism, or “eco-tourism” is one of the attractive options for traveling while simultaneously avoiding crowds to prevent post-Covid-19 transmission (Ariawan, Z., & Ahmat 2020). Ecotourism has been advanced as a solution to sustainable environmental development and human life because, in addition to concerning economic growth and people's lives, it also concerns the environment through conservation (Tanaya, Dhayita Rukti & Rudiarto 2014; Hadi and Yulianto 2021). During the Covid-19 pandemic, with vastly reduced numbers of

international and domestic tourist across Indonesia, there was pressure on the management of the ecotourism industry to adapt and to survive this crisis (Rahman et al. 2020; Soliku et al. 2021; Ralf Buckley 2021). The strategies offered range from arranging independent travel, minimizing hotel costs, lowering hotel room prices, exploiting cultural potential, developing inclusive infrastructure and other alternative livelihoods to survive in times of crisis (Yuni 2020; Vellycia 2021) and developing alternative tourism demanded (dark tourism) (Ariawan, Z., & Ahmat 2020). Efforts to revive the industry, apart from requiring a strategy, also require commitment from the parties concerned in maintaining the ecotourism sector.

One form of ecotourism that attracts tourists in Indonesia is mountain and volcano adventure tourism. On the Island of Java, Mount Merapi and Mount Kelud are volcanoes having a great demand for tourists. Mount Merapi, located close to the city of Yogyakarta, is still active. After the last major eruption in 2010, a tour was run by.... on Mount Merapi to commemorate and present the history of Mount Merapi's eruption from various historical narratives. Once Mt Merapi's volcanic activity had ceased and the area was considered safe to visit again, there was a lot of interest for people to go there. During 2011, tourist numbers increased from both foreign (262,000) and domestic sources (3.01 million) and these have continued to increase every year since then (BPPTKG 2017). The growth of various creative tourism industries around Mount Merapi has made tourism businesses and local government optimistic about boosting the economy through the tourism sector at Mount Merapi.

In addition, Mount Kelud is an active volcano in East Java with the last eruption in 2014 making local people more optimistic about developing the economy by exploiting the potential of Mount Kelud. Apart from tourism on Mount Kelud itself, various natural attractions are growing on the slopes of Mount Kelud as one indicator of the development of the creative tourism industry on Mount Kelud. After the pandemic, local governments and communities have played a role in helping to regenerate the ecotourism sector (Rahman et al. 2020; Soliku et al. 2021; Ralf Buckley 2021). This research maps out the stakeholders involved in tourism development and the forms of collaboration carried out by these stakeholders in reviving ecotourism on Mount Merapi, Yogyakarta, and Mount Kelud, Kediri.

## 1. Literature Review

### 1.1 Ecotourism

Ecotourism is the activity of traveling to, and being in, natural areas while prioritizing the principles of environmental responsibility and sustainability (D. J. Wood and Gray 1991; M. E. Wood 1999; Black and Crabtree 2007). According to one model, ecotourism constitutes five important elements: protecting the natural state, ecological sustainability, environmental education, beneficial to local communities and creating tourist satisfaction (Fennell and Dowling 2003; Hill, Jennifer & Gale 2009). In addition to aiming at environmental conservation, ecotourism is also related to the development of a locally-oriented tourism sector to have a positive economic impact on local communities (Fennell and Dowling 2003; Butcher 2007). The growth of the economic sector in the development of ecotourism also goes hand in hand with the development of creative industries within ecotourism itself.

The creative industries according to the Government's vision are defined as follows: industries that rely on individual creativity, skills, and talents that have the ability to improve living standards and create a workforce through the creation (ideas) and exploitation of IPR (Taken from the definition of the UK Department of Culture, Media, and Sport, 1999 in Nenny 2008). The definition of the creative industry is the utilization of individual creativity, skills, and talents to create welfare and employment through the creation and utilization of individual creativity (Pangestu 2008). Much has been developed in the nature tourism sector by presenting creative ideas through the development of ecotourism that is more modern and much in demand by both domestic and foreign tourists, such as for example the Indian Village on the slopes of Mount Kelud and the Lava Jeep Tour. Both of these activities are made available for people to enjoy nature and present creative ideas from its development such as historical dishes.

Ecotourism is important to develop to achieve environmental sustainability and human-life in balance. Research on ecotourism conducted by Tanaya, Dhayita Rukti & Rudiarto (2014) stated that ecotourism greatly contributes to environmental conservation and economic development of local communities based on community empowerment. This study stated that by exploiting the potential of the community, the local community's economy will grow through tourism by utilizing ecological conditions in the environment. Hadi and Yulianto's research (2021) also stated that nature tourism has great potential and can take advantage of nature tourism by developing sports tourism.

The development of tourist villages is also part of empowering rural communities in the tourism sector. Kristy's research (2020) explored the development of tourist villages using social media during the Covid-19 pandemic. Social media was used successfully to reduce the impact of the Covid-19 pandemic in tourist villages.

Sari and Sitorus (2021) examined stakeholder collaboration in managing accommodation in tourist villages during the Covid 19 pandemic. In addition, Mali (2021) mentioned that there is a role for the local government in efforts to restore the tourism sector in Yogyakarta by creating the Visit Jogja Application that adapts the health advice to tourist's location. The app is expected to provide timely and up to date information for tourists to protect them from possible future outbreaks, even though this application still needs a lot of improvement.

Buckley (2021) explains that eco-tourism has come under increasing pressure to produce different results, ecosystems, and tourist destinations (Ralf Buckley 2013; Marion et al. 2020; Monz, Pickering, and Hadwen 2013) to the extent that during a pandemic, issues have to be addressed according to the area. As with many areas of the economy, the tourism industry was very severely affected by the impact of Covid-19 pandemic (Rahman et al. 2020; Soliku et al. 2021). Associated movement and travel restrictions, poorer economic conditions, uncertainty about travelling long distances all contributed to a sharp and sustained reduction in earnings/income for most tourism providers.

The strategy of tourism actors can focus on travel innovation by considering tourist requests (arranging their trip plan), minimizing hotel costs, lowering hotel room prices, promoting cultural potential, developing inclusive infrastructure, and other alternative livelihoods to survive in times of crisis (Yuni 2020; Vellycia 2021; Goh 2021) and developing alternative tours of interest, so called "dark tourism" (Ariawan, Z., & Ahmat 2020). Research by Sari and Sitorus (2021) and Mali (2021) with a collaborative approach of tourism industry management during a pandemic, identified all stakeholders (not only local government or the community).

## 1.2 Collaboration

Collaboration is a process of unifying the differences of the parties involved in recognizing problems to find a solution by working together (D. J. Wood and Gray 1991). Meanwhile, according to Thomson and Perry (2006), collaboration is a process in which actors who have autonomous authority interact through formal and informal negotiations, together creating rules and structures that govern relationships and how to act or make decisions on issues that bring them under togetherness. The actors involved come from across government and non-government sectors. Cross-sectoral collaboration is important in developing the concept of collaboration (Bryson, Crosby, and Stone 2006). According to Bryson, Crosby, and Stone (2006), there are five dimensions in cross-sectoral collaboration, namely initial conditions, structure, process, contingencies and constraints, and finally results and accountability.

Stakeholders can be defined as the individuals or groups which play a role and are a holder of an interest in an existing problem. Thus, stakeholders themselves are a form of ownership being able to determine the power over the running of the organization (Estaswara 2010; Chariri, Anis & Ghozali 2014). According to Maryono (2005) in Handayani, Fitri & Warsono (2017), stakeholders consist of three groups, namely primary, key stakeholders, and secondary stakeholders. Primary stakeholders are those directly affected by activities; key stakeholders are those with legal authority in regulating these activities, while secondary stakeholders support primary and key stakeholders for the course of activities. Reed et al. (2009) stated that in analyzing the role of stakeholders, both interest and influence must be considered. The section is analyzed through four stakeholder categories: subjects, key players, followers, and supporters. Stakeholder subjects have a high level of importance but have low influence. Key Players have equally high interest and influence. Followers are stakeholders who have a low level of interest and influence. Lastly are supporters, stakeholders with a low level of interest but have high influence.

## 2. Research Methods

This research design used a qualitative approach with a descriptive-analytical research type. Qualitative research methods are used to see and know more deeply about phenomena limited in terms of knowledge (Strauss, A., & Corbin 1998). Creswell, J. W., & Poth (2016) explained that qualitative research was used to understand the deep meaning of social problems. Thus, in this study, researchers reveal a phenomenon that has not been widely disclosed about how stakeholders collaborate to develop creative ecotourism on Mount Merapi, Yogyakarta, and Mount Kelud, Kediri.

Primary data were obtained through interviews with key informants, namely the Yogyakarta Provincial government in the Tourism Sector and the Kediri Regency government in tourism. Furthermore, interviews were carried out using the snowball technique in accordance with the directions of the key informants and subsequent informants to identify the stakeholders involved. Furthermore, secondary data was obtained through observations on collaborative activities carried out by stakeholders in reviving the creative ecotourism industry on Mount Merapi Yogyakarta, and Mount Kelud, Kediri. Secondary data was obtained through documentation from public

government documents, institutional activity reports, business financial reports, and documents for reference needs regarding ecotourism and collaboration.

At the Tourism Object in the Mount Merapi Area, interviews were conducted with 6 informants from various elements/institutions. The following are informants who have provided information and data in this study:

Table 1. Research informants at Mount Merapi Tourism Office in Yogyakarta, Indonesia

No	Code	Institution	Position
1	Informant 1	Government Tourism Office	Contract worker of the Government Tourism Office
2	Informant 2	Tlogo Putri	Parking Guard of Telaga Putri from Youth organization in village and Head of Neighborhood
3	Informant 3	Ledok Sambu	Marketing Officer
4	Informant 4	Klangon	Klangon Security Coordinator
5	Informant 5	Mini Sisa Hartaku Museum	Founder of Mini Sisa Hartaku Museum
6	Informant 6	Merapi Volcano Museum	Head of Sub-Division

Source: authors, 2022

In Kediri Regency, interviews were conducted with 12 informants as tourism actors of Mount Kelud Tourism Office from various elements/institutions. The following are informants providing information and data in this study:

Table 2. Research informants of Mount Kelud, Kediri, Indonesia

No	Code	Institution	Position
1	Informant 1	Department of Tourism and Culture	Tourism Development Division Employee
2	Informant 2	Orchid Village	Member of the public
3	Informant 3	Orchid Village	Director of PT Anugerah Anggrek Nusantara
4	Informant 4	Ngancar District Government	Staff member
5	Informant 5	Sempu Village Government	Staff member
6	Informant 6	Sugih Waras Village Government	Village head
7	Informant 7	Villa glamping	Security guard
8	Informant 8	Kelud Tourism	Tourism Officer
9	Informant 9	Association	Street Food Seller
10	Informant 10	Indian Village	Manager
11	Informant 11	Pineapple Village	Association Chairperson
12	Informant 12	Kediri Flora Island	Owner

Source: researchers, 2022

Data obtained from interviews, observation, and documentation were carried out through validation using the triangulation method. Triangulation aims to ensure that the data obtained has a sufficient level of credibility and validity to be used as material to describe existing phenomena and problems (Lexy J. Moleong 2017). The process of analyzing data in this study was carried out through the process of examining, categorizing, tabling, and combining evidence and data from research to formulate initial conclusions of the research.

The initial process of data analysis was carried out with data reduction to simplify the data obtained in the field. The reduced data is related to the results of interviews about the natural conditions of ecotourism, tourist visitors, constraints, and obstacles in ecotourism development. The data categorization process was carried out by creating data categories, namely parties who collaborate, forms of collaboration, and community participation

in developing tourism. The data categorization process continued to the display of interview data in the form of data analysis displayed in the form of writing, tables, or charts as a result of the analysis process.

This data display is also the result of a dialogue between primary data and secondary data analyzed using the theory used in the study. The conclusion-making process was carried out after the data analysis process and data display were completed as the last part. In research on this collaboration, after recognizing the parties who play an important role in the collaboration process, the form of collaboration, and the existence of community participation. Conclusions need to be made by analyzing the obstacles and challenges in developing ecotourism in the two regions.

### 3. Result and Discussion

#### 3.1. Identification of Stakeholder Roles in Ecotourism Development

In management tourism in the Mount Merapi area, the parties involved there are different from object tour One with others. For example, in Tlogo Putri, from field data results object tour This managed from results collaboration between the Sleman Tourism Office, AMI (Anindya Mitra International), and the National Park of the Ministry of Environment and Forestry (KLHK). Regarding the Creative Economy development strategy, the service also held an activity for interesting visitors. For example, there is a Jatilan dance performance and a dangdut orchestra. In addition, there are a number of facilities that can be rented, for example room open for activities like outbound or cultural performances. Costs the rent is also relatively affordable, namely Rp. 150,000 for the replacement cost of electricity.

Different case in point with the one in the Object Tour Ledok Sambu, because it is organizations whose nature is organic. Management is carried out directly by the local government and community institutions there, such as Karang Taruna and PKK. In this case, management ecotourism Ledok Sambu understands the importance of sustainability so that they limit visitor limits in accordance with capacity parking. The same thing also happened at Klangan Hill, the management directly by the local community, namely the Youth of Karang Taruna. However, in Bukit Klangan There is cooperation with the village and Tourism Office.

At the Sisa Hartaku Museum, management in tourism is done in a family way. Handled between the informant who as founder together nephew. Related maintenance development, income from parking jeep, visitors, and managers, his finances. However, even though this museum is initiative from founder alone, welcomed by the Tourism Office. The management of the Sisa Hartaku Museum is also aware that the collaboration with the party jeep community becomes main focus in the sustainability tour.

Meanwhile, at the Mount Merapi Museum (MGM), at the time nomenclature solution was reached between the Department of Tourism and the Department of Culture, and then MGM followed the Department of Culture. If from the side the substance culture also comes in, the staff here is a staff member of the Department of Culture. In this case, cooperation No, there are those who official recorded, but the data findings are MGM network with a travel agency, which later will contact the manager if there are group visitors who come.

In the management of ecotourism on slopes Mount Kelud and on the slopes Mount Merapi, there are stakeholders who provide contribution in development ecotourism. This stakeholder Alone become the spearhead of tourism-based natural. This will develop and exist as well as in demand community. On the slopes of Mount Kelud, stakeholders in several locations tour through management in a private way, meaning system management is carried out by the private party all over.

Kampung Anggrek tourism is done in a way independent of the private party. There is no involvement from public in management, investors, as well owner play a role main in the organization of ecotourism. Condition This is different with what is in the object Kampung Nanas and Mount Kelud tourism, local people involved in a way direct through association both PK5 (Street Vendors) and the motorcycle taxi association at Kelud Peak. Paguyuban Pamong Karyo Satriyo is a motorcycle taxi association on Mount Kelud. This is purely managed by local communities and associations This pays retribution to Government of Kediri Regency. There are differences in management between Tour Mount Kelud and tourism on its slopes become part important for follow-up as material evaluation so that tourism keeps going can walk in development area. As for investors and management private can developed with good but must controlled by the government and society of course.

This is become a big Lots development tourism on the slopes of Mount Kelud has leading to pure private, of course This dangerous for sustainable development tourism.

Involvement government within management tour This give base that all something must through procedures and controls from government. There is a number of things done by the government in effort control management tourism, besides visit direct is also necessary socialization and training as form effort strengthening human resources in managing tourism. Such as has been carried out by the Tourism Office do training to manage village

tourism in Kediri Regency. The role of government This No only gives socialization and training about tourism, but also a form other empowerment that can used for developing draft tourist based, nature in Kediri Regency. During the pandemic, when all over activity mountain tourism Kelud affected, and many are closed, the government also makes extra effort to overcome the impact of this pandemic.

Monitoring is carried out by the Tourism Office besides for carry out his duties, also supports policy government in the field of health about use of health protocols that have been determined by the government. There is monitoring periodically This give impact alone for manager tourism. This is what makes role of government as part from system control. Apart from the government, in management tourism, which also has important roles, the existence of Village and Sub-district Government. Government village, namely Sempu Village and District Ngancar give statement about his involvement. In Sempu Village there are there is several location tours such as Korea Fantasy, Kampong Anggrek, Kampong Indian, and Tourism Mbah Diang's Religion. Government villages play a role in development and management tourism in Sempu Village. There are institutions BUMDes is responsible answer main in manage tourism in Sempu Village and in the sub-district area Ngancar.

Regent Kediri Regency conveyed his commitment in business build return tourist Kediri Regency such as before the pandemic. This is also of course involving Lots parties, one of which is the media. The media should make deep spearhead effort for marketing one of the products is product tourism. Promotion This executed through cooperation publication by Radar Jawa Pos Kediri which is often review about tourism on the slopes of Mount Kelud. Besides promotion through local media, also done promotion through national media that works. The same with the Ministry of Tourism and Creative Economy on the page <https://jadesta.kemenphtekraf.go.id>. This Already carried out by the Tourism Village Sempu who promotes facilities and destinations tourism that can visited in Sempu Village along with price and access.

Government institutions still must be at the forefront in organization service public. In the implementation service tourism, the government also has a very important role No only as a regulator but also as a promotional medium. Private sector as funding and also partnership also provides chance for can participate as well as develop tourism in Kediri Regency. Actors tourist must focus on various variables related like knowledge, technology Information and Communication, and system digital management for increase performance ecotourism among company provider ecotourism (Mekhum and Torasa 2020).

### 3.2. Stakeholder Collaboration in Ecotourism Management

Key stakeholders involved in ecotourism management in the areas of Mount Merapi, Yogyakarta, and Mount Kelud, Kediri were first identified. Collaboration between many stakeholders built because of a common goal, both in the form of a blueprint and written in an agreement or policy. Thomson and Perry (2006) mention collaboration as a process in which actors who have autonomous authority interact through formal and informal negotiations, creating rules and structures to govern relationships and ways of acting or making decisions on issues to bring togetherness as a necessity.

The initial step to be taken if there are unequal interests is the equalization of perceptions, how different interests can still be achieved by working together according to a mutual agreement through a joint forum between all collaborating actors. Collaboration takes various forms, from knowledge to material resources. Ecotourism management has five important elements that must be known, namely natural nature, ecologically sustainable, educational environment, beneficial local communities, and tourist satisfaction (Dowling, 1996 in Hill, Jennifer & Gale 2009). The ecotourism development collaboration process is guided by these elements to gain various forms of cooperation according to the ecotourism elements.

#### 3.2.1. Government Stakeholder Cooperation

Government stakeholders consist of government officials who have a role in tourism development, consisting of the Tourism and Culture Office or other agencies (social services, Regional Government offices at the Village, District, and Regency Levels). The role of the government as a policy maker, manages tourist destinations and conducts outreach-publication of.

Table 3. Government Stakeholder Cooperation

No	Institution	Interest	Impact	Stakeholder Category	Roles and Responsibilities
1	Department of Tourism and Culture	<ul style="list-style-type: none"> <li>- Tourism policymakers</li> <li>- Executors of tourism management functions</li> </ul>	Policy Managerial	Key	<ul style="list-style-type: none"> <li>- Carrying out cooperation with the community, private companies, and youth organizations in organizing tours</li> <li>- Approving the establishment of a tourism organization</li> <li>- Providing outreach and training on tourism, but also other forms of empowerment used to develop nature-based tourism concepts</li> <li>- Carrying out the functions of control, coordination, education, and evaluation in tourism management</li> <li>- Gaining the distribution of business results</li> </ul>
2	Government at the Village, sub-District, and District Levels	<ul style="list-style-type: none"> <li>- Policies and awareness in developing the tourism sector</li> </ul>	<ul style="list-style-type: none"> <li>- Policy</li> <li>- Socialization</li> <li>- Collaboration with various stakeholders</li> </ul>	Key	<ul style="list-style-type: none"> <li>- Managing tours</li> <li>- Receiving the distribution of business profits</li> <li>- Collaborating with other stakeholders in tourism development</li> </ul>
3	Village Owned Enterprises	<ul style="list-style-type: none"> <li>- Tourism policymakers</li> <li>- Executor of tourism management functions</li> <li>- Development of Creative Ecotourism</li> </ul>	Policy Managerial	Key	<ul style="list-style-type: none"> <li>- Managing tourism locally by working with the community and youth organizations</li> <li>- Receiving the distribution of business profit</li> </ul>
4	Social Services Department	<ul style="list-style-type: none"> <li>- Socialization of community empowerment</li> <li>- Achievement of performance in the field of empowerment</li> </ul>	<ul style="list-style-type: none"> <li>- Empowerment partners</li> <li>- Labor/HR</li> <li>- Budget/Capital</li> </ul>	Secondary	<ul style="list-style-type: none"> <li>- Conducting socialization of tourist attractions</li> <li>- Collaborating with other stakeholders in tourism development</li> </ul>
5	Village Community Empowerment Institution	<ul style="list-style-type: none"> <li>- Field Executive</li> </ul>	Goods/Services Products	Secondary	<ul style="list-style-type: none"> <li>- Managerial and management of tourist attractions</li> <li>- Collaborating with other stakeholders in tourism development</li> </ul>

Source: Primary Data Analysis, 2022

### 3.2.2. Private Stakeholders and Business Actors

Private stakeholders and business actors play a greater role in the management and development of tourism which is directly related to tourists, from upstream to downstream. The number of stakeholders playing a role in the classification of stakeholders is very numerous and of various types. All stakeholders involved in tourism development benefit from its implementation.

Table 4. Cooperation of Private Stakeholders and Business Actors

No	Institution	Interest	Influence Impact	Type	Roles and Responsibilities
1	Private/ investor	<ul style="list-style-type: none"> <li>- Development of the tourism sector</li> <li>- Growing the economic sector in the tourism sector</li> </ul>	<ul style="list-style-type: none"> <li>- Capital</li> <li>- HR</li> <li>- Technology</li> </ul>	Primary	<ul style="list-style-type: none"> <li>- Running a tourism business</li> <li>- Benefitting from tourism development</li> <li>- Collaborating with other stakeholders in tourism development</li> </ul>
2	Public	<ul style="list-style-type: none"> <li>- Development of the tourism sector</li> <li>- Growing the economic sector in tourism</li> </ul>	<ul style="list-style-type: none"> <li>- Capital</li> <li>- HR</li> <li>- Product Goods/ Services</li> </ul>	Primary	<ul style="list-style-type: none"> <li>- Getting involved directly in organizing community tourism as executors or traders</li> <li>- Creative economy development</li> <li>- Social control of nature use</li> <li>- Achieving economic benefits from tourism development</li> <li>- Collaborating with other stakeholders in tourism development</li> </ul>
3	Anindya Mitra International	<ul style="list-style-type: none"> <li>- Development of the tourism sector</li> <li>- Growing the economic sector in the tourism sector</li> </ul>	<ul style="list-style-type: none"> <li>- Capital</li> <li>- Product Goods/ Services</li> </ul>	Primary	<ul style="list-style-type: none"> <li>- Organizing various kinds of art activities (<i>Jatilan</i>, Dangdut concerts) to attract tourists by collaborating with various stakeholders</li> <li>- Achieving benefit from tourism development</li> <li>- Collaborating with other stakeholders in tourism development</li> </ul>
4	Jeep Community	<ul style="list-style-type: none"> <li>- Development of the tourism sector</li> <li>- Growing the economic sector in the tourism sector</li> </ul>	Goods /Services Products	Primary	<ul style="list-style-type: none"> <li>- Developing creative tourism</li> <li>- Achieving benefit from organizing tours</li> <li>- Collaborating with other stakeholders in tourism development</li> </ul>
5	Travel Agent	<ul style="list-style-type: none"> <li>- Development of the tourism sector</li> </ul>	Goods /Services Products	Primary	<ul style="list-style-type: none"> <li>- Developing creative tourism</li> <li>- Achieving benefit from organizing tours</li> <li>- Collaborating with other stakeholders in tourism development</li> </ul>
6	Bank Indonesia, East Java Bank	<ul style="list-style-type: none"> <li>- Community empowerment</li> <li>- Social responsibility in the economic sector</li> <li>- Institutional branding</li> <li>- Investment</li> </ul>	<ul style="list-style-type: none"> <li>- HR</li> <li>- Programs</li> </ul>	Primary	<ul style="list-style-type: none"> <li>- Organizing collaborations with students to provide assistance to tourist villages</li> <li>- BI cooperating with various parties, including travel, culinary and hotel agencies</li> <li>- Developing the creative economy in the implementation of tourism sector</li> <li>- Achieving benefits from tourism development</li> <li>- Collaborating with other stakeholders in tourism development</li> </ul>
7	Family Welfare Empowerment (Women's Organization)	<ul style="list-style-type: none"> <li>- Development of the tourism sector</li> <li>- Growing the economic sector in the tourism sector</li> </ul>	<ul style="list-style-type: none"> <li>- HR</li> <li>- Product Goods/ Services</li> </ul>	Secondary	<ul style="list-style-type: none"> <li>- Organizing tours in collaboration with Youth Organizations, Agencies, and Services</li> <li>- Benefit from tourism development</li> </ul>

No	Institution	Interest	Influence Impact	Type	Roles and Responsibilities
8	Village Youth Oorganization	<ul style="list-style-type: none"> <li>- Development of the tourism sector</li> <li>- Growing the economic sector in the tourism sector</li> </ul>	<ul style="list-style-type: none"> <li>- HR</li> <li>- Product Goods/ Services</li> </ul>	Secondary	<ul style="list-style-type: none"> <li>- Organizing tours in collaboration with PKK, agents, Government Departments, and other stakeholders</li> <li>- Achieving economic and organizational benefits from organizing tours</li> </ul>
9	Street Vendors Association	<ul style="list-style-type: none"> <li>- Community Economy</li> <li>- Social control in the utilization of nature for tourist destination</li> </ul>	<ul style="list-style-type: none"> <li>- Labour</li> <li>- Product goods/ services</li> </ul>	Primary	<ul style="list-style-type: none"> <li>- Organizing tours in collaboration with other stakeholders</li> <li>- Achieving economic and organizational benefits from organizing tours</li> </ul>
10	Tourism Taxibike Association	<ul style="list-style-type: none"> <li>- Community economy</li> <li>- Social control in the utilization of nature for tourism sector</li> </ul>	<ul style="list-style-type: none"> <li>- Labour</li> <li>- Product goods /services</li> </ul>	Primary	<ul style="list-style-type: none"> <li>- Organizing tours in collaboration with other stakeholders</li> <li>- Achieving economic and organizational benefits from organizing tours</li> </ul>
11	Farmer Women's Association	<ul style="list-style-type: none"> <li>- Community economy</li> <li>- Social control in the utilization of nature for tourism sector</li> </ul>	<ul style="list-style-type: none"> <li>- Labour</li> <li>- Product goods/ services</li> </ul>	Primary	<ul style="list-style-type: none"> <li>- Organizing tours in collaboration with other stakeholders</li> <li>- Achieving economic and organizational benefits from organizing tours</li> </ul>
12	Sleman Museum Communication Forum	<ul style="list-style-type: none"> <li>- Community organization</li> </ul>	<ul style="list-style-type: none"> <li>- HR</li> <li>- Product Goods/Services</li> </ul>	Secondary	<ul style="list-style-type: none"> <li>- Socializing the existence of tourist attractions</li> <li>- Achieving economic and organizational benefits from organizing tours</li> <li>- Collaborating with other stakeholders in tourism development</li> </ul>

Source: Primary Data Analysis, 2022

### 3.2.3. Stakeholders in Tourism Publications

The mass media plays a significant role in socializing and disseminating information about tourism at the regional, national, or international levels. The publication can be done through various media online. The publication process cannot be applied by itself. It is appropriate to cooperate with other parties.

Table 5. Cooperation of Tourism Publications Stakeholders

No	Institution	Interest	Influence	Type	Roles and Responsibilities
1	Media Massa Mass media	<ul style="list-style-type: none"> <li>- Tourism Promotion</li> </ul>	Publication Services	Primary	<ul style="list-style-type: none"> <li>- Publishing tourist attractions to various parties, including at the local, national, or international level</li> <li>- Receiving benefits from information about tourism</li> <li>- Collaborating with other stakeholders in tourism development</li> </ul>
2	Office of Communication and Information	<ul style="list-style-type: none"> <li>- Publications</li> <li>- Tourism Promotion</li> </ul>	Travel Publications Policy	Primary	<ul style="list-style-type: none"> <li>- Policy makers in tourism publications</li> <li>- Receiving benefits of tourism development</li> <li>- Collaborating with other stakeholders in tourism development</li> </ul>

Source: Primary Data Analysis, 2022.

### 3.2.4. Stakeholders from Higher Education

Universities play a role in developing tourism by conducting research, evaluating tourism potential and providing input to tourism managers in developing tourism places.

Table 6. Higher Education Stakeholder Cooperation

No	Institution	Interest	Influence	Type	Roles and Responsibilities
1	Higher Education (UGM, Trunojoyo, IAIN Kediri, Kadiri University, Kadiri Islamic University, Jember University, Trunojoyo University, Blitar Islamic University)	Development of tourism and environmental research	<ul style="list-style-type: none"> <li>- Educational institutions</li> <li>- Human Resources</li> <li>- Creative Economy Designer</li> </ul>	Secondary	<ul style="list-style-type: none"> <li>- Facilitating tourism business development</li> <li>- Promoting tourist attractions</li> <li>- Conducting research for the development of tourism spots</li> <li>- Collaborating with other stakeholders in tourism development and research</li> </ul>

Source: Primary Data Analysis, 2022

The collaborating parties can be classified into several categories of stakeholders, namely stakeholders as business actors, managers of business places and policy makers, and tourism research and development actors. An analysis of the key roles carried out by stakeholders in tourism development reveals that the provision of tourism experiences cannot be done alone. A range of different stakeholders need to work to to run the tourism sector optimally and to achieve economic benefits from implementing ecotourism.

### 3.2.5. The Role of Local Communities as a Main Actor in Tourism

Among other stakeholders, local communities have a major role in organizing the tourism sector. The existence of the community can create creative industries in a tourist destination. The emergence of Micro Small and Medium Enterprises (MSME) creativity in various tourist objects in the form of various types of businesses, one of which, is by selling typical souvenirs of tourist attractions. The growth of this industry relies on individual creativity, skills, and talents that have the ability to improve living standards and create a workforce through creation (ideas) (taken from the definition of the UK Department of Culture, Media and Sport, 1999 in Nenny (2008). Local communities oriented towards ecotourism development have an important role. This can be seen from the knowledge of the local area, the potential for the emergence of creative ideas, and the skills possessed by the local community. Exploring potential needs to be applied by doing outreach to community socialization to improve people's standard of living because, basically, the growth of this creative industry is the utilization of individual creativity, skills, and talents to create welfare and employment through the creation and utilization of individual creativity and creativity (Pangestu 2008). It is expected that prosperity will arise by creating opportunities and jobs for local communities.

The roles of local communities in developing the tourism sector: (1) Driving the tourism sector, starting from initiating, implementing, and supervising involving local communities, consisting of Family Welfare Empowerment, youth organizations, taxi bike associations, farming associations, and communities around tourist destinations; (2) The people living on Kelud Slope provide various facilities and tour packages, for example, outbound tours, farm education, hydroponic and honeybee cultivation development, and tour packages; (3) All sellers at tourist destinations on the slopes of Mount Kelud are local people expecting their economic conditions. The driving force is young people, community members, and local institutions working together, in the process of using a leasing system; (4) Communities play a significant role in environmental conservation so ecotourism can give an economic impact on local communities (Fennell and Dowling 2003; Goeldner, 1999 in Butcher 2007; R. Buckley 2003) on the slopes of Mount Kelud and Mount Merapi; (5) Organizations which exist at the village level, for example the Village Community Resilience Institute (LKMD), can mobilize the community in managing the parking sector in tourist areas; (6) The local community participates in managing the tourist attractions of Ledok Sambu and the Sisa Hartaku Museum at Mount Merapi by acting as food cooks in the kitchen, parking guards, operating the flying fox attraction, offering guided tours, outbound facilitators, and acting a permanent management staff; (7) Communities around the Tourism Object of the Sisa Hartaku Museum make regulations that the management and business of tourism involve all local communities; (8) The Mount Merapi Museum prioritises employing local works, with 90% of the security and cleaning workers from local communities; (9) Local communities on the slopes of Mount Kelud provide facilities and outbound tour packages, farm education,

hydroponic and honeybee cultivation development, and pineapple plantations; (10) The emergence of typical Micro Small and Medium Enterprises (MSME) creativity from the area tourism attractions, for example on the slopes of Mount Kelud, what is being developed is processed pineapples as the main product. The roles carried out by the local community show that the participation of the local community is the main driver in the development of ecotourism, especially as an actor in organizing tourist destinations. Furthermore, it is also important to consider the need for alternative policies to create conservation-based ecotourism for its potential as an international tourist destination (Sumarmi and Shrestha 2022; Tiarantika and Efani 2024).

#### 4. Participation, Communication Patterns, Opportunities, and Challenges

Limited funding and supporting infrastructure for ecotourism are the main obstacles in its management, and the program priority is to develop an integrated and sustainable ecotourism management plan (Asniar, C Kusmana, H S Arifin 2022). However, things like this can be handled through collaboration and cooperation. The implementation of tourism cannot be separated from the involvement of several parties. The involvement of parties results necessitate communication and collaboration to realize the goals of tourism. This communication and cooperation are important points in solving problems related to tourism development. For example, there was a situation at Tlogo Putri, which was managed by the Sleman Tourism Office, Anindya Mitra International Event Organizer, and the National Park of the Ministry of Environment and Forestry.

Other examples of cooperation can also be found in the Management of the Sisa Hartaku Museum and the Mount Merapi Museum with the Jeep Community at Mount Merapi. Likewise, the management of tourism around Mount Kelud cannot be handled by one party alone. Mount Kelud ecotourism is managed by the District-level Government, but, in the implementation process, it also involves the community such as the taxi bike community and the street vendor community. Many parties involved need a joint forum, a forum for communication in tourism management in Kediri. There is a WhatsApp group which is a medium of communication, but it is considered not yet able to represent a forum for collaboration. The joint forum, which is a requirement for collaboration, has not yet appeared on the official forum so only the Whatsapp group is used as a medium of communication. Dalam praktiknya, The one-way communication pattern is the main feature in the findings of this study, so the community and business actors or tourism managers only have to implement it. In addition, the relationship created by the Tourism Office at Mount Kelud Kediri with the sub-districts and tourist villages was found to have insufficient communication and coordination.

The pattern of communication existing between the district government, the tourism office, and the vertical agencies, is very minimal or it can be concluded that they do not exist. This is because the management is purely managed by the private sector, thus, it is possible that there is no need for communication between the two vertical institutions. The form of communication carried out by the management of the Orchid Village at Mount Kelud, Kediri with the government is only one-way. Limited communication with the government also results in issues which need to be addressed in the future. On the other hand, the communication and collaboration established by tour managers and travel agencies for tourism activities have been well established, although it has not been maximized, which was especially apparent during the Covid-19 pandemic.

Collaboration is carried out by tourism managers to run tourism businesses through travel agencies. Not many travel agencies have been founded/established in the Kediri Regency tourist destinations. This is because the Department of Tourism and Culture is still not aggressive enough in promoting tourism in Kediri. Collaboration with travel agents is a potential that must be developed. It is known that when collaboration is established, there will be more intense visitation, and, of course, both will gain benefits. This agreement gives benefits to both sides that must be explored so that travel agents and marketing bureaus do not hesitate to enter into agreements.

Communication and collaboration built by managers and travel and marketing bureaus are carried out to attract visitors. Sometimes packages are arranged which involve several tourist destinations in different locations. In addition to travel, establishing cooperation between managers of tourist destinations is also found in the management of Mount Kelud tourism, one of which is between the managers of the Orchid village and the Association at the Pineapple Village tourist site.

The pattern of communication and cooperation developed in the management of tourism in Orchid Village Kampung Anggrek occurred between managers and travel agencies and travel agents, local communities, and the government. Each stakeholder has a role but not all are able to cooperate actively. The government does not have direct interaction with tourism management. All the explanations from informants on the patterns of communication and cooperation that have been built in ecotourism management show that the collaboration created is limited to certain parties. The government does not have active and direct cooperation in tourism management. This is an important consideration to improve in managing creative ecotourism in Kediri. Various obstacles and challenges need to be overcome by tourism actors in the Mount Merapi and Mount Kelud Tourism Areas, including: (1) An

unwillingness to be open with each other and each management commitment; (2) An unwillingness to obey rules made together; (3) The high number of regulations imposed by the Department of Tourism; (4) Lack of ability and competence of tour guides in developing tourism sector so there is a need for continuous training for tour guides; (5) Tourism activities were hampered during the pandemic and are currently only in the recovery stage; (6) Lack of capital to develop innovative tourism destinations; (7) The development of tourism infrastructure is still not optimal, especially road and tourist attractions; (8) High costs for recovery from the pandemic, it's need for government assistance for the tourism sector is organized independently or privately; (9) Tourism promotion and publication needs to be carried out massively using either mass media or social media. This must be seriously examined by policymakers, because relying on viral broadcasts to the public is not effective; (10 ) The need for high commitment from key stakeholders as policymakers in tourism development. The government is considered to be lacking in providing support to revive tourism management, especially those managed independently by the private sector. Apart from capital, the lack of promotion and strategy makes Kediri a less attractive destination to tourists from outside Kediri; (11) It is necessary to increase community participation to be aware of tourism.

Community motivation towards ecotourism will increase if they have the opportunity to participate in ecotourism management, and to do so, they need to improve their ecotourism management skills (Bagus et al. 2023). To ensure the sustainability of ecotourism activities at both the local and national levels, a participatory approach is needed by creating a balance between the expectations of local communities and the income generated from ecotourism, by providing central authority, and by making improvements to infrastructure (Ayadin and Öztürk 2023) ; (12) Social capital needs to be maintained for the success of tourism. This is found in the Mount Merapi Tourism Area. The existence of social capital, such as mutual trust, holding commitments, and obeying rules among the tourism operators has contributed to extensive development of tourism in the Merapi Area develop. This is very evident in Ledok Sambu, where there has been rapid tourism development, which has in part been due to the support of the social capital of the local community. A lack of capital is the main obstacle for rebuilding or improving shops or street vendor stalls around tourist sites. Not only street vendors, but many tour business owners are finding it difficult to get back on their feet, due to high operational costs. This capital, of course, must be sought to provide fresh air to business actors so that they do not survive alone. The strategies undertaken in the tourism industry to survive during the pandemic range from independent travel arrangements, minimizing hotel costs, lowering hotel room prices, exploiting cultural potential, inclusive infrastructure development, and other alternative livelihoods to survive during times of crisis; (13) It is necessary to establish cooperation with local representatives or public figures who have a big influence in moving the audience.

## Conclusion

Some conclusions about collaborative tourism development explained that collaboration has been carried out by tourism actors in several ways, but the creative side is still very limited. The local community has a very decisive role in tourism development, both in tourism to the Mount Merapi and Mount Kelud areas which already involve the participation of the local community. However, the role of the local community is minimal in terms of planning, monitoring, and evaluation. Community participation is still at the technical level. Whereas for certain tourist operators we identified, it was found that the intense involvement of the community in the implementation of tourism greatly determines the sustainability of tourism, because it creates a sense of collective ownership. The main obstacles experienced by business actors and the surrounding community in rebuilding ecotourism during the pandemic were lack of capital and government support while the challenges faced are the promotion strategy and commitment of tourism actors. Tourism is still focused on material capital, not yet utilizing social capital which has great potential in tourism development. Social capital such as good local values, solidarity, commitment, and thinking about the public interest need to be developed. Community participation is very high in community tourism, but there needs to be more with the private sector to reach a more effective collaboration.

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The authors contributed equally to this work.

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The author declares that he has no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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