

EXPLORING THE ROLE OF STAKEHOLDERS IN DEVELOPING TANJUNG BAYANG BEACH, MAKASSAR CITY

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Abstract

This research aims to analyze the role of stakeholders in managing Tanjung Bayang Beach, to identify the level of collaboration and cooperation among stakeholder elements, and to examine the challenges and opportunities in implementing the stakeholder model at this tourist attraction. The study employed a descriptive qualitative approach. Data were collected through in-depth interviews, direct field observations, and supporting documentation. The data were then thematically analyzed to illustrate the involvement, synergy, and role dynamics of various stakeholders, namely the government, local communities, business actors, academics, and the media, supporting tourism destination development. The findings reveal that each stakeholder has played a relatively effective role. The government focuses on providing regulations and developing infrastructure, and local communities are involved through tourism awareness groups. Business actors contribute by offering services and tourism activities, academics support through research and training, while the media plays a role in promoting and building the attraction's image. The overall cooperation level among these parties is generally positive; however, several weaknesses persist, including limited coordination, funding constraints, and inadequate environmental awareness among some visitors. Furthermore, the research identified several challenges that require attention, including potential conflicts of interest, limited resources, and weak engagement management discipline. Despite these challenges, considerable opportunities exist, such as local economic development, human resource capacity building, and the utilization of information technology for promotion and destination management. Based on these findings, it can be concluded that the success of developing Tanjung Bayang Beach is strongly influenced by inclusive and adaptive cross-sector synergy. Therefore, this study recommends strengthening communication among stakeholders, enhancing stakeholder capacity, and implementing sustainable financing mechanisms. If these efforts are realized, Tanjung Bayang Beach has the potential to develop into a sustainable marine tourism attraction that not only contributes to the local economy but also preserves the coastal environment.

Keywords: stakeholder management, marine tourism, collaboration, destination development, sustainable tourism

1. INTRODUCTION

Tanjung Bayang Beach, located in Makassar City, has great potential as a tourist attraction if developed and managed properly, considering its strategic location. The natural beauty and easy accessibility make Tanjung Bayang Beach promising for development as a tourist attraction that can contribute to improving the local economy. However, the successful development of this tourist attraction requires careful planning as well as cooperation and collaboration among various parties involved. Stakeholders in this context include the government, local communities, business actors, the public, and academics, each playing a vital role in the development process despite their differing interests. Understanding the roles and responsibilities of each party is essential for fostering cooperation and synergy in jointly developing the attraction of Tanjung Bayang Beach. Without effective involvement and collaboration among stakeholders, the development process can be hindered by conflicts and suboptimal resource management. Therefore, identifying the contributions and cooperation of stakeholders can provide important understanding and insights for Tanjung Bayang Beach to become a growing and sustainable tourist attraction.

Several recent research findings affirm that stakeholders play a crucial role in developing sustainable coastal tourism. Muawanah et al. (2020:160-163) show that the key determinant of the progress of marine tourism based on maritime culture in Sorong Regency, West Papua, is collaboration among the local government, indigenous communities, tourism actors, and other institutions. According to Prihantika et al. (2023:5-8), stakeholders in the development of marine tourism in Indonesia perform roles as policymakers, implementers, facilitators, coordinators, and accelerators, each mutually supporting one another. The study on beach tourism development in Rembang Regency by Purnamasari and Priyono (2023:14-18) confirms the importance of improving the quality of facilities and infrastructure, as well as massive promotion to support the growth of coastal tourism. The study on tourism development in South Coastal Regency also highlights the vital role of local communities in supporting destination sustainability through active participation and environmental conservation (Erwin, 2025:140-143). Moreover, according to Leoandri et al. (2024:38-47), the evaluation of collaboration among stakeholders in the development of tourist villages in Belitung shows that good coordination among the government, private sector, and community can enhance the sustainable management of tourism products. These studies reinforce that the foundation of tourism development, such as coastal tourism, is the collaboration and active participation of various stakeholders to create sustainability and inclusivity.

Collaboration among stakeholders has long been recognized as a crucial factor for the success of sustainable tourism destination development. In the context of Tanjung Bayang Beach, various stakeholders can bring diverse perspectives, resources, and capacities that complement each other. The government can provide policy support and infrastructure development, while the local community contributes by managing the tourist attraction and having direct contact with visitors. Business actors or industries have the capacity to invest and create job opportunities, while the media supports by helping promote and build the image of the tourist attraction. The synergy among these stakeholders can foster an integrated development model that effectively balances economic growth and environmental conservation. However, achieving effective collaboration requires efforts to overcome challenges such as differing interests, uneven power dynamics, and communication limitations. Thoroughly analyzing these challenges is crucial for devising effective strategies that foster cooperation and collaboration among stakeholders.

This study aims to explore the specific roles of stakeholders in optimizing the development of Tanjung Bayang Beach's tourist attraction and to analyze the level of collaboration among them. Additionally, the research seeks to identify opportunities and challenges that may influence stakeholder involvement in this regard. By focusing on these aspects, this study contributes to expanding the understanding of stakeholder-based tourism development in Indonesia's coastal areas. The findings of this study can serve as a valuable reference for policymakers, community leaders, investors, academics, and the media in planning and implementing sustainable development and management. A clear understanding of stakeholder dynamics can help transform Tanjung Bayang Beach into a thriving tourist attraction that supports local community welfare while preserving its environmental and cultural wealth. This research is highly relevant given the importance of sustainable tourism within today's tourism development strategies. The knowledge gained will be useful in enhancing cooperation and collaboration among stakeholders, not only in Makassar but also in other coastal areas throughout Indonesia.

2. RESEARCH & METHODOLOGY

This study employs a qualitative descriptive approach to gain an in-depth understanding of the roles and involvement of stakeholders in the development of the Tanjung Bayang Beach tourism attraction in Makassar City. Data were collected through in-depth interviews with various active stakeholders involved in managing Tanjung Bayang Beach, such as the local government, local communities, tourism business actors, and academics. In addition, direct field observations were conducted to examine the interactions and collaborations among stakeholders at the tourism site. Documentation was also collected as supporting data to strengthen findings from interviews and observations. The purposive sampling technique was employed to select informants, ensuring that

respondents possessed relevant experience and held strategic roles in tourism development at the site. The collected data were then thematically analyzed through stages of organizing, presenting, and drawing conclusions. To enhance the credibility of the research findings, data validity was ensured through the use of triangulation techniques.

Data collection was conducted over a period of one month, during which interviews and observations were scheduled to focus on tourism activities at Tanjung Bayang. Interviews were structured using semi-structured interview guidelines that allowed the researcher to probe specific information while providing respondents opportunities to express opinions openly. Observations were conducted directly by the researcher to record the actual conditions occurring during the tourism development process. The collected documentation included official reports, meeting minutes, and relevant publications related to stakeholders' roles at the site. The entire data collection process adhered to research ethics, including obtaining informant consent and ensuring confidentiality of personal data. Data analysis was conducted along with a literature review to identify emerging themes related to stakeholder collaboration and contributions. The analysis outcomes are expected to provide a comprehensive understanding of the stakeholder-based tourism development process.

This study utilized the case study method as the research strategy to conduct an in-depth exploration of the phenomena occurring at Tanjung Bayang Beach, which served as the focus of the investigation. This approach was undertaken to produce findings that provide an accurate understanding of the collaboration model among existing stakeholders. The case study approach facilitates a holistic understanding of the practices, challenges, and opportunities involved in optimizing stakeholder synergy. Primary data obtained from interviews and observations were integrated with secondary data from documentation and supporting literature. The entire research process involved a systematic recording to facilitate the evaluation and reporting of results. The data analysis connected field findings with pertinent theories related to destination management and stakeholder collaboration. Thus, this study aims to contribute empirically and practically to the sustainable development of Tanjung Bayang Beach tourism.

3. FINDINGS AND DISCUSSION

3.1 An Overview of Tanjung Bayang Beach

Tanjung Bayang Beach is located in Barombong Village, Tamalate District, Makassar City, South Sulawesi. The beach is known for its wide and long stretch of sand, making it one of the favorite destinations for the local community. Its location is only about eight kilometers from the city center, allowing visitors to reach it in a relatively short time. Tourists usually use private vehicles, either two-wheeled or four-wheeled, with an estimated travel time of around 20 minutes. This accessibility has become one of the main advantages that enhances the beach's popularity. In addition, the relatively affordable entrance fee, approximately IDR 5,000 per person, makes it inclusive and accessible to various social groups. These conditions illustrate that affordability and accessibility are crucial factors driving the high number of tourist visits.

The natural beauty of the beach is its primary attraction. The wide sandy stretch, combined with calm waves, creates a safe and comfortable atmosphere, especially for family recreation. One of the most iconic views is the sunset that appears every afternoon. This natural phenomenon is a highly anticipated moment for tourists and is frequently captured through photography. Against the backdrop of an orange-hued sky and the blue sea, Tanjung Bayang offers an aesthetic appeal that sets it apart from other beaches in the Makassar area. The preserved natural atmosphere adds a unique experience for visitors. This highlights that the visual potential of Tanjung Bayang can serve as a significant supporting factor for the development of marine tourism in the area.

A variety of tourist activities further enhance the appeal of Tanjung Bayang Beach. Visitors can participate in beach sports such as soccer and volleyball or enjoy leisurely walks along the shoreline. In addition, water attractions such as banana boat rides and flying fish rides are available and operated by private vendors. Fishing is also a popular recreational activity in the surrounding waters. Tourists have the opportunity to purchase fresh catches directly from local fishermen and grill them on-site,

offering a unique and authentic experience. These activities not only add entertainment value but also foster social interaction between tourists and the local community. Consequently, Tanjung Bayang can accommodate the diverse preferences of visitors from various market segments.

The availability of supporting facilities is another important aspect that contributes to visitor comfort. Along the shoreline, bamboo pavilions are provided for rent as resting areas. Public facilities such as prayer rooms and toilets are also available, although their maintenance still requires improvement. Food stalls offering a variety of fresh seafood dishes enrich the culinary experiences of visitors. The relatively affordable prices make tourists more inclined to spend a longer time at the beach. The involvement of local communities in providing these services demonstrates their active contribution to tourism activities. Nevertheless, improving quality standards and ensuring consistent maintenance of facilities remain necessary to sustain the destination's appeal in the long term.

Local community participation plays a vital role in the management of Tanjung Bayang Beach. The Tourism Awareness Group (Pokdarwis) actively contributes to maintaining environmental cleanliness through regular communal work activities. The group also initiates various social programs and cultural events that attract tourists. Their involvement strengthens the sense of community ownership over the destination. In practice, Pokdarwis functions as a bridge connecting residents, tourism operators, and government authorities. The active role of the local community in management indicates the potential of a sustainable community-based tourism model. This participation further illustrates that the success of the destination cannot be separated from the contribution of residents.

Despite its great potential, Tanjung Bayang Beach also faces considerable challenges. The most pressing issue is waste management, which remains suboptimal, especially during peak holiday seasons with high visitor numbers. The lack of environmental awareness among some tourists exacerbates this problem. Accumulated waste not only reduces the aesthetic value of the beach but also impacts visitor comfort and health. Furthermore, limited budgets and managerial resources hinder the improvement of facilities. Weak coordination among stakeholders also poses barriers to effective destination governance. If these issues are not addressed, the development of Tanjung Bayang as a leading destination may be hindered.

Beyond challenges, the economic potential of this beach area is highly significant. Tourism activities have created new business opportunities for the local community, ranging from water recreation rentals to food stalls. These contributions have a direct impact on improving household income in the surrounding area. The beach also attracts private investors who are interested in developing additional facilities. With more professional management, Tanjung Bayang could become one of the alternative economic growth centers for Makassar City. The increasing number of visitors also has a positive impact on other sectors, such as transportation and trade. Therefore, optimizing the economic potential of the beach should be prioritized as part of sustainable development.

Overall, Tanjung Bayang Beach stands out as a significant and promising marine tourism icon in Makassar City. Its combination of natural beauty, recreational activities, available facilities, and community involvement gives it strategic value. However, challenges such as waste management, limited funding, and weak coordination among stakeholders still require serious attention. If integrated management strategies are implemented, the beach has the potential to develop into a sustainable tourist destination. The principles of ecotourism and the empowerment of local communities must be prioritized in development efforts. Active support from all stakeholders is crucial for the successful governance of the destination. Thus, Tanjung Bayang has a strong opportunity to compete as a leading marine tourism destination at both the regional and national levels.



Figure 1: Sekretariat KSW Tanjung Bayang
Source: Authors, 2025

3.2 The Role of Stakeholders in Managing Tanjung Bayang Beach

The role of stakeholders is crucial in managing Tanjung Bayang Beach to ensure sustainability and tourist attraction. The government contributes by creating the Regional Spatial Plan (RTRW), which regulates land use and development of the Beach Area. Furthermore, the government has enhanced accessibility by developing road infrastructure and transportation facilities, thereby facilitating easier access for tourists to the site. Environmental regulations and supervision are also enforced to maintain the sustainability of the beach ecosystem. The government also provides public facilities and ensures security and cleanliness in the tourist area. In this role, the government establishes a framework that facilitates effective involvement and coordination among other stakeholders. Without regulatory and infrastructure support, tourism development could be hindered and misdirected.

At Tanjung Bayang Beach, the Tourism Awareness Group (Pokdarwis) functions as a community forum that actively involves locals in the management of the beach. They act as community mobilizers in maintaining and managing the Tanjung Bayang Beach area with a focus on environmental preservation and improving services for visitors. Pokdarwis also organizes various activities such as beach clean-ups, cultural events, and management of tourism facilities. The presence of this group strengthens the local community's sense of ownership of Tanjung Bayang Beach. Moreover, Pokdarwis serves as a liaison institution between the community, government, and business actors. Through this collaboration, tourism management becomes more coordinated and sustainable. Pokdarwis's contributions underscore the critical role of active community participation in the development of tourist attractions.

Tanjung Bayang Beach has been under the management of the Tourism Awareness Group for the past two years. Previously, Tanjung Bayang Beach was managed by a Non-Governmental Organization (NGO). The transfer of management to Pokdarwis signifies an enhanced role of the local community as the primary managers. With increased local management, community participation, and responsibility in maintaining and developing the beach, these aspects have also grown. This also enables more responsive and adaptive decision-making aligned with field conditions. Moreover, direct community involvement supports the sustainability of management socially and economically. This management transition aligns with the principles of community-based tourism development.

Business actors operating in the Tanjung Bayang Beach area have not been required to pay licensing fees or taxes to date. This situation allows business operators to retain all their income and sales proceeds without management deductions. This supports the sustainability of small and micro enterprises in the beach area, which becomes a livelihood source for the local community. However, this policy also creates challenges regarding the funding of management and maintenance of public facilities. Therefore, cooperation and innovation among stakeholders are needed to find sustainable

financing mechanisms. Empowering business actors through management training and product quality enhancement is also essential. An inclusive business environment can broadly enhance community welfare.

The surrounding community of Tanjung Bayang Beach routinely conducts gotong royong (cooperation) to clean the beach area twice a week. This activity is not only to maintain cleanliness but also to build environmental awareness and social solidarity among residents. Gotong royong is a vital form of active community participation that helps maintain the beach's condition, ensuring it remains comfortable and attractive to visitors. Through this activity, the community has a direct sense of responsibility towards environmental conservation. This practice also supports effective waste management efforts in the tourism area. Collaboration between the community and managers further strengthens the sustainability of Tanjung Bayang Beach's attraction. In addition, gotong royong serves as an example of social synergy that improves the community's quality of life.

Many academics have come to Tanjung Bayang Beach to conduct research and provide input to the managers. The involvement of academics helps managers understand various aspects of tourism development, including environmental, social, and economic engagement. The research conducted provides accurate data and analyses as a basis for evidence-based decision-making. Academics also contribute to capacity building by providing training and education to the community and business actors. This cooperation supports innovation and adaptation in attraction management. Moreover, academics act as mediators to resolve challenges that may occur among stakeholders. This scientific involvement serves as a valuable asset for achieving sustainable and effective community engagement.

The synergy among stakeholders at Tanjung Bayang Beach runs through structured communication and coordination. The government, community groups, business actors, and academics share roles and align development agendas. Open communication facilitates problem-solving and the achievement of common goals. Regular meetings and discussion forums serve as important media to strengthen cooperation. This created transparency and mutual trust among the involved parties. Information technology is increasingly being utilized for promotion and data collection purposes. This collaboration model ensures that tourism development is not only economically oriented but also socially and environmentally sustainable.

Tourism management at Tanjung Bayang Beach emphasizes environmental sustainability as a fundamental priority. Stakeholders realize the negative impacts that can arise from uncontrolled tourism activities. Therefore, comprehensive efforts are implemented in waste management, coastal conservation, and visitor education, supported by government regulations, community initiatives, and academic advocacy. Business actors are also invited to apply environmentally friendly practices in their operations. Environmental monitoring is conducted regularly to ensure the quality and health of the ecosystem. This approach adopts the principles of sustainable tourism and ecotourism.

Besides environmental aspects, the managers of Tanjung Bayang Beach also pay attention to the community's social and economic engagement. Community involvement in tourism activities improves local social and economic quality. Capacity-building and economic empowerment programs are implemented to enhance skills in hospitality and entrepreneurship. These initiatives support the community in managing small businesses rooted in local culture and products. Active community participation also strengthens the sense of ownership of tourist attractions. This is essential for maintaining sustainability in inclusive and equitable tourism development. Thus, holistic management is realized at Tanjung Bayang Beach.

Overall, the roles of stakeholders at Tanjung Bayang Beach complement each other and provide a solid foundation for sustainable tourism development. Government policy and regulatory support become the main framework for tourism management. The active participation of Pokdarwis and the community maintains the social and environmental sustainability of the beach. Business actors are given space to grow without burdensome costs. Academic involvement strengthens data-based management and innovation. Despite challenges in financing and balancing the economy with preservation, collaboration among stakeholders is continuously strengthened. This management

model can serve as a reference for other beach tourism attractions in facing the dynamics of modern tourism development.

3.3 Level of Collaboration and Cooperation Among Stakeholders

The level of collaboration and cooperation among stakeholders at Tanjung Bayang Beach demonstrates emerging synergy, although several aspects still require improvement. The key stakeholders involved include local government, tourism business actors, the local community, academics, and the mass media. The government holds responsibility for developing regulations, providing infrastructure, and supporting facilities as the foundation for beach management. The local community actively participates in environmental conservation and tourism service delivery through the tourism awareness groups. Business actors contribute by offering attractive products and services that cater to visitors' needs. Meanwhile, academics provide support through research and training aimed at enhancing tourism management capacity. This synergy among stakeholders serves as an essential asset in promoting sustainable tourism development at Tanjung Bayang Beach.

Collaboration among stakeholders inevitably presents challenges, including conflicting interests, power imbalances, and communication barriers. Moreover, the implementation of structured communication mechanisms, such as routine discussion forums and open coordination, has contributed to the gradual mitigation of these obstacles. The government serves as a coordinator, ensuring alignment of goals and enhancing multi-party engagement. Involving the local community adds value through traditional knowledge and a strong sense of responsibility for the sustainable management of beach resources. Partnerships with business actors encourage targeted investments and improved service quality. Collaboration with academics facilitates data-driven decision-making and fosters innovation in management. This collaborative model corresponds with findings from diverse tourist destinations and underscores the essential role of participatory governance in achieving sustainability.

Empirical data indicate that despite significant progress in stakeholder synergy at Tanjung Bayang Beach, the awareness levels of the community and visitors regarding environmental preservation still require strengthening. Environmentally detrimental behaviors, particularly those related to waste management, remain a significant concern. Therefore, environmental education and campaign initiatives constitute integral parts of the tourism management strategy. The tourism awareness groups consistently organize community cleanups and visitor education to cultivate collective consciousness. Academics also contribute by conducting training and research focused on enhancing social capacity and resource management. It is believed that growing awareness within the society will support sustainable management and improve destination quality. Hence, the collaborative approach should be expanded to incorporate educational interventions targeting diverse community layers and visitors.

The effectiveness of collaboration at Tanjung Bayang Beach is further demonstrated by the clear distribution of roles among stakeholders. The government functions as a regulator and facilitator in infrastructure development and management policy. The local community assumes the role of on-site managers and operational supervisors. Business actors focus on product innovation, service enhancement, and destination promotion. Academics provide scientific support through policy analyses and recommendations. Meanwhile, the media acts as an information disseminator and a liaison between managers and the wider public. Such an organized role distribution supports optimal synergy and minimizes potential conflicts among stakeholders.

According to recent literature, cross-sector collaboration constitutes a fundamental foundation for sustainable tourism development, integrating economic, social, and environmental objectives. Collaborative practices involving government, private sector, local community, and academics have proven effective in enhancing tourism resource management capacity. This approach requires open communication, active participation, and equitable distribution of resources. Additionally, policy adaptability responsive to situational dynamics is critical to maintaining sustainability. In various destinations, collaborative mechanisms have produced more resilient outcomes in facing modern tourism challenges. Similar evidence is observable at Tanjung Bayang Beach, where continuous

evaluation and shared learning underpin ongoing improvements. Therefore, developing stakeholder collaboration must be consistently intensified through inclusive engagement and communication.

The cooperation established at Tanjung Bayang Beach also faces challenges such as limited management financing and resource imbalances among stakeholders. Micro and small enterprises operating around the beach require management support and training to enhance their business sustainability. The government and related parties need to initiate innovations in inclusive and sustainable funding mechanisms. Strong collaboration can unlock joint financing opportunities and effective risk-sharing. The involvement of academics, especially in the form of research-based strategic recommendations, adds significant value. Furthermore, community empowerment gains increasing importance to enable active participation in integrated economic and environmental management. Capacity building and the active involvement of all stakeholders are essential priorities for strengthening this cooperation.

Beyond economic aspects, collaboration also significantly contributes to maintaining ecological balance and social engagement in the Tanjung Bayang Beach area. Stakeholders recognize the importance of maintaining high environmental quality at the beach as a key asset for attracting tourists. Joint conservation efforts have been carried out, encompassing effective waste management, the preservation of flora and fauna, and ongoing environmental education. Environmental monitoring cooperation actively involves community members with local access and knowledge. The applied ecotourism approach emphasizes sustainability principles and minimizes negative environmental impacts. The proactive role of all parties in environmental stewardship positions this collaboration as a model for coastal tourism destination development. Therefore, optimizing stakeholder cooperation must be perpetually conducted to safeguard harmony between tourism and environmental conservation.

Overall, the level of collaboration and cooperation among stakeholders at Tanjung Bayang Beach has shown positive developments supporting sustainable tourism management. Synergy among government community members, business representatives, scholars, and media is anchored in structured communication and collaborative leadership. Although challenges persist, including low community awareness and limited funding, continuous improvement efforts are implemented through education, capacity building, and the development of innovative financing models. This inclusive collaborative model is capable of accommodating diverse interests without compromising environmental sustainability. Recent data and literature confirm that active involvement and collective commitment are crucial factors in the successful development of tourism destinations. Therefore, strategically prioritizing the strengthening of cooperation among stakeholders in managing Tanjung Bayang Beach is essential to enable the destination to become a leading example of harmonious and sustainable coastal tourism development in Indonesia.

3.4 Challenges and Opportunities

One of the major challenges in implementing the stakeholder model at Tanjung Bayang Beach is the still low collective awareness regarding the importance of environmental conservation. Issues such as suboptimal waste management and visitors' lack of concern for engagement aspects are frequently encountered. Furthermore, spatial planning and facility management at the beach have been poorly organized, resulting in a disorganized appearance that diminishes visitor comfort. This situation is further aggravated by inadequate coordination among the various stakeholders involved in management efforts. Therefore, the local government and community must enhance synergy to strengthen awareness and supervision in the field. In addition, limited human resources and budget constraints significantly hinder the realization of professional and sustainable management. Hence, more intensive and effective collaboration is needed to overcome these challenges.

On the other hand, there are great opportunities that can be optimized from the economic and social potential owned by Tanjung Bayang Beach as a marine tourism destination. The presence of tourism awareness groups and local business actors paves the way for the development of a more optimal community-based management approach. Support from scholars and related institutions provides opportunities to enhance human resource capacity through various training and educational

programs. Additionally, leveraging information technology for promotion and coordination represents a significant opportunity to boost both tourist attraction and management effectiveness. The strong local economic potential enables the development of inclusive participatory funding mechanisms. Thus, the development of the stakeholder model can result in inclusive and sustainable management. This opportunity must be maximized through the strategic synergy of all stakeholders.

Another significant challenge that arises is the management of conflicts of interest that often occur in the joint management of this tourist destination. Differences in goals between the government, business actors, communities, and academics sometimes lead to misunderstandings in decision-making processes. For example, the desire of business representatives to expand facilities often conflicts with the community's efforts to conserve the environment. Power imbalances can also lead to the domination of one party, neglecting the aspirations of others. The lack of effective conflict resolution mechanisms causes prolonged disputes. Therefore, a transparent, inclusive, and democratic management structure is required. Strengthening coordination forums and deliberation is a key solution to balancing interests.

Cross-disciplinary and cross-sector collaboration offers great opportunities for innovation development in managing Tanjung Bayang Beach. The involvement of scholars in ongoing research generates data-driven recommendations that support adaptive decision-making. The government can utilize these research findings to enhance policies and regulations. Business actors are given space to innovate in environmentally friendly products and services. The local community can also be empowered through social and economic programs that leverage local potential. This inter-sector synergy enables the formation of more comprehensive and holistic management. Technology and innovation also provide opportunities to increase the destination's competitiveness.

However, challenges related to funding still hamper the management and development of facilities at Tanjung Bayang Beach. Many micro and small enterprises still face inadequate access to funding sources. Meanwhile, the government is also constrained by limited budgets in providing public facilities and supporting infrastructure. The continuity of management is threatened without clear and sustainable financing mechanisms. Therefore, funding scheme innovations such as public-private partnerships or the establishment of local tourism funds need to be implemented. Collaboration among stakeholders can open access to more effective financing. Fund management integration becomes an important aspect both as an opportunity and a challenge.

Increasing awareness and participation of the local community is also a strategic opportunity in managing this coastal area. Established communities, such as tourism awareness groups, can serve as pioneers in conservation and the provision of tourism services. Through training programs, economic empowerment, and environmental education, community capacity can be strengthened. Active community participation significantly supports environmental preservation and enhances the quality of tourism services. Direct community involvement also makes management more sustainable and socially equitable. This opportunity can become a major asset in building an inclusive and competitive management system. Therefore, synergy between communities, business actors, and the government must continue to be enhanced.

Environmental challenges also deserve primary attention. High tourist visitation can sometimes lead to the degradation of coastal ecosystems. Problems such as waste accumulation, beach erosion, and habitat disturbance threaten the tourism appeal. Suboptimal waste management and the lack of supporting facilities, such as garbage disposal sites, exacerbate the situation. Therefore, stakeholders must design effective and integrated environmental management systems. Ecotourism approaches and active community involvement in engagement monitoring represent viable solutions. Challenges in implementation concurrently offer opportunities for the development of more meaningful and sustainable tourism.

Overall, challenges such as environmental awareness, conflict management, and funding limitations must be addressed jointly by stakeholders at Tanjung Bayang Beach. Opportunities arising from economic potential, community empowerment, multi-sector collaboration, and innovation can become the main capital for the success of the stakeholder model. Strengthening communication, capacity building, and partnership development are fundamental to optimizing

opportunities and overcoming various challenges. With an integrated approach, Tanjung Bayang Beach has the potential to become a model of sustainable and inclusive marine tourism management. Therefore, all stakeholders must continue to strengthen their commitment and collaboration in implementing this model. These strategic steps are expected to enhance attraction while maintaining the sustainability of Tanjung Bayang Beach in the future.

4. CONCLUSION

The development of Tanjung Bayang Beach heavily relies on cooperation and collaboration among various stakeholders, including the government, local community, business actors, academics, and the media. The government plays a crucial role in formulating regulations, developing infrastructure, and overseeing environmental aspects to ensure the sustainability of this tourist attraction. The involvement of the local community is evident through the active role of the Tourism Awareness Group, which is responsible for managing the beach's cleanliness and organizing social and cultural programs. Business actors contribute significantly by providing various tourism services and products that not only enhance economic value but also create employment opportunities for the surrounding community. Academics support the management and development of the destination through research, training, and facilitating mediation among stakeholders. The media plays a significant role in strengthening the positive image of the beach while supporting promotional activities to attract wider public attention. Although challenges such as limited funding, suboptimal coordination, and low environmental awareness among some visitors exist, the prospects for developing marine tourism at Tanjung Bayang Beach remain highly promising.

One of the main challenges faced is inadequate waste management coupled with conflicts of interest among stakeholders, necessitating effective and inclusive resolution mechanisms. Conversely, significant opportunities for local economic development can be realized through community empowerment, business innovation, and the utilization of information technology for promotion and coordination in destination management. The success of this development is also supported by the continuous enhancement of human resource capacity through ongoing education and training programs. This inclusive and adaptive collaboration model can serve as an example for managing other coastal tourist attractions in Indonesia. Continuous support from all stakeholders is essential to ensure that Tanjung Bayang Beach develops not only as a competitive tourist destination but also sustainably preserves the coastal environment and the socio-economic welfare of the local community. Therefore, strengthening communication and coordination, alongside establishing sustainable financing mechanisms, must be the primary focus moving forward. In this way, Tanjung Bayang Beach has great potential to grow into a sustainable marine tourism attraction that provides broad benefits for both the community and the surrounding environment

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