

Memperkuat Kemitraan Multi-Pemangku Kepentingan untuk Pengelolaan Pariwisata Pesisir yang Berkelanjutan: Studi Kasus dari Makassar, Indonesia

Strengthening Multi-Stakeholder Partnerships for Sustainable Coastal Tourism Management: A Case Study from Makassar, Indonesia

Shelin Ainiyyah Ramadhani^{1*}, A. Fatimah Maoudy A Bakty², Andi Abriani³, Ni Made Tirtawati⁴

^{1,2,3}Destinasi Pariwisata, Kepariwisataan, Politeknik Pariwisata Makassar

⁴Destinasi Pariwisata, Kepariwisataan, Politeknik Pariwisata Bali

Jalan Gunung Rinjani, Metro Tanjung Bunga, Kota Makassar, Sulawesi Selatan.

*e-mail: shelinayn@gmail.com

Abstrak

Studi ini mengkaji penguatan kemitraan dalam pengelolaan wilayah pesisir sebagai daya tarik wisata bahari, dengan fokus pada identifikasi pola kemitraan dan perumusan model kolaborasi yang lebih efektif. Tujuan khusus penelitian ini ada dua: (1) mengidentifikasi pola kemitraan yang berlaku dalam pengelolaan daya tarik wisata pesisir dan (2) menganalisis model penguatan kemitraan tersebut dalam konteks pengembangan wisata bahari. Dengan menggunakan pendekatan kualitatif, data dikumpulkan melalui wawancara mendalam, observasi lapangan, dan dokumentasi. Informan kunci meliputi anggota Kelompok Sadar Wisata (POKDARWIS), perwakilan masyarakat setempat, dan pejabat Dinas Pariwisata Kota Makassar. Temuan penelitian menunjukkan bahwa praktik kemitraan saat ini didominasi oleh interaksi antara pemerintah dan masyarakat setempat, dengan partisipasi terbatas dari sektor swasta. Tantangan signifikan yang teridentifikasi dalam proses pengelolaan kemitraan antara lain koordinasi pemangku kepentingan yang tidak memadai, infrastruktur pendukung yang tidak memadai, dan keterbatasan sumber daya keuangan. Menanggapi isu-isu ini, studi ini mengusulkan sebuah model untuk memperkuat kemitraan dengan membentuk forum multi-pemangku kepentingan yang mencakup lembaga pemerintah, perusahaan swasta, dan kelompok masyarakat. Lebih lanjut, studi ini menekankan pentingnya peningkatan kapasitas masyarakat melalui pelatihan dan pendampingan yang terarah serta penerapan mekanisme evaluasi yang sistematis dan berkala. Studi ini menyimpulkan bahwa sinergi pemangku kepentingan sangat penting bagi tata kelola pariwisata pesisir yang berkelanjutan. Implikasi praktis dari temuan ini menggarisbawahi perlunya kebijakan yang mendorong keterlibatan sektor swasta dan mendorong inisiatif pemberdayaan masyarakat yang berakar pada potensi lokal. Penelitian ini berkontribusi pada wacana tentang strategi inklusif dan berkelanjutan untuk mengelola objek wisata bahari.

Kata Kunci: Kemitraan, Wisata Bahari, Objek Wisata, Pantai Biru

Abstract

This study examines the reinforcement of partnerships in managing coastal areas as marine tourism attractions, focusing on identifying partnership patterns and formulating more effective collaboration models. The specific objectives of this research are twofold: (1) to identify prevailing partnership patterns in managing coastal tourism attractions and (2) to analyze models for strengthening such partnerships in the context of marine tourism development. Employing a qualitative approach, data were collected through in-depth interviews, field observations, and documentation. Key informants included the Tourism Awareness Group (POKDARWIS) members, local community representatives, and Makassar City Tourism



Office officials. The findings reveal that current partnership practices are predominantly characterized by interactions between government actors and local communities, with limited participation from the private sector. Significant challenges identified in the partnership management process include inadequate stakeholder coordination, insufficient supporting infrastructure, and constrained financial resources. In response to these issues, the study proposes a model for strengthening partnerships by establishing a multi-stakeholder forum encompassing government institutions, private enterprises, and community groups. Furthermore, the study emphasizes the importance of enhancing community capacity through targeted training and mentorship and implementing systematic and periodic evaluation mechanisms. The study concludes that stakeholder synergy is essential to the sustainable governance of coastal tourism. The practical implications of these findings underscore the necessity for policies that foster private sector involvement and promote community empowerment initiatives rooted in local potential. This research contributes to the discourse on inclusive and sustainable strategies for managing marine tourism attractions.

Keywords: *Partnership, Maritime Tourism, Tourism Attraction, Pantai Biru*

1. INTRODUCTION

Today's tourism industry has become a mainstay of business because many people need entertainment for self-satisfaction, happiness, and leisure time. The role of tourism in economic growth in various countries is unquestionable. As an industry, tourism development also impacts other industrial sectors (Abriani, A, 2021). The tourism sector is one of the fields managed to support the community and government, especially in various regions (Pasciana et al., 2022). The tourism sector is one of the strategic sectors in driving economic development. Not only is it a trigger for production and consumption, but tourism also plays an important role in the development of a region in social, economic, cultural, and environmental development (Artiningsih et al., 2020; Soeswoyo, 2024).

Strong partnerships between stakeholders are very influential in developing destinations or tourist attractions. This cooperation aims to optimize resources, improve services, and ensure fair economic income for all parties. Each party has an important role and different responsibilities in creating harmonious and sustainable tourism, where local governments can establish partnerships with tourism businesses and industries, as well as communities or tourism communities (Berliandaldo et al., 2021). Through partnerships, it can pave the way for exchanging knowledge, technology, and financial support to encourage competitive tourism (Erwin, 2023). The government makes partnerships more important because it is more responsible for developing tourism potential in its area.

Several researchers have examined the importance of partnerships in developing marine tourism. Fauzi and Octaviani (2021) revealed that the pentahelix model involving academia, business, government, community, and media could strengthen the management of beach tourism in Bali. Meanwhile, Nurhayati et al. (2023) found that partnerships between local governments and tourism awareness groups (Pokdarwis) significantly improved service quality and coastal preservation in Anyer Beach. Furthermore, Widodo and Purnomo (2022) emphasized the

importance of involving local communities as strategic partners in realizing sustainable and equitable coastal tourism.

A common problem in beach management is the lack of partnerships supporting beach development in tourism management through cooperation with various stakeholders. This research aims to: (1) Identify partnership patterns in the beach tourist attraction. (2) Analyze the model of strengthening partnerships in managing the beach as a marine tourism attraction. Through strengthening partnerships, it is expected to create synergies between stakeholders that lead to an increase in sustainable coastal tourist attractions. Thus, the results of this study can contribute to developing an inclusive and sustainable marine tourism management model and identifying partnership patterns in coastal tourism attractions.

2. LITERATURE REVIEW

2.1. The Importance of Partnership in Tourism

Partnership is one of the organization's efforts to achieve goals. This can be done through cooperation, collaboration, commitment, and consistency (Indahsari et al., 2022). In tourism, a partnership is a form of strategic collaboration between various stakeholders with different interests and roles in developing and managing destinations or tourist attractions (Suherlan et al., 2020). The term partnership is often equated with collaboration, cooperation, or alliance, which is the realization of cooperation and active participation between individuals, groups, or institutions to help each other, mutually benefit, and jointly achieve the expected goals (Hani & Astuti, 2022). According to Gouillart (in Haryanto and Riszha, 2018), a partnership is a collaboration between actors to support a profitable activity's synergy. Partnerships involve various parties, including the government, private sector, and local communities.

The principles of tourism partnership include equality, transparency, and mutual benefit. Equality means that all parties involved have equal rights and voice in decision-making, regardless of their size or resources. According to UNWTO (2020), this principle is important to ensure no party is dominated or exploited in a partnership. Transparency is another important principle in partnerships, where all parties should be open about their objectives, resources, and responsibilities. This helps build trust and avoid conflict later on. Transparency also enables more effective monitoring and evaluation of partnership performance (Hall, 2020).

Forms of partnerships in tourism can vary, ranging from formal partnerships, such as contracts or agreements, to informal partnerships, such as voluntary cooperation. Formal partnerships usually involve a clear division of responsibilities and benefits, while informal partnerships are more flexible and trust-based (Suherlan et al., 2020). According to UNWTO (2020), the choice of partnership form should be tailored to the context and specific objectives of

the collaboration. Partnership models in tourism can be Public-Private Partnerships (PPPs), Community-based Tourism (CBTs), or Multi-Stakeholder Partnerships (MSPs). PPP involves government and private sector collaboration, while CBT focuses on empowering local communities. MSP involves various stakeholders, including non-governmental organizations and academics.

Partnerships in tourism can also be categorized based on their scope, such as local, national, or international partnerships. Local partnerships often involve local communities and governments, while national or international partnerships involve a wider range of stakeholders (Manihuruk et al., 2024). According to UNWTO (2020), the selection of the form, model, and nature of the partnership should be based on an in-depth analysis of the needs and objectives of the collaboration. By choosing the correct form, model, and nature of the partnership, collaboration in tourism can run more effectively and achieve the desired results. A good partnership also requires periodic evaluation to ensure all parties remain committed and the partnership goals are achieved (Permatasari, 2022).

Public-Private Partnership (PPP) is a partnership model involving the government and private sector collaboration to develop tourism projects. PPPs are often used for infrastructure development, such as airports, roads, or tourist facilities, where the government provides regulatory and policy support, while the private sector provides investment and management expertise (Rhama & Setiawan, 2020). According to UNWTO (2020), public-private partnerships (PPP) can effectively overcome government budget constraints in tourism development. The main advantage of public-private partnership (PPP) is the ability to combine resources and expertise from both parties. The government ensures that the project aligns with public policies and community interests, while the private sector can increase efficiency and innovation (Hikmah et al., 2020). However, according to Hall (2020), PPPs also have challenges, such as the risk of power imbalance between the government and the private sector and potential conflicts of interest. Through actor networking, PPPs can facilitate the sharing of resources and expertise vital for the planning and management of tourism attractions, which supports the effectiveness of strategic partnerships in bolstering overall business performance within the tourism domain (Phuong, 2022; Sarjana & Widokarti, 2020).

2.2. Coastal Management as a Marine Tourism Attraction

Coastal management is pivotal in enhancing marine tourism attraction, significantly contributing to ecological integrity and economic viability. Managing coastal areas is crucial to developing suitable marine tourism, as it influences visitor patterns and the overall sustainability of resources. Agus et al. emphasize the necessity for innovative strategies from governing bodies



and stakeholders to transform the coastal zones of South Sulawesi into prime tourist destinations by promoting diverse marine activities while ensuring that ecological and economic functions are preserved (Agus et al., 2023). Coastal management as a marine tourism attraction requires the synergy of various parties to realize a sustainable maritime vision. Optimizing marine tourism development must be under the marine policy action plan to impact local communities economically, but it needs to be more evenly distributed. Utilization of local potential through stakeholder participation is the key to successful management. The tourism sector can encourage infrastructure development and increase human resources in the tourism sector. Tourism can also be focused on developing sustainable marine tourism (Dewi et al., 2024).

Strategic issues need to be assessed to utilize the city's landscape potential. The involvement of local communities and stakeholders is crucial in decision-making about sustainable tourism. This aims to produce optimal benefits for urban and local communities and environmental sustainability. Marine tourism development must be based on providing benefits in a balanced manner between economic, social, and cultural aspects. This balance is important to maintain environmental sustainability and support tourism activities. The government and the community must work together to plan tourism development by considering environmental sustainability and socio-cultural characteristics (Allokendek et al., 2024). Tourism development can have a negative impact on the environment, so responsible and sustainable waste management is crucial in marine tourism destinations.

Effective waste management requires a clear legal institutional structure, such as a Waste Management Unit (UPS) formalized through a Village Head Decree. In addition, technical guidance in the form of Standard Operating Procedures (SOPs) is also needed in waste management operations. Increasing community participation can be done through gradual socialization and education. Efforts to develop funding sources are also important so that waste management in marine tourism areas runs optimally and sustainably. Good waste management can minimize negative environmental impacts and guarantee tourism sustainability. This will also increase the positive image of marine tourism destinations in the eyes of tourists (Musyaroh et al., 2023).

Developing marine tourism potential requires a comprehensive internal and external environmental analysis. Internal analysis includes identifying the strengths and weaknesses of the Tourism Office and local culture. External analysis includes identifying opportunities and threats that come from the external environment. Limited funds and a community mindset are obstacles to marine tourism development. Therefore, support from various parties is needed to overcome these obstacles. The role of community groups in marine tourism management includes resource protection, empowerment of local communities, and provision of tourism services. With good



human resource management and careful planning, tourism organizations will be better prepared for competition (Rahman, 2021).

Good management of tourist attractions will impact the community's welfare and can realize sustainable tourism. Effective management includes planning, organizing, directing, and supervising to achieve predetermined targets. Poor road conditions to the beach can be an obstacle for tourists. Therefore, infrastructure improvement is a priority in developing tourist attractions. In addition, tourist facilities and attractions must be improved to attract more visitors. The active participation of local communities in tourism management can provide them with economic and social benefits. With good management, the beach can become a sustainable marine tourism attraction that benefits all parties (Eryani, 2024).

3. RESEARCH METHODOLOGY

This research uses a qualitative approach. Data can be collected by meeting and interacting directly with people at the research location. Qualitative research reveals facts, phenomena, and conditions that occur during the research and presents them as they are using sentences. The data criteria in qualitative research are definite data or data that happens as it is (Niam et al., 2024: 34).

Primary data is obtained directly from the party who is the source of research in the field (Sugiyono, 2022). Primary data used in this research is directly from the source through interviews and direct observation of the research object. In this study, researchers can obtain primary data from the Tourism Awareness Group (POKDARWIS), local communities, and the Makassar City Tourism Office. In addition, secondary data is obtained from reading sources and other sources such as books, journals, newspapers, and the internet (Sugiyono, 2022). Researchers use secondary data to strengthen findings and complement information from articles, archives, documentation, and other documents.

The informants chosen in this study were the actors directly involved, namely the Tourism Awareness Group (POKDARWIS), the Pantai Biru tourist attraction manager, the local community, and the Makassar City Tourism Office government. In this study, researchers used a purposive sampling method. Purposive sampling is a non-probability sampling method that aims to select units based on specific characteristics relevant to the research. This technique relies on the researcher's judgment in determining individuals, cases, or events that can provide the best information to answer research objectives (Turner, D. P., 2020). This method is effective for accessing subsets of the population with unique characteristics, especially when resources are limited. However, this technique risks researcher bias because sample selection depends entirely on the researcher's subjective judgment. The data analysis technique used in this research is triangulation (observation, interview, and documentation).



4. RESULTS AND DISCUSSION

4.1. An Overview of Pantai Biru, Makassar City

Pantai Biru is one of the leading marine tourism attractions in Makassar City, and it has strategic value in terms of location and development potential. Pantai Biru is in the Tanjung Bunga Metro Road area, Tanjung Merdeka Village, Tamalate District. This beach is only about 15 km from the city center and can be reached within 30 minutes, even if it only takes 10 minutes to drive from the famous Losari Beach. Its proximity to other beach attractions, such as Tanjung Bayang and Akkarena, creates a complementary marine tourism cluster (Toleman, 2023).



Figure 1. Pantai Biru

Source: Researcher, 2025

Administratively, Pantai Biru is located in the Tamalate Sub-district, which has an area of 20.21 km² with a population of 186,280 people divided into 93,029 men and 93,251 women (BPS Tamalate Sub-district, 2022). These demographic conditions provide considerable human resource potential in developing community-based tourism. Currently, there are about 36 workers who are directly involved in the management of Pantai Biru, consisting of 8 ticket takers, 15 cleaners, and 10 parking attendants. This division of roles shows that a management structure is starting to form, even though it is still on a limited scale.

In terms of facilities, Pantai Biru has been equipped with 22 gazebo units, 24 seating units, 15 toilet units, mosques, monitoring towers, information rooms, and various water rides such as banana boats and water duck (boat) attractions. The completeness of these basic facilities is an added value for the comfort of visitors, although according to some observations, the quality and quantity of these facilities still need to be improved. The presence of a mosque and an adequate

number of toilets, for example, are important considerations for domestic tourists, the majority of whom are Muslim.

Pantai Biru continues to improve its attractiveness as a competitive tourist destination. In addition to relying on the beach's natural beauty with calm waves and stunning sea views, the manager also develops various community activities and events that can attract visitors (Muhaer et al., 2024). Its proximity to the city center is a significant comparative advantage, allowing tourists to make short visits without spending a long time on the road. Pantai Biru's uniqueness lies in its combination of easy access, natural beauty, and community involvement in its management. According to Muhaer, in 2024, this beach will be charming for tourists looking to relax and enjoy a vacation without going far from the city center. The more natural atmosphere compared to the main beaches in Makassar is a selling point.

The future development of Pantai Biru requires an integrated approach involving all stakeholders. The local government needs to pay more attention to improving basic infrastructure, while the private sector can be involved in developing more professional supporting facilities. Local communities through Pokdarwis can continue to play a significant role in preserving the environment and local wisdom values. With the right development strategy, Pantai Biru will not only be an ordinary recreational area but can transform into an integrated tourist destination that offers a complete experience, ranging from nature tourism culinary specialties to cultural activities. This potential needs to be supported by a more structured management system, effective marketing, and a shared commitment to preserving the environment. Thus, Pantai Biru can become the pride of the Makassar community and an important contributor to the growth of the regional creative economy.

4.2. Partnership Patterns That Have Taken Place At The Beach Tourist Attraction

Pantai Biru currently cooperates or partnerships with the Makassar City Tourism Office government and several local communities that have become Tourism Awareness Groups (POKDARWIS) and MSME players. Meanwhile, the private sector has not yet cooperated with the Pantai Biru manager. The parties involved aim to develop their tourism potential to impact society and the environment positively. The selection of these parties is based on the contents of an interview conducted with the chairman of the Pantai Biru tourism awareness group, who stated that:

"The government has been involved in the addition of gazebos and promotion of Pantai Biru, but for infrastructure improvements such as replacing lights, providing parking lots, repairing entrance roads, mosques, and other facilities, we still take care of it ourselves. The private sector has never cooperated with us. So those who manage Biru Beach are currently still the Tourism Awareness Group (Pokdarwis) and the people who live here" (J, interview March 13, 2025).



Based on an interview with the head of the Pantai Biru Tourism Awareness Group on March 13, 2025, it was revealed that the government has played a role in providing some basic facilities such as gazebos, monitoring towers, and promotions. However, more basic infrastructure improvements such as street lighting, parking areas, entrance improvements, prayer rooms, and other supporting facilities are still the local Tourism Awareness Group (Pokdarwis) responsibility. This shows that government involvement has not touched the crucial aspects that can improve visitor comfort. In fact, as a policy maker, the Makassar City Tourism Office should be able to coordinate infrastructure development more intensively. This lack of government support can potentially hinder Pantai Biru's development as a competitive tourist attraction. Pantai Biru is feared to lose competition with other destinations with more local government support if this condition continues.

Currently, the management of Pantai Biru is entirely in the hands of a tourism awareness group consisting of local people who care about tourism development in their area. This group took the initiative to maintain the beach's cleanliness, provide simple facilities, and organize tourism activities independently. However, without adequate financial support from the government or the private sector, their efforts are often hampered by capital and human resources. For example, to replace lights or repair road access, it must be financed by visitor levies or voluntary donations. This condition shows how important the role of the community is in managing tourist attractions while also showing the inequality in the distribution of responsibilities. In fact, with limited capacity, Pokdarwis cannot continue to bear the burden of infrastructure development alone.

If there is no change, it is feared that the quality of tourism services will decline and impact interest in visiting. One of the main problems revealed from the interview was not establishing cooperation with the private sector. Business actors such as hotel investors, restaurants, or tourism service providers can be strategic partners in the development of Pantai Biru. Private involvement can provide funds, management innovation, and more professional marketing. Unfortunately, until now, there has been no cooperation between Pokdarwis and related companies or investors. This is due to several factors, such as minimal incentives from the government, unclear regulations, or minimal promotion of Pantai Biru's economic potential to potential investors.

As a result, the opportunity to develop this beach into a more modern and well-managed tourist attraction is lost. In fact, by involving the private sector, the division of roles can be clearer: the community maintains local culture and wisdom, the private sector provides facilities and promotions, and the government becomes a policy facilitator. Based on the findings above, it can be concluded that the development of Pantai Biru will not be optimal without cooperation between the government, community, and private sector. Each party has a central role: the government as a

regulator and provider of basic infrastructure, the community as a guardian of environmental and cultural sustainability, and the private sector as a driver of the economy and innovation.

Pantai Biru can be developed holistically if the three synergize, from increasing accessibility and providing comfortable accommodation to massive promotion. However, an official communication forum involving the three parties is needed, for example, through the Pantai Biru Tourism Awareness Group (POKDARWIS). This forum can be a forum for compiling a master plan for development, dividing tasks, and evaluating progress periodically. Pantai Biru is at risk of stagnation and being left behind by other marine tourism attractions without a structured partnership mechanism.

4.3. Model of Strengthening Partnerships in The Management of Beaches as Marine Tourism Destinations.

Beach management as a marine tourism attraction requires close collaboration between various stakeholders. This study shows that the community and government still dominate the partnership formed at Pantai Biru, while the private sector has not been much involved. This imbalance in roles causes the burden of management, especially infrastructure, to be borne more by the Tourism Awareness Group (POKDARWIS). The economic potential of Pantai Biru is significant enough to attract private investment. Therefore, the partnership-strengthening model must prioritize the inclusivity and participation of all parties. The involvement of the private sector is key to presenting professionalism and efficiency.

The first step in strengthening partnerships is forming a multi-stakeholder forum consisting of government, community, and private sector representatives. This forum is a space for communication to formulate a shared vision for managing coastal tourism. This forum also serves as a coordination forum for decision-making, role-sharing, and periodic evaluation of program progress. With an institutional structure like this, collaboration becomes more organized and focused. The forum can also function to bridge interests between parties to avoid domination. Equality of voice and transparency are the main principles in this forum.



The government is responsible for policy facilitation and the provision of basic infrastructure. In this model, local governments are expected to provide incentives for business actors to be interested in investing in coastal tourism areas. These incentives can be in the form of easy licensing, tax cuts, or promotional support. The government must also actively build infrastructure such as access roads, electricity, clean water, and sanitation facilities. With good

infrastructure support, investors will be more confident in partnering. The government needs to adopt a regulatory approach that is pro-collaboration and participatory.

The role of the community, especially Pokdarwis, is focused on environmental preservation and local wisdom. They act as daily managers of the destination and guardians of cultural values around the coast. The community is trained and mentored in this model to improve managerial and entrepreneurial capacity. This mentoring is important so the community can compete professionally in tourism services. In addition, the community can also be involved in mapping local potential as promotional material. Community empowerment is an important aspect of ensuring social sustainability.

The private sector can provide capital, technology, and innovation in managing coastal tourism. Through the Public-Private Partnership (PPP) scheme, the private sector is given space to manage some tourism facilities such as cafes, restaurants, accommodation, or tourist attractions. However, this cooperation must be based on fair contracts and in favor of community welfare. The private sector can also support training programs for residents as part of Corporate Social Responsibility (CSR). A control system is needed so private involvement does not shift local values. Transparency and accountability must be maintained through periodic reports.

Table 1. Partnership Scheme

Stakeholders	Roles and responsibilities	Forms of contribution
Government	Department of Tourism, Regulator and Policy Facilitator	• Provide basic infrastructure (roads, electricity, clean water) • Promote attractions through official platforms • Human resource training • Prepare a Master Plan for tourism development • Monitor compliance and the community

Private Sector	Investors in hotels, restaurants, tour operators, and investment in facility development (accommodation and rides)	• Professional marketing (digital, tour packages) • CSR for environmental preservation • Technology and management innovation • Profit sharing with the community and government • Joining partnership forums
Local Community	Tourism Awareness Group, UMKM	• Preservation of local culture and wisdom • Service providers (homestay, culinary, guide) • Micro-enterprises • Participation in conservation • Profit sharing from levies

This partnership model adopts a multi-stakeholder approach that places all parties in strategic positions according to their respective capacities. No dominance exists, but cooperation is based on equality and mutual benefit. This partnership is flexible but still based on a written agreement for legal certainty. Each party agrees on indicators of joint success, such as increasing the number of visitors, community welfare, and environmental quality. The existence of a periodic evaluation mechanism will strengthen collaboration accountability. Evaluations can be carried out every quarter by the partnership forum.

Strengthening community capacity is a priority in this model, especially regarding tourism services, sanitation, and security. Training programs are carried out thematically according to needs, such as tour guide training, homestay management, and waste management. This approach improves the quality of service and opens up new business opportunities in the tourism sector. Thus, the community is not only an object but also a subject of tourism development. Assistance by local academics or NGOs can accelerate this process. Capacity building will strengthen the community's bargaining position in partnerships.

In marketing, synergy between parties is needed to create an effective promotional campaign. The government can help through official platforms and tourism promotion events. The private sector contributes through a wider media network and digital promotion. Meanwhile, the community can provide authentic local content as promotional material. Storytelling-based



marketing strategies are very effective in attracting millennial tourists. This collaboration will expand the marketing reach and strengthen the destination's image.

Funding is a crucial aspect of strengthening partnerships. This model proposes a Coastal Tourism Partnership Fund from tourism levies, private CSR, and government grants. This fund is managed transparently by a partnership forum with a periodic reporting mechanism. Fund allocation is focused on improving facilities, training, and promotional activities. With clear and planned funding, destination development can be carried out sustainably. In addition, diversifying funding sources will also increase the resilience of destinations to economic crises.

This partnership-strengthening model aims to create inclusive, sustainable, competitive marine tourism governance. All stakeholders' synergy and joint commitment are the primary keys to its success. The government, private sector, and community have complementary strategic contributions. A key aspect of successful multi-stakeholder partnerships lies in continuous stakeholder engagement. Fobbe et al. emphasize that stakeholder engagement must evolve dynamically, integrating feedback and adapting to changes over time (Fobbe et al., 2024). This perspective aligns with the understanding that effective engagement is not merely about expanding participation but deepening relationships to foster a more interconnected stakeholder ecosystem. This ongoing collaboration is critical to implementing sustainable business models, as it creates synergies that benefit all involved parties (Fobbe et al., 2024). Therefore, establishing an official forum, community empowerment, private incentives, and periodic evaluations are concrete steps in implementing this model. Pantai Biru can potentially become a national partnership-based marine tourism management model with this model.

5. CONCLUSION

This study highlights the critical role of multi-stakeholder partnerships in the sustainable management of Pantai Biru as a marine tourism destination. The findings reveal that current partnerships are imbalanced, with dominant roles played by the government and local communities (Pokdarwis), while private sector participation remains minimal. Key challenges include inadequate coordination, insufficient infrastructure, and limited funding, which hinder the destination's potential for growth and competitiveness.

The study proposes a multi-stakeholder partnership model that integrates the government, private sector, and local communities through a structured forum to address these gaps. The model emphasizes:

1. Government Leadership: Providing infrastructure, policy frameworks, and incentives to attract private investment.



2. Private Sector Engagement: Contributing capital, innovation, and professional management to enhance services and marketing.
3. Community Empowerment: Strengthening local capacity through training and equitable profit-sharing to ensure socio-cultural sustainability.

The success of this model hinges on transparency, periodic evaluation, and shared accountability, ensuring all stakeholders benefit while preserving environmental and cultural integrity. Pantai Biru can transform into a sustainable and competitive marine tourism destination by fostering inclusive collaboration, serving as a blueprint for similar coastal areas in Indonesia.

Policy Implications:

1. Governments should prioritize policies that incentivize private sector involvement.
2. Communities need targeted capacity-building programs to enhance their managerial and entrepreneurial skills.
3. Regular multi-stakeholder dialogues are essential to maintain alignment and resolve conflicts.

This research underscores that synergy among stakeholders is the cornerstone of sustainable tourism development, balancing economic growth with environmental and cultural preservation. Future studies could explore the scalability of this model in other marine tourism contexts.

REFERENCES

Artikel Jurnal

- Agus, A., Yahya, M., & Darwis, D. (2023). Coastal Tourism Attraction: Characteristics and Suitability of Management. *Journal La Bisecoman*, 3(5), 222–231. <https://doi.org/10.37899/journallabisecoman.v3i5.822>
- Abriani, A. (2021). Peranan pemerintah dalam pengelolaan kawasan wisata budaya dan sejarah Rumah Adat Attakae sebagai daya tarik wisata unggulan di Kabupaten Wajo. *Jurnal Pemikiran Kesenjangan dan Pendidikan Sejarah*. 19(2), 112-123.
- Allokendek, M., Rondonuwu, D. M., & Sela, R. E. (2024). Kajian Awal Pengembangan Wisata Bahari Berkelanjutan Di Kawasan Pesisir Perkotaan Manado. *Journal of Marine Research*, 13(4). doi: <https://doi.org/10.14710/jmr.v13i4.40128>
- Artiningsih, A., Handayani, W., & Jayanti, D. R., (2020). Pemetaan indikator kinerja sektor pariwisata dalam mendorong pertumbuhan ekonomi Kota Semarang. *Jurnal Riptek*. 4 (2), 72-83. doi: 10.35475/ripte.v14i2.98.
- Berliandaldo, M., Chodiq, A., & Fryantoni, D., (2021). Kolaborasi dan sinergitas antar stakeholder dalam Pembangunan berkelanjutan sektor pariwisata di Kebun Raya Cibinong. *Jurnal Inovasi Bisnis dan Manajemen Indonesia*. 4(2), 221-234. doi: 10.31842/jurnalinobis.v4i2.179
- Dewi, N. D. U., Widanti, N. P. T., Sumada, I. M., & Widnyani, I. A. P. S. (2024). Sinergi pembangunan wisata bahari berkelanjutan dalam rangka mewujudkan visi maritim 2024 di pulau nusa penida, klungkung, bali. *PERSPEKTIF*, 13(2), 598-608. Doi: 10.31289/perspektif.v13i2.11172
- Fauzi, A., & Octaviani, D. (2021). Model pentahelix dalam penguatan kemitraan wisata pantai berkelanjutan: Studi kasus di Bali. *Jurnal Pariwisata Indonesia*, 15(2), 78-93. Doi: 10.31219/osf.io/p5jm3



- Fobbe, L., Niss, C., & Hilletoft, P. (2024). Continuous and Changing Stakeholder Engagement for Organisational Sustainability: Proposing the Stakeholder Engagement Flow Model. *Corporate Social Responsibility and Environmental Management*, 31(6), 6061–6074. <https://doi.org/10.1002/csr.2908>
- Hani, U., & Astuti, P. (2022). Pola kemitraan dalam pengoptimalan konsep ecotourism untuk pengembangan pariwisata Karimunjaya di Kabupaten Jepara. *Journal of Politic and Government*, 11 (2), 1-27. doi: <https://ejournal3.undip.ac.id/index.php/jpgs/article/view/33317>
- Muhaer, A., Rahim, A., Kamaruddin, C. A., & Hastuti, D. R. D. (2024). Analisis Minat Berkunjung Wisatawan Pada Objek Wisata Pantai Biru Kota Makassar. *Jurnal Ilmiah Neraca: Ekonomi Bisnis, Manajemen, Akuntansi*, 7(2), 132-140. Doi: 10.56070/jinema.v7i2.134
- Muyasaroh, S., Muzaqi, A., Defriatno, M. E., & Krisdhianto, A. (2023). Analisis Sosial Kelompok Masyarakat Di Kawasan Wisata Pantai Pulau Merah Dalam Implementasi SOP Pengelolaan Sampah Plastik Di Destinasi Wisata Bahari. *Jurnal Engineering*, 5(1), 1-10. doi: <https://online-journal.unja.ac.id/JurnalEngineering/article/view/23576>
- Nurhayati, S., Pratiwi, R. D., & Suherman, A. (2023). Analisis kemitraan pemerintah daerah dan pokdarwis dalam pengembangan wisata pantai berkelanjutan di Anyer. *Jurnal Kepariwisata Nasional*, 8(1), 45-62. doi: 10.26905/jkn.v8i1.9073
- Pasciana, R., Fauzan, H. S., Adnan, Z., & Sutandi, J. A., (2022). Efektivitas pengembangan obyek wisata alam di Dinas Pariwisata dan Kebudayaan Kabupaten Garut. *Jurnal Pembangunan dan Kebijakan Publik*. 13 (1), 1-19. doi: <https://doi.org/10.36624/jpkp.v13i1.107>.
- Putri, S. A., Ismanto, S. U., & Halimah, M. (2022). Efektivitas program pengembangan kemitraan pariwisata di Kabupaten Cianjur (Studi pada Kawasan Wisata Situs Gunung Padang). *Jurnal Administrasi Negara*, 14(1), 411-415. doi: 10.24198/jane.v14i1.41338
- Phuong, T. L. (2022). Networking Actors in Private Public Management Tourism Development Partnership. *International Journal Paper Public Review*, 3(4), 8–14. <https://doi.org/10.47667/ijppr.v3i4.182>
- Sarjana, S., & Widokarti, J. R. (2020). *Strengthening Partnership Strategy for Digital Development in Water Tourism*. <https://doi.org/10.2991/aebmr.k.200522.026>
- Suherlan, H., Hidayah, N., Mada, W. R., Nurrochman, M., & Wibowo, B., (2020). Kemitraan strategis antar stakeholder dalam pengembangan Desa Wisata Gabugklakah Kabupaten Malang, Jawa Timur. *Jurnal Pariwisata Terapan*. 4(1), 59-72. doi: <https://jurnal.ugm.ac.id/jpt/article/view/53303/29079>
- Turner, D. P. (2020). Sampling methods in research design. *The Journal of Head and Face Pain*, 60. doi: 10.1111/head.13707
- Widodo, B., & Purnomo, H. (2022). Masyarakat lokal sebagai mitra strategis dalam pengembangan pariwisata pantai berkelanjutan. *Jurnal Ilmu Lingkungan dan Pengembangan Pesisir*, 6(3), 211-228. doi: 10.17977/jilpp.v6i3.1256

Edited book

- Kemenparekraf, Rencana strategis Kementerian Pariwisata dan Ekonomi Kreatif/ Badan Pariwisata dan Ekonomi Kreatif. Diunduh pada tanggal 25 Februari 2025 melalui https://api2.kemenparekraf.go.id/storage/app/resources/RENSTRA_opt_b6d790a042.pdf

