

Strengthening Local Tourism Villages through Penta Helix and Local Wisdom: The Case of Sukatani Village

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ABSTRACT

This study aims to examine the development of a leading village-based tourism model rooted in local wisdom in Sukatani Village, Garut Regency, by applying the Community-Based Tourism (CBT) approach and Penta Helix collaboration. The research used a qualitative descriptive method through a case study, employing in-depth interviews and participatory observation as data collection techniques. Interviews were conducted with key actors representing the five elements of the Penta Helix: government, academia, business sector, community, and media. The findings indicate that Sukatani Village holds significant tourism potential based on local cultural assets, community participation, and cross-sectoral support. Local values such as mutual cooperation (*gotong royong*), traditional arts, and local culinary heritage are preserved as core tourism attractions. Actor collaboration has been initiated but remains segmented and suboptimal. Moreover, environmental awareness has begun to be embedded in the village's promotional narratives through social media platforms. These findings reinforce the importance of collaborative, locally grounded, and integrative approaches in realizing sustainable tourism.

Keywords: Tourism village, Community-Based Tourism, local wisdom, Penta Helix, environmental awareness

INTRODUCTION

In recent years, tourism villages have emerged as a strategic approach to accelerating rural development across many developing countries, offering new economic opportunities while preserving cultural and environmental integrity (Kamarudin et al., 2020; Li et al., 2019; Yanan et al., 2024). This trend has gained significant traction in Indonesia, where tourism villages are increasingly recognized as a core element of the nation's economic growth strategy and regional equity agenda (Rosari et al., 2023; Tela et al., 2024; Yi et al., 2024; H. Zhang & Zeng, 2022). The Indonesian government, through various ministries and programs, has actively promoted the integration of tourism with local economic initiatives, particularly in areas with rich cultural heritage and natural beauty. The growing attention on tourism villages is driven by their potential to generate inclusive local income, foster community-based entrepreneurship, and stimulate rural revitalization in areas previously left behind by mainstream economic growth.

One of the most pressing issues in this domain is how to ensure that tourism village development does not merely result in commercialization or external investor dominance, but instead upholds the values of sustainability, inclusivity, and local cultural preservation. The integration of local wisdom into tourism development has thus become a critical theme, offering both opportunities and challenges. When done meaningfully, incorporating local knowledge and cultural practices can distinguish tourism villages in a competitive market, enhance visitor experiences, and empower communities (Liang et al., 2022; Tang & Xu,

2023; Tomaz & Caldeira, 2021). However, in practice, many initiatives suffer from fragmented coordination, weak institutional capacity, and over-reliance on top-down directives. As a result, community participation remains superficial, and tourism benefits are often unevenly distributed.

Garut Regency, located in West Java, is one of the regions that boasts a wealth of cultural traditions, environmental diversity, and strong local identity (Maulida et al., 2022; Sjafirah et al., 2024; Sofianto et al., 2021). Despite its immense potential, the development of tourism villages in Garut faces several implementation gaps. Previous studies and local observations have noted that the integration of local wisdom into tourism models is often symbolic rather than structural, and the involvement of key stakeholders such as youth groups, MSMEs, local leaders, and environmental actors is frequently underutilized or poorly coordinated (Liu & Li, 2024; Tang & Xu, 2023; R. Zhang et al., 2024). Furthermore, the digital transformation of rural tourism has introduced a new layer of complexity, as many villages still lack the technological infrastructure and digital literacy needed to leverage modern tools for promotion, communication, and market access.

In light of these challenges, this study aims to examine a model for developing leading tourism villages that are rooted in local wisdom while being adaptive to technological advances in the digital era. It seeks to explore how a synergistic collaboration among local values, community participation, government facilitation, academic support, private sector engagement, media presence, and environmental awareness can be structured to create tourism villages that are not only competitive but also sustainable and community-driven.

The research was conducted in Sukatani Village, located in the Cilawu Subdistrict of Garut Regency, which serves as a relevant case for studying community-based tourism initiatives in a culturally rich but resource-constrained setting. The study employs a qualitative approach to empirically assess the model's effectiveness. Data collection involved in-depth interviews with key actors from each of the Penta Helix sectors and direct field observations to capture actual practices and interactions among stakeholders. Through this approach, the study contributes to the broader discourse on rural tourism governance, local empowerment, and sustainability by offering grounded insights into what works, what does not, and why, within the context of village tourism development in Indonesia.

LITERATURE REVIEW

This literature review draws upon four key theoretical frameworks that inform the conceptual foundation of this study: Community-Based Tourism (CBT), the Penta Helix Model, Local Wisdom, and Environmental Awareness. These frameworks collectively guide the analysis of how community tourism can be designed, implemented, and sustained within a multi-stakeholder and culturally grounded context.

First, the concept of Community-Based Tourism (CBT), as introduced by (Zimmermann, 1995), emphasizes the importance of empowering local communities as active agents in tourism planning and implementation. CBT highlights the need for grassroots participation, equitable benefit-sharing, and community control over tourism development. This approach has been widely adopted in rural and indigenous contexts as a counterbalance to top-down tourism development that often neglects local needs and cultural values. (Azwar et al., 2023; Ćurčić et al., 2021; Dolezal & Novelli, 2022) argue that CBT serves not only as a development strategy but also as a form of resistance against external exploitation of local resources. Furthermore, (Junaid et al., 2021; Mendoza, 2025) have shown that CBT initiatives tend to succeed when communities are involved from the outset, when they receive adequate institutional support, and when tourism activities are aligned with local capacities and aspirations.

The Penta Helix Model, introduced by (Widowati et al., 2019), extends the CBT approach by incorporating a broader collaborative governance framework. It recognizes the interdependence of five key actors in local development: government, academia, businesses, communities, and the media. This model promotes inclusive, cross-sectoral cooperation and addresses the fragmentation that often limits the effectiveness of village-level development programs. (Budhi et al., 2022) emphasize that the Penta Helix model fosters innovation and sustainability through synergy among diverse stakeholders. (Chamidah et al., 2021) show that successful tourism governance requires not only community involvement but also strategic alignment with institutional

frameworks, market forces, and knowledge systems. (Sumarto et al., 2020) argue that media actors, often overlooked, play a critical role in building visibility and public trust through digital campaigns and storytelling.

The third theoretical lens is Local Wisdom, as conceptualized by (Hasyem, 2022), which refers to the body of traditional knowledge, cultural values, and ethical systems passed down through generations that shape how communities relate to their environment and each other. Local wisdom serves as a moral compass and practical guide in the formulation of community-based development strategies. (Bihari, 2023) and (Haines, 2022) note that tourism development rooted in local wisdom not only strengthens community identity but also enhances authenticity, which is a growing demand among travelers seeking meaningful experiences. (Ernawati et al., 2024) emphasize that integrating local wisdom into tourism planning ensures cultural sustainability and social cohesion, while (Tohari, 2025) stresses that ignoring indigenous knowledge often leads to disconnection between tourism projects and the community's lived realities.

Lastly, the concept of Environmental Awareness, as proposed by (Schultz, 2000), plays a vital role in guiding tourism development toward sustainability. Environmental awareness is not limited to conservation ethics but also encompasses community understanding of ecological impacts and their capacity to mitigate harm. Tourism, especially in rural or ecologically sensitive areas, can place pressure on natural resources, increase waste generation, and disrupt ecosystems if not managed responsibly. (Baloch et al., 2023) and (Ekka et al., 2023) emphasize the importance of environmental education and monitoring in tourism operations. (Pramanik & Rahman, 2024) and (Sharma & Sarkar, 2024) show that communities with strong environmental awareness are more likely to adopt practices such as waste segregation, eco-friendly accommodations, and biodiversity protection. This makes environmental consciousness not only a safeguard but a competitive advantage in the sustainable tourism market.

Taken together, these four theoretical frameworks provide an integrated lens through which to examine the development of tourism villages like Sukatani. CBT offers the participatory foundation, the Penta Helix model provides the collaborative structure, local wisdom anchors the initiative in culture and identity, and environmental awareness ensures ecological balance. Applying these frameworks enables a holistic understanding of how rural tourism can be developed in a way that is inclusive, locally relevant, and future-proof.

METHODOLOGY

This study adopts a descriptive qualitative approach using a case study method to examine the implementation of Community-Based Tourism (CBT) in Sukatani Tourism Village. The qualitative case study approach was selected as it allows for a comprehensive and in-depth exploration of real-world phenomena, particularly the dynamics of stakeholder engagement, governance processes, and social participation within the local tourism development context. It is well-suited to uncover the experiences, perceptions, and roles of the multiple actors involved in shaping the village's tourism ecosystem. As highlighted by (Priatmoko et al., 2021), this approach enables the researcher to capture complex realities and diverse stakeholder perspectives in situ, making it ideal for analyzing community-based initiatives such as CBT.

The primary methods of data collection employed in this study were in-depth, semi-structured interviews and participatory field observations. The interviews, lasting approximately 45–60 minutes each, were conducted with key informants representing each of the five stakeholder groups within the Penta Helix collaboration model, as proposed by (Sjögren Forss et al., 2021). All interviews were audio-recorded, transcribed verbatim, and analysed using thematic analysis following (Clarke & Braun, 2014) six-step framework, which involved data familiarisation, generating initial codes, searching for themes, reviewing themes, defining and naming themes, and producing the final report. These groups include government, academics, business actors, community, and media.

For the government element, participants included representatives from the district tourism office as well as local village officials who are directly responsible for tourism policy implementation and coordination. The academic perspective was obtained through interviews with lecturers and researchers who have supported or

contributed expertise to the village's tourism development efforts, particularly in areas such as planning, training, and evaluation. Business actors interviewed consisted of homestay owners, local micro and small enterprises (MSMEs), and tourism service providers, all of whom are essential to the operational side of the tourism economy. Community voices were gathered from local leaders, members of tourism awareness groups (Pokdarwis), and youth organizations such as karang taruna, who play a central role in managing tourism activities, preserving cultural values, and mobilizing community participation. Finally, the media component was represented by village social media managers and digital promotion partners responsible for managing the village's online presence and external visibility.

Semi-structured interviews were used to provide a balance between consistency across interviews and flexibility to explore emerging themes. This format enabled the researcher to probe deeply into specific areas while maintaining focus on core themes such as stakeholder participation, community empowerment, collaborative practices, implementation challenges, and the integration of local cultural values into tourism development. All interviews were recorded, transcribed, and analyzed using a thematic analysis approach. This analysis followed a structured process involving three key stages: data reduction, data presentation, and conclusion drawing. Through this method, patterns and themes were identified, categorized, and interpreted in relation to the research objectives.

To ensure the credibility and validity of the findings, source triangulation was applied by comparing responses from different actor groups within the Penta Helix framework. This cross-verification allowed the researcher to identify converging and diverging viewpoints, thus enriching the interpretation of the data. Additionally, member checking was conducted with selected informants to confirm the accuracy of the researcher's interpretations and to validate the consistency of the findings. This methodological rigor supports the reliability of the conclusions drawn from the study and strengthens the contribution of the research to understanding the collaborative governance of tourism at the village level.

FINDINGS AND DISCUSSIONS

Findings

The Potential of Sukatani Village as a Tourism Village

Sukatani Village is located in the Cilawu Subdistrict of Garut Regency, West Java, Indonesia. It is a village blessed with remarkable natural beauty. In addition to its scenic landscape, the harmonious way of life of the local community adds to its unique charm. Currently, Sukatani serves as an alternative route for hikers heading to Mount Cikuray, which has indirectly contributed to boosting the local economy. Furthermore, Sukatani Village is actively working towards becoming a recognized tourism village, capitalizing on its many strengths and advantages. The combination of natural attractions and local hospitality positions Sukatani as a promising destination for sustainable rural tourism development.

Tourist Attractions in Sukatani Village

Sukatani Village offers a variety of natural and cultural attractions that hold strong potential to attract visitors and support its development as a tourism village. Among the main attractions are:

1. Curug Abeh

Located in Sukatani Village near the environmentally conscious community of Kampung My Darling, Curug Abeh is a picturesque 10-meter waterfall surrounded by lush greenery. With a gentle water flow and shallow pools, it is a safe and inviting spot for swimming and recreational play.

2. Setu Cira'ab

Setu Cira'ab is a crystal-clear natural lake fed by a spring from Mount Cikuray. Ideal for swimming and relaxing in nature, the lake also serves as a vital clean water source for nearby residents—for bathing, washing,

and daily needs. Its pristine condition is actively preserved by the local community to ensure environmental sustainability.

3. Hidayatul Muna Mosque Religious Tourism Site

Initially built as a place of worship and rest area, this mosque has evolved into a serene and family-friendly religious tourism destination. Located at a higher elevation, the mosque is surrounded by shaded greenery and includes amenities such as a children's playground and a fish pond, creating a tranquil retreat for both spiritual reflection and leisure.

4. Kampung My Darling (Environmentally Conscious Village)

Kampung My Darling is known as a community that champions environmental awareness. Home to 290 residents, all of whom work as laborers in the historic Dutch-era Dayeuhmanggung tea plantation, the village offers a unique and culturally rich atmosphere. Its commitment to sustainability and community harmony makes it an exemplary model for eco-tourism.

In addition to its scenic beauty, Sukatani Village also features community vegetable gardens that can be developed into educational tourism sites. Visitors may take part in agrotourism activities such as learning about local farming practices and harvesting vegetables themselves, adding experiential value to their stay.

Signature Local Cuisine

Sukatani Village proudly preserves its authentic culinary heritage, which reflects the richness of its cultural identity. Among the signature local dishes and snacks are Teh Hijau Gelang (locally produced green tea), ranginang (crispy rice crackers), wajit (sticky rice confection), dodol (traditional sweet toffee), and gula aren (palm sugar). These traditional foods are not only enjoyed by the local community but also serve as attractive souvenirs for visiting tourists.

Unique Cultural Traditions

Beyond its strong spirit of gotong royong (mutual cooperation), one of the most distinctive cultural practices in Sukatani is Garut sheep breeding. This tradition has been passed down through generations, not merely for meat production, but for sheep competitions—events that showcase the animals' agility and appearance. These competitions are considered a form of local art and are typically held on Sundays or during national celebrations such as Indonesia's Independence Day and Garut Regency's Anniversary.

Preserved Local Performing Arts

Sukatani Village actively maintains its traditional performing arts, including qasidah (Islamic devotional singing), calung (bamboo percussion music), Bangreng (a Sundanese musical dance), and jaipongan (a lively traditional dance). A particularly cherished local tradition is the Mapag Panganten ceremony, performed during weddings. This cultural performance features characters like Lengser (a traditional escort figure) and Nini Candoli (an elderly female figure), who entertain guests with humorous and joyful theatrics, adding a memorable and festive touch to the celebration.

Findings from Interviews with Penta Helix Actors

To deepen the understanding of thematic patterns that emerged from the interview findings, the following thematic map outlines the core themes and their related subthemes derived from the analysis process:

This thematic map visualizes the key insights from thematic analysis of both interview data and field observations. Four major themes were identified: Local Potential, Penta Helix Collaboration, Challenges in Tourism Village Development, and Integration of Local Wisdom and Environmental Awareness. Each main theme is broken down into subthemes that represent crucial dimensions of Sukatani Village's tourism development.

1. Local Potential and Tourism Attractions

a. Natural beauty: Curug Abeh, Setu Cira'ab

b. Cultural uniqueness: Mapag Panganten, Garut sheep contests Signature local cuisine: Teh Gelang, Wajit, Dodol

2. Penta Helix Collaboration

a. Government: Tourism office initiatives, Pokdarwis formation

b. Academia: Mentorship programs, digital transformation support

c. Business sector: Local MSMEs, community markets

d. Community: Cultural preservation, strong tradition of gotong royong

e. Media: Digital branding, environmental education campaigns

3. Challenges in Developing the Tourism Village

a. Suboptimal actor coordination across sectors

b. Inadequate basic infrastructure (e.g., roads, signage, public facilities)

c. Lack of substantial community participation beyond ceremonial involvement

d. Limited promotion, mostly restricted to local audiences

4. Integration of Local Wisdom and Environmental Values

a. Revitalization of arts and customs: Calung, Jaipongan, Khasidah

b. Social uniqueness and collective work ethic: community festivals and mutual aid

c. "My Darling" Campaign: Environmentally conscious village initiative

In addition, to clearly illustrate the roles and challenges of each Penta Helix actor, a structured Actor Roles and Needs Matrix (Table 1) has been developed. This matrix helps to map out the specific contributions, current limitations, and future support required from each actor in the collaborative framework.

Table 1. Matrix of Roles and Needs of Penta Helix Actors in the Development of Sukatani Tourism Village

Actor	Roles Performed	Challenges Faced	Tangible Contributions	Needs Optimization for
Government	Socialization of tourism village program, formation of Pokdarwis	Cross-sector coordination is not yet optimal, limited infrastructure	Legal recognition of Pokdarwis, initiation of tourism village programs	Infrastructure funding, regular cross-actor coordination forums
Academia	Digital education, student community service (KKN), facilitation of FGDs	Limited time of engagement, absence of long-term programs	Marketplace for local products, knowledge transfer	Sustainable mentoring schemes, research collaboration

Private Sector	Absorbing local products, digital promotion via social media	Lack of public facilities (toilets, prayer rooms), limited promotional reach	Provision of culinary markets and tourism services, collaboration with plantation companies	Basic tourism infrastructure, digital marketing training
Community	Preservation of culture, culinary heritage, mutual cooperation	Not involved in strategic decision-making	Revitalization of local arts, traditions, and culinary practices	Meaningful involvement in tourism planning and village deliberations
Media	Digital branding, promotion of “My Darling” narrative, environmental awareness education	Limited regional reach, lack of resources	Promotion of local and environmental values, digital content collaboration with communities	Creative content training, access to national/international promotional channels

Source: Author’s field data (2025).

This visualization in Table 1 provides an initial framework that helps systematically understand the detailed explanation that will be presented in the following section.

Village Government

The Sukatani Village Government has demonstrated its awareness of the village’s strong potential to become a thriving tourism destination. This recognition is rooted in the village's rich cultural heritage, natural beauty, and active community spirit, which collectively provide a solid foundation for community-based tourism. To initiate the transformation, the village government has conducted several socialization sessions aimed at introducing the tourism village concept to local residents, ensuring they understand the benefits and roles they may play. One notable action taken is the establishment of a Tourism Awareness Group (Pokdarwis), which is designed to serve as a grassroots platform for organizing tourism-related activities and fostering local participation. Despite these early efforts, the village government acknowledges that coordination with external actors such as private partners, academic institutions, and media is still limited. This lack of cross-sectoral synergy restricts the scalability and sustainability of the program. Moreover, one of the most pressing obstacles faced by the village government is the inadequacy of basic infrastructure, such as roads, sanitation facilities, and visitor accommodations, which are essential to supporting consistent tourism flow and a positive visitor experience.

Academics

Academics have played an important yet often under-recognized role in supporting the development of Sukatani as a tourism village. Their involvement has largely come through structured initiatives such as the Community Service Program (KKN), where university students and faculty engage directly with the village to apply academic knowledge in practical settings. Through this engagement, academics have provided valuable education on tourism principles, including destination branding, service quality, and sustainable tourism practices. Furthermore, they have introduced digital marketing techniques to improve the village’s visibility and appeal in online platforms, a crucial aspect in today’s tourism economy. Their support has also extended to helping local entrepreneurs market signature products, such as green tea, via e-commerce platforms and online marketplaces. Importantly, academics also facilitate dialogue and knowledge exchange among stakeholders by organizing and participating in Focus Group Discussions (FGDs), which serve as collaborative forums to align tourism strategies with local needs and capabilities. Their involvement not only provides technical expertise but also builds a culture of continuous learning and reflection within the community.

Business Sector

The business sector in Sukatani has shown a growing interest in the economic opportunities offered by tourism village development. Local entrepreneurs and business stakeholders recognize the potential for increased demand in areas such as food and beverage, homestays, guiding services, and cultural products. In response, they have begun to support and promote local food products, helping to expand their market reach both within and beyond the village. Collaboration has also emerged between businesses and plantation companies to allocate specific spaces or facilities that can be repurposed for tourism activities, such as rest areas, sales stalls, or event venues. However, despite this positive engagement, the business sector faces several operational challenges. One major constraint is the lack of basic tourist facilities, including clean toilets, prayer rooms, and well-maintained rest stops, which are essential for enhancing visitor comfort and satisfaction. Moreover, while promotional efforts are active on social media platforms like Instagram, Facebook, and TikTok, these campaigns often lack professional design and strategic targeting, resulting in limited visibility. There is a clear need for more integrated promotion plans that link offline tourism activities with online branding and storytelling.

Local Community

The local community has been a driving force behind Sukatani's tourism movement since as early as 2017. Community members have taken the initiative to revive traditional culinary practices and local art forms, which serve as the cultural backbone of the tourism experience. These efforts not only attract visitors but also reinforce the community's sense of identity and pride. The spirit of mutual cooperation (*gotong royong*) and adherence to customary village practices continue to shape how community members work together in hosting events, maintaining sites, and welcoming guests. However, despite their contributions, many residents remain excluded from higher-level decision-making processes related to tourism planning and policy. This gap can create tensions and limit the effectiveness of community participation, particularly when decisions are made without full community consultation. While the economic benefits of tourism are increasingly evident through rising income, job creation, and small business growth there are also emerging concerns about the potential erosion of cultural authenticity. Some community members worry that tourism might lead to the commodification of their traditions or disrupt the balance between modernization and heritage preservation.

Media

The role of media in the development of Sukatani's tourism village has evolved significantly, especially with the rise of digital platforms and content-driven promotion. Local media practitioners, including village-based social media managers and digital storytellers, have actively helped the community become more visible and engaged online. Through collaborative content creation, they amplify messages about the village's unique identity, environmental values, and cultural assets. One noteworthy approach is the use of thematic captions and narratives such as "Environmentally Aware Community (My Darling)," which serve both as educational tools and as branding elements to appeal to conscious travelers. These efforts have received generally positive responses from regional audiences, though the reach remains somewhat limited to local and neighboring areas. Media actors continue to work closely with the community, helping to co-produce videos, articles, and social media posts that reflect the authentic voice of Sukatani residents. Nevertheless, there remains untapped potential for scaling up these media efforts by connecting with tourism influencers, travel bloggers, and regional tourism boards to expand exposure and attract a broader visitor base.

DISCUSSION

Roles of Penta Helix Actors in CBT Development in Sukatani Village

a. Village Government

The Sukatani Village Government believes its region holds significant potential for tourism village development. Real support is shown through community socialization and the formation of *Pokdarwis* as

grassroots mobilizers. However, they admit that cross-sector coordination is still suboptimal, with the primary challenge being limited infrastructure.

“We’ve already conducted socialization with the community that Sukatani Village will develop a tourism village program, and we’ve formed Pokdarwis. But coordination with other stakeholders is not yet optimal.” (Ayi, personal communication, May 8, 2025)

This aligns with CBT principles as noted by (Tosun, 2000), who emphasized the importance of institutional support and local governance capacities to stimulate community participation. Infrastructure limitations reveal the need for integrated planning across actors.

b. Academics

Academic engagement in Sukatani is primarily through the Community Service Program (KKN), where students and faculty provide education on tourism and digital marketing. A concrete result is the online marketing of local products such as green tea via a digital marketplace.

“We’ve provided training and knowledge about digital marketing... and have begun marketing products like local tea through a marketplace platform.” (Dodi, personal communication, May 13, 2025)

This was supported through FGDs across sectors. Findings indicate that academics play a critical role in the Penta Helix as knowledge catalysts (Carayannis & Campbell, 2010), promoting empowerment per (Scheyvens, 1999).

c. Business Sector

Local businesses positively respond to the tourism village concept, especially in supporting local culinary products. Partnerships are forming, such as rental agreements with plantation firms. However, challenges remain in providing basic amenities.

“We collect local culinary products to be marketed, but still lack basic facilities like toilets and prayer rooms.” (Rahmat, personal communication, May 13, 2025)

They are using social media like Instagram, Facebook, and TikTok, but their reach is still limited. The findings stress the importance of cross-sector support to improve digital marketing strategies.

d. Local Community

The community has been involved in managing the tourism village since 2017, focusing on reviving lost cultural and culinary practices. Local values such as gotong royong and traditional arts are preserved as unique tourism assets. However, decision-making remains exclusive.

“We’re never invited to discussions on strategic decision-making.” (Yana, personal communication, May 15, 2025)

“We’ve seen an increase in income, but we worry that our village’s authenticity may be lost due to outside influence.” (Yana, personal communication, May 15, 2025)

This shows progress in economic empowerment but also reveals social and political exclusion.

e. Media

Local media actively contribute to building the village’s authentic image. The dominant narrative focuses on cultural integrity and environmental awareness. They use social media as a campaign tool, embedding messages like “Environmentally Aware Community (My Darling)” in every post.

“We help the community stay active on social media and always include the caption ‘My Darling Environmentally Aware Community.’” (Kurnia, personal communication, May 15, 2025)

This confirms that media plays a strategic role in branding and public awareness (Dunlap & Van Liere, 1978).

Inter-Actor Collaboration: Challenges and Opportunities

Findings from the interviews reveal that collaboration among stakeholders within the Penta Helix framework has begun to take shape in Sukatani Village. Various actors have initiated important activities that support tourism village development, although their efforts remain largely fragmented and conducted within sectoral boundaries. The village government has taken the lead in mobilizing the community through the establishment of a Tourism Awareness Group (Pokdarwis) and organizing community outreach to socialize the tourism village concept. Academics are actively involved through university-based programs such as KKN (Community Service Program) and have participated in Focus Group Discussions (FGDs) to offer technical input and facilitate cross-sector dialogue.

Businesses have contributed by promoting and marketing local products, such as food and crafts, and have engaged in partnerships with plantation companies to provide physical spaces suitable for tourism-related activities. The media has played a significant role in strengthening digital promotion, helping to build the online visibility of Sukatani as a rural tourism destination. Meanwhile, the local community continues to preserve traditional values and cultural expressions that form the core identity of the tourism village.

Despite these promising initiatives, three major challenges hinder the full realization of collaborative governance:

1. Limited Community Participation in Decision-Making

One of the recurring concerns voiced by community members is their exclusion from strategic discussions and planning processes. As one resident stated, “We’ve never been invited to discuss strategic decisions,” (Yana, personal communication, May 15, 2025) reflecting a sense of marginalization. While community members are involved in implementation and cultural programming, they are rarely engaged in shaping the direction or policy of the tourism initiative. This lack of participatory governance undermines the spirit of community-based tourism and limits the sustainability of outcomes.

2. Weak Inter-Actor Coordination

Although multiple sectors are involved, coordination between actors remains inconsistent and ad hoc. The village government admitted, “Efforts are ongoing but not yet optimal,” acknowledging the lack of structured collaboration mechanisms. Often, each actor operates within their own scope without a shared framework or clear communication channels. This results in duplication of efforts, missed opportunities for synergy, and slow progress in building a unified tourism vision.

3. Inadequate Basic Infrastructure

Infrastructure gaps continue to pose a serious obstacle to tourism development. The lack of clean toilets, prayer facilities, proper signage, and well-maintained roads negatively affects both visitor comfort and the operational efficiency of tourism services. These shortcomings not only reduce tourist satisfaction but also limit the ability of local actors to host events, extend the length of stay, or attract repeat visitors. Without basic infrastructure upgrades, even the best promotional and cultural initiatives may fail to deliver lasting impact.

In summary, while the foundation for multi-stakeholder collaboration in Sukatani’s tourism development has been laid, it still requires significant strengthening. Addressing the issues of community inclusion, actor coordination, and infrastructure support will be critical for turning fragmented efforts into a coherent and resilient tourism governance model.

These reflect emerging synergy, yet collaboration is not yet mature or systematic. (Carayannis & Campbell, 2010) emphasize the importance of co-creation across state, academia, society, business, and media for innovation.

Integration of Local Values and Environmental Awareness

One of Sukatani's core strengths is the community's deep commitment to cultural preservation and local values. Residents are actively reviving traditional foods and arts, and continuing practices of gotong royong in community life.

"We still maintain this spirit through mutual help, traditional arts, and making local foods," (Yana, personal communication, May 15, 2025)

This cultural awareness represents a form of local genius (Koentjaraningrat, 1993), allowing adaptability over time. In CBT, culture is not just an accessory but a defining resource.

Environmental awareness is also integrated into digital campaigns. Sukatani's branding includes eco-conscious messages such as "My Darling Environmentally Aware Community," (Kurnia, personal communication, May 14, 2025) signaling internalized ecological values as part of tourism identity.

"We always include this caption in every social media post," (Hermansyah, personal communication, May 15, 2025)

This aligns with the New Environmental Paradigm (Dunlap & Van Liere, 1978), promoting ecocentrism in sustainable development.

CONCLUSIONS AND IMPLICATIONS

Conclusions

This study found that the development of Community-Based Tourism (CBT) in Sukatani Village demonstrates significant potential driven by rich cultural heritage, community enthusiasm, and emerging local actor involvement. CBT implementation has involved Penta Helix elements government, academia, business, community, and media though integration is still limited.

The government has initiated formal steps like Pokdarwis formation and village tourism socialization. Academics support digital literacy and FGDs. Businesses are starting to absorb local products and build partnerships. The community upholds traditional values but lacks involvement in decision-making. Media plays a key role in digital promotion and environmental campaigns.

The findings also reveal that local wisdom and environmental awareness have become integral to the village's tourism narrative. Yet, infrastructure limitations, role asymmetries, and sustainability of participation remain challenges to address.

Implications

Theoretical Implications

These findings reinforce the concept that successful CBT implementation requires collaborative cross-sector governance, not just community-led initiatives. The Penta Helix model proves relevant in local contexts and should be tailored to the village's socio-cultural structures. This study contributes to the literature by highlighting the integration of local wisdom and environmental consciousness as internal components of sustainable tourism.

Practical Implications

For practitioners, village managers, and field facilitators, the findings underscore the need for substantive mechanisms for community involvement in decision-making not just symbolic gestures. Conservation education and digital literacy should be implemented consistently to uphold the sustainability of cultural and environmental values as tourism assets.

Policy Implications

The study calls for policy efforts that:

1. Mandate formal cross-sector collaboration forums on a periodic basis.
2. Provide incentive schemes or infrastructure funding based on active community participation.
3. Prioritize local cultural values and environmental sustainability as indicators of tourism village success—not just visitor numbers.

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