

SYNERGY BETWEEN LOCAL GOVERNMENT AND COASTAL COMMUNITIES IN PROMOTING TOURISM IN KAMPUNG MANDAR, BANYUWANGI

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ABSTRACT

Kampung Mandar in Banyuwangi Regency possesses considerable tourism potential derived from its coastal community culture, local traditions, and marine-based economic activities, all of which can be developed as regional tourist attractions. The success of tourism promotion depends not only on the role of the government but also on the active participation of local communities as the owners and primary custodians of local culture. This study aims to analyze the forms of collaboration between the Banyuwangi Regency Government and the Mandar community in promoting regional tourism, to identify the roles of each stakeholder, and to examine the factors that support and hinder the implementation of this collaboration. The study employs a descriptive qualitative method, with data collected through observation, interviews, documentation, and a literature review. The data were analyzed through data reduction, data display, and conclusion drawing. The findings indicate that the collaboration between the Banyuwangi Regency Government and the Mandar community is realized through the development of culture-based tourism destinations, the organization of festivals and local traditions, the empowerment of micro, small, and medium enterprises (MSMEs), and digital tourism promotion that involves community participation. Local wisdom values such as mutual cooperation (*gotong royong*), solidarity, and collective action serve as social capital that strengthens the success of tourism promotion. Nevertheless, several challenges remain, including limited human resource capacity, low utilization of digital technology, and suboptimal coordination among stakeholders. Sustained and strengthened collaboration is therefore necessary to enhance the competitiveness of Kampung Mandar as a sustainable cultural and coastal tourism destination.

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INTRODUCTION

Tourism is one of the development sectors that contributes significantly to regional economic growth. It serves not only as a source of regional revenue through increased tourist arrivals but also creates employment, raises household incomes, stimulates the growth of micro, small, and medium enterprises (MSMEs), and strengthens a region's cultural identity (Li et al., 2025). Tourism has often become a strategic instrument for local governments seeking to accelerate regional development because it can activate other economic sectors, such as trade, transportation, culinary services, hospitality, and the creative industries (Laguan et al., 2025). Consequently, tourism development is no longer regarded as a purely sectoral activity but as an integral part of regional development that requires the support of multiple parties so that its benefits can be felt widely by the community.

The success of tourism development cannot be separated from cooperation and synergy among government, communities, business actors, academics, and other parties with an interest in destination development. Government is responsible for formulating policy, providing supporting facilities, building infrastructure, and promoting tourist destinations. Communities act as cultural owners and environmental stewards, as well as the primary actors who interact directly with tourists. A harmonious relationship between government and community is an important factor in sustainable tourism management because the success of a destination is largely determined by the level of community participation in supporting tourism development programs (Kusen et al., 2023).

Banyuwangi Regency is one of the regions in Indonesia that has successfully developed tourism as a principal driver of regional development. Local government has introduced numerous innovations to present Banyuwangi's tourism potential to domestic and international visitors. This success is evident in the growing number of nature, cultural, historical, and marine tourism destinations across the regency. Tourism development in Banyuwangi is also known for involving communities in the destination development process, so that the resulting economic benefits accrue not only to the local government but also to local residents. Located at the eastern tip of Java, Banyuwangi has become an example of regional transformation through the tourism sector. In 2024, 3,282,241 domestic tourists and 122,904 international tourists were recorded as visiting Banyuwangi (Banyuwangi Regency Government, 2025).

Banyuwangi is a regency at the eastern tip of the island of Java and is popularly known as the "Sunrise of Java." It possesses considerable tourism potential, ranging from natural scenery to cultural, spiritual, and historical attractions. This is evidenced by the Anugerah Nusantara Tourism Award it received in 2011, which recognized it as the best regency for man-made tourist attractions and its regent as the most committed to advancing regional tourism. In addition, in 2016 Banyuwangi received an international accolade at the 12th United Nations World Tourism Organization (UNWTO) Awards, held in Madrid, Spain, on Wednesday, 20 January 2016 (Banyuwangi Regency Government, 2016; Miskawi et al., 2021).

One area with considerable potential for development as a tourist destination is Kampung Mandar, located in the coastal zone of Banyuwangi Regency. Kampung Mandar has strong historical, cultural, and social value because it is inhabited by people of Mandar descent who continue to maintain numerous traditions and forms of local wisdom. The characteristics of this coastal community, namely fishing activities, maritime culture, distinctive cuisine, and traditions passed down across generations, distinguish Kampung Mandar from other tourist areas. These assets create significant opportunities for developing culture- and community-based tourism that can support an increase in tourist visits (Fattah et al., 2025).

Kampung Mandar's tourism potential lies not only in its cultural and historical aspects but also in the social capital of its residents. The community is known for close social ties reflected in the values of mutual cooperation (*gotong royong*), solidarity, a sense of kinship, and participation in various social activities. This social capital is an important asset for tourism development because it fosters effective cooperation among residents and between the community and the government. Strong social capital can serve as a foundation for building community participation, enabling tourism development and promotion programs to be implemented more effectively and sustainably (Anam & Zuhri, 2025).

Advances in information and communication technology have also substantially changed tourism promotion strategies. Promotion that was once conducted through conventional media has evolved into digital promotion that uses social media, websites, video platforms, and other digital communication channels. Digital technology enables information about tourist destinations to be disseminated rapidly to a broad audience, unconstrained by space and time, which makes digital promotion an important strategy for enhancing destination competitiveness. However, the success of digital promotion is

determined not only by the availability of technology but also by the capability of human resources and the degree of collaboration among the stakeholders involved in destination management (Taufiqurrachman et al., 2025).

Previous studies have addressed coastal tourism development through the traditional culture of the Mandar community, as well as the roles of social capital, community participation, and destination digitalization in Kampung Mandar (Anam & Zukhri, 2025; Fattah et al., 2025). However, this study distinguishes itself by focusing specifically on the collaborative process between the local government and the community, the division of roles among stakeholders, and the coordination mechanisms involved in tourism promotion. Accordingly, this research aims to explain the interaction between government resources and community social capital during the implementation of promotional activities, while also identifying the factors that facilitate or hinder the collaboration process. The study's novelty lies in its empirical explanation of these collaborative mechanisms, rather than merely in the selection of Kampung Mandar as the research site.

These conditions indicate that collaboration between the Banyuwangi Regency Government and the Mandar community is a crucial element in the success of regional tourism promotion. Effective collaboration allows for a clear division of roles between the government, as policymaker and development facilitator, and the community, as the primary actor who sustains the destination's culture and local identity. Through effective collaboration, Kampung Mandar's potential can be promoted more widely, thereby enhancing its tourism appeal, strengthening regional cultural identity, and delivering economic benefits to local residents (Ansell & Gash, 2008).

Based on the background described above, this study addresses the following research questions: (1) what forms does the collaboration between the Banyuwangi Regency Government and the Mandar community take in regional tourism promotion? (2) what are the supporting and inhibiting factors of the collaboration between the Banyuwangi Regency Government and the Mandar community in regional tourism promotion?

METHOD

This study employs a qualitative research method with a descriptive approach (Elliott & Timulak, 2021). A qualitative approach was chosen because the study seeks an in-depth understanding of the collaboration between the Banyuwangi Regency Government and the Mandar community in regional tourism promotion. The descriptive approach is used to portray systematically the forms of collaboration that have developed, the roles of the parties involved, and the factors that support and hinder its implementation. The research was conducted in Kampung Mandar, Banyuwangi Regency, East Java. The site was selected because of its cultural and coastal tourism potential and the high level of community involvement in activities that support regional tourism development and promotion.

The data sources comprise primary and secondary data. Primary data were obtained through field observation and interviews with informants connected to tourism promotion activities, namely local government officials, community leaders, tourism awareness groups (*Kelompok Sadar Wisata*, or *Pokdarwis*), tourism business operators, and residents of Kampung Mandar. Informants were selected through purposive sampling, based on their knowledge of and involvement in tourism promotion activities. Secondary data were obtained through documentation and a literature review drawing on scholarly journals, articles, research reports, government documents, and other written sources relevant to the themes of collaboration, community participation, and tourism promotion.

Data were collected through observation, interviews, and documentation. The data were then analyzed using a descriptive qualitative approach consisting of data collection, data reduction, data display, and conclusion drawing. Data reduction involved selecting and simplifying the data relevant to the research focus. Data were displayed in narrative form to facilitate interpretation. In the final stage, conclusions were drawn from the findings obtained during the research in order to answer the research questions. Data validity was maintained through source triangulation and technique triangulation, comparing the results of observation, interviews, and documentation so that the data obtained could be scientifically justified.

RESULT AND DISCUSSION

Forms of Collaboration between the Banyuwangi Regency Government and the Mandar Community in Regional Tourism Promotion

Tourism promotion is an important factor in enhancing the appeal of a tourist destination. The success of promotion depends not only on the government's ability to formulate policies and marketing strategies but also on the extent to which communities are involved in presenting their region's tourism potential. In the context of modern tourism development, destination promotion is no longer carried out unilaterally by government; it requires collaboration among the various actors with a stake in tourism development. Such collaboration is important because each party has different but complementary resources, capabilities, and roles in supporting destination development. Community involvement in promotion can also strengthen the sustainability of tourism, because communities interact directly with the social and cultural environment and with the tourists who visit a region (Kusen et al., 2023)

Collaboration between the Banyuwangi Regency Government and the Mandar community in regional tourism promotion is evident in the involvement of both parties in various activities aimed at introducing Kampung Mandar's tourism potential to the wider public. The government acts as a facilitator, providing policy support, promotional programs, and supporting infrastructure for tourism development (Jones, 2005). The community, meanwhile, acts as the primary actor who sustains local culture, creates tourist attractions, and participates in the promotional activities that are organized. The resulting relationship reflects participatory cooperation in which government and community share a common goal: to enhance the tourism appeal of Kampung Mandar while delivering economic and social benefits to local residents.

Synergy in the Preservation and Promotion of Local Culture

The first form of collaboration appears in efforts to preserve local culture as part of regional tourism promotion. Kampung Mandar is known as an area that continues to maintain various traditions and cultural values passed down across generations. This culture constitutes the community's identity and, at the same time, a tourist attraction that distinguishes Kampung Mandar from other destinations in Banyuwangi Regency. The Banyuwangi Regency Government supports cultural preservation through various cultural programs, while the community is responsible for sustaining its traditions and introducing them to visiting tourists.

Cultural preservation serves not only to safeguard ancestral heritage but also as an effective means of tourism promotion because it offers tourists an authentic experience. The community's involvement in maintaining traditions shows that local culture still occupies an important place in the social life of the Mandar people. The values of togetherness, solidarity, and mutual cooperation embodied in the *Sibaliparriq* culture constitute one of the social strengths that underpin community participation in development activities, including those related to tourism. This culture reflects a collective awareness of the need to work together toward shared goals and can therefore function as social capital that supports the success of regional tourism promotion (Firman et al., 2024)

Synergy in Strengthening Community Participation

Collaboration between government and community is also reflected in the high level of participation among Kampung Mandar residents in activities related to tourism development and promotion. This participation is evident in residents' involvement in keeping tourist areas clean, supporting cultural events, and taking part in activities intended to improve the destination's positive image. Community involvement is important because residents best understand the local social and cultural context and are therefore able to contribute significantly to presenting tourism potential to visitors.

This high level of participation is closely related to the strong social capital that has developed in Kampung Mandar. Social relationships built on trust, cooperation, and a sense of ownership of the place where people live encourage residents to take part in various development activities. This social capital supports collaboration between government and community by enabling more effective communication, coordination, and cooperation in achieving tourism development goals. Strong social capital is also an important foundation for realizing sustainable, community-based destination management (Anam & Zukhri, 2025).

Synergy in Tourism-Based Economic Empowerment

Another form of collaboration can be seen in community economic empowerment that is integrated with the tourism sector. The Banyuwangi Regency Government seeks to encourage residents to take advantage of the economic opportunities that arise from tourism growth. This effort is pursued through the development of micro, small, and medium enterprises (MSMEs), the strengthening of local products, and capacity building for residents in managing businesses that serve tourists' needs.

Residents of Kampung Mandar draw on local potential, such as distinctive cuisine, fishery products, handicrafts, and cultural products, as part of economic activities that support the tourism sector. These local products not only provide economic benefits to the community but also serve as promotional media that introduce Mandar cultural identity to tourists. The application of local wisdom values such as cooperation, trustworthiness (*amanah*), and mutual assistance in economic activities shows that local culture contributes substantially to strengthening the community's economy while supporting regional tourism development. These conditions demonstrate that the collaboration is oriented not only toward destination promotion but also toward improving community welfare through the use of local potential (Ilham et al., 2024).

Synergy in Digital-Based Tourism Promotion

Advances in information technology have changed the patterns of tourism promotion. The use of digital media has become one of the strategies employed to introduce tourist destinations to a broader audience (Buhalis & Law, 2008). The Banyuwangi Regency Government uses various digital platforms to promote the destinations in its territory, including the tourism potential of Kampung Mandar. These efforts are supported by the community, which disseminates tourism information through social media and other digital platforms.

Digital promotion offers greater opportunities to increase a destination's visibility because tourists from many regions can access information easily. Its success requires cooperation among government, community, business actors, and other parties involved in the tourism sector. Such collaboration enables more effective promotion because the information conveyed comes not only from the government but also from community members who have direct experience and knowledge of the promoted destination. This collaborative model shows that digital technology can be an instrument that strengthens the relationship between government and community in supporting regional tourism promotion (Taufiqurrachman et al., 2025).

In sum, the synergy between the Banyuwangi Regency Government and the Mandar community in regional tourism promotion is realized through the preservation and promotion of local culture, the strengthening of community participation, tourism-based economic empowerment, and the use of digital media as a promotional tool. This collaboration reflects a complementary relationship between the government, as development facilitator, and the community, as the main actor sustaining the destination's culture and identity. Through sustained collaboration, tourism promotion in Kampung Mandar can be carried out more effectively, enhancing the destination's appeal while benefiting local residents.

Supporting and Inhibiting Factors in the Collaboration between the Banyuwangi Regency Government and the Mandar Community in Regional Tourism Promotion

The success of the collaboration between the Banyuwangi Regency Government and the Mandar community in tourism promotion is shaped by a range of factors. Collaboration involving multiple parties fundamentally requires adequate resources, community participation, good communication, and shared goals in pursuing tourism development. At the same time, several obstacles can affect the effectiveness of the collaboration and need attention if promotion goals are to be achieved optimally. These factors can be classified into supporting factors and inhibiting factors.

Supporting Factors

One factor that supports collaboration between the Banyuwangi Regency Government and the Mandar community is the strong social capital of the community. This social capital is reflected in close kinship ties, a high level of mutual trust, the spirit of mutual cooperation (*gotong royong*), and a culture of cooperation that remains alive in community life. These conditions create a social environment conducive to the implementation of development programs, including those related to tourism promotion. Harmonious social relations make it easier for residents to work with the government in carrying out activities intended to enhance the tourism appeal of Kampung Mandar (Anam & Zukhri, 2025).

The cultural value of *Sibaliparriq* is also a supporting factor that strengthens collaboration between government and community. *Sibaliparriq* teaches the importance of cooperation, mutual assistance, solidarity, and shared responsibility in resolving life's problems. These values are deeply rooted in Mandar community life and encourage high levels of participation in both social and development activities. The community's spirit of togetherness is an important asset in supporting tourism promotion programs that depend on residents' active participation (Firman et al., 2024).

Local government support is likewise an important factor in the success of the collaboration. The Banyuwangi Regency Government actively develops the tourism sector through a range of policies, promotional programs, cultural events,

and destination development initiatives that involve local communities. This support gives residents room to participate in tourism development and promotion. The government's role as facilitator enables Kampung Mandar's tourism potential to be managed and promoted in a more directed manner, thereby enhancing the competitiveness of the regional destination (Kusen et al., 2023).

Another supporting factor is the cultural and coastal tourism potential that Kampung Mandar possesses. Its rich local culture, the activities of its fishing community, its distinctive cuisine, and its attractive coastal environment constitute tourist attractions that can be promoted to visitors. This potential offers the government and community considerable opportunities to build promotional programs grounded in local uniqueness. The stronger a region's tourist appeal, the greater the likelihood of productive collaboration in support of tourism development.

Advances in information and communication technology are also a supporting factor in tourism promotion. The use of social media and digital platforms allows information about Kampung Mandar as a destination to be disseminated rapidly to a wide audience. Digital technology gives government and community greater opportunities to present tourism potential unconstrained by distance and time. Digital media also allow community members to participate directly in promotional activities by producing content that showcases the culture, cuisine, and tourism activities of Kampung Mandar (Taufiqurrachman et al., 2025)

Inhibiting Factors

Despite these supporting factors, the collaboration between the Banyuwangi Regency Government and the Mandar community also faces several obstacles. One frequently encountered obstacle is the limited capacity of human resources in tourism management and promotion. Not all community members have adequate skills to use digital technology, manage tourism promotion, or develop businesses that respond to tourists' needs. As a result, community participation in promotional activities has not yet reached its full potential.

A further obstacle is the uneven use of digital technology among community members. Although technological advances have opened significant opportunities for tourism promotion, some residents still lack the skills or access needed to use digital media as a promotional tool. Consequently, Kampung Mandar's tourism potential cannot yet be fully promoted through digital platforms. This situation shows that strengthening the community's digital capacity remains an important need in supporting the success of regional tourism promotion (Taufiqurrachman et al., 2025)

Coordination among stakeholders can also pose a challenge in implementing the collaboration. The involvement of multiple parties in tourism development and promotion requires intensive communication so that every program shares a common purpose. Inadequate coordination can lead to differing perceptions, overlapping programs, or suboptimal implementation of promotional activities. A better coordination mechanism is therefore needed so that the collaboration can run effectively and sustainably (Kusen et al., 2023).

Another challenge is the influence of globalization and social change on the sustainability of local culture. Younger generations tend to be more readily influenced by external cultures, so their interest in preserving local traditions may decline. If this is not anticipated properly, the cultural values that currently serve as tourist attractions may change or even diminish. Yet local culture is one of the principal assets underpinning the success of tourism promotion in Kampung Mandar (Firman et al., 2024).

Limited resources and funding can also hinder the implementation of tourism promotion programs. Promotional activities require adequate budgets, facilities, and infrastructure in order to reach more tourists. When such support is limited, the effectiveness of promotion conducted by both government and community may decline, affecting tourism development efforts as a whole.

In light of the foregoing, the success of the collaboration between the Banyuwangi Regency Government and the Mandar community is supported by the community's strong social capital, the *Sibaliparriq* cultural values, local government support, local tourism potential, and advances in digital technology. At the same time, the collaboration faces obstacles in the form of limited human resource capacity, suboptimal use of digital technology, insufficient coordination among stakeholders, the influence of globalization on local culture, and limited supporting resources. Sustained efforts are therefore needed to strengthen the supporting factors while minimizing the inhibiting ones, so that collaboration in regional tourism promotion can proceed more effectively and sustainably.

CONCLUSION

Based on the research findings on the collaboration between the Banyuwangi Regency Government and the Mandar community in regional tourism promotion, it can be concluded that the existing collaboration has contributed to the development and promotion of tourism in Kampung Mandar. This collaboration takes the form of the preservation and promotion of local culture, increased community participation in tourism activities, tourism-based economic empowerment, and the use of digital media as a destination promotion tool. The government acts as a facilitator through policy support, programs, and tourism promotion, while the community acts as the primary actor who sustains the culture, the environment, and the various tourism assets of Kampung Mandar. The synergy between the two parties shows that effective tourism promotion requires the active involvement of the community as part of a sustainable tourism development process.

The success of this collaboration is supported by the community's strong social capital, the *Sibaliparriq* cultural value that emphasizes cooperation and mutual assistance, local government support, Kampung Mandar's cultural and coastal tourism potential, and advances in digital technology that facilitate tourism promotion. Nevertheless, the collaboration still faces several obstacles, such as limited human resource capacity, suboptimal use of digital technology, insufficient coordination among stakeholders, the influence of globalization on the preservation of local culture, and limited supporting resources. Sustained cooperation between government and community is therefore needed so that tourism promotion in Kampung Mandar can be carried out more effectively, strengthen the destination's competitiveness, and deliver economic, social, and cultural benefits to the local community.

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