

## Tourism Village Management Scenario Based on Stakeholder Dynamics

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### *Abstract*

This research was conducted to identify the stakeholders involved in the management, analyse the interests, objectives, and potential conflicts that may arise among these stakeholders, and create scenarios based on the analysis conducted to improve the success of Tourism Village management. The MACTOR technique was used to analyse the roles and contributions of the stakeholders, and the MICMAC technique was used to identify factors that influence and are influenced by each stakeholder, which were obtained through interview data, observations, and literature studies. The combination of the MACTOR and MICMAC techniques, as well as the descriptive and quantitative approaches, resulted in the analysis of the main findings of the study, showing the complex dynamics among stakeholders in the management of the Tourism Village. Pokdarwis (Tourism Awareness Group) was found to play a major role in influencing other stakeholders, while the Maros-Pangkep Geosite showed a high dependency on the collaboration of other stakeholders to preserve the karst environment, and investors need to collaborate and coordinate across all stakeholders involved. These findings emphasise the importance of strong coordination and collaboration between stakeholders to ensure sustainable management of tourism villages and avoid conflicts of interest. In the scenarios developed, effective collaboration between the government, local communities, NGOs, tourism businesses, and investors proved to be the key to sustainable tourism village development. This research contributes to the understanding of policy makers, academics, and tourism practitioners on how to identify and analyse interests, alliances, and conflicts among stakeholders in tourism destination management in designing collaborative strategies.

**Keywords:** Dynamics 1; Stakeholders 2; Management 3; Tourism 4.

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## 1. Introduction

Rammang-Rammang Tourism Village is a tourist destination located in Maros Regency, South Sulawesi, Indonesia. It offers the natural beauty of karst with its unique caves. The Rammang-Rammang Karst landscape is part of the Maros-Pangkep Karst Area (KKMP) and is the second largest and most beautiful in the world after the karst area in China (Asro 2023). The development potential of Rammang-Rammang Karst as an ecotourism area is high, with a development feasibility index of 81% and its sustainability index reached 70% (Mappasomba et al., 2024). Therefore, the development of tourism villages is one of the efforts to increase the income of local communities and preserve cultural and natural heritage (Faozen and Hadi Jatmiko 2022; Astri et al. 2020; Wang et al. 2019; Isnaryati 2021). In the policy context, tourism village development is linked to the 2020–2024 National Medium-Term Development Plan (RPJMN), which prioritizes sustainable tourism, as well as to Law No. 10 of 2009 and Ministerial Regulation No. 13 of 2021, both emphasizing community empowerment and multi-stakeholder governance. Thus, mapping stakeholder dynamics in this study provides strategic input for local and central governments.

In previous research at the same location, it shows that the Rammang-Rammang tourism village is in good condition and sustainable, from various analysis results obtained significant values that have a good impact on the sustainability and development of tourism villages (Wijaya, Ery, and Rahmawati 2020; Maskun et al. 2021; Permatasari et al. 2022). However, tourism village management often involves various parties with different interests that can cause conflicts in decision-making and tourism development (Ariyani and Umar 2020; Gravitiani et al. 2022). As is known, the management of Rammang-Rammang tourism village is currently managed by many parties, namely from the local community, non-governmental organisations, the local government, in this case the Maros Regency Tourism Office, Pokdarwis, and the Maros-Pangkep Geosite. Therefore, in developing sustainable tourism, it is important to consider potential conflicts among stakeholders (IGI Global and Information Resources Management Association 2019; Li, Lau, and Su 2020).

To anticipate things that are detrimental to sustainability, potential conflicts must be analysed to get a good formulation of the approach so that the sustainability of the tourist village is maintained. Therefore, the MACTOR technique was applied to analyse the role of each stakeholder (Jacques et al., 2004). The use of MACTOR analysis techniques will assist in identifying and analysing the different interests and conflicts that may arise between the various parties involved (Fauzi 2022; Wibowo, Lestari, and Sugihardjo 2020; Yuniningsih, Nurcahyanto, and Bellastuti 2021). Therefore, this research will focus on understanding stakeholders, community interests, and how stakeholders contribute to the management of tourist villages (Surayyal Hizmi & Ilham Junaid, 2023). Then, to complete the understanding of the interaction of actors in sustainability analysis, the MICMAC technique is used as a tool to identify variables that are influential and dependent and reveal the causal chain of a system (Fauzi, 2022).

By understanding the interests and perspectives of different stakeholders, it is possible to develop strategies and scenarios that can help prevent conflicts and ensure the sustainability of tourism development (Wood et al. 2021; Attanasio et al. 2022; Freeman, Dmytriiev, and Phillips 2021). So based on this background, the research objectives were formulated to identify the main stakeholders involved in the management of Rammang-Rammang Tourism Village, then analyse the interests, objectives, and conflicts that may

arise among these stakeholders, and create scenarios based on the analysis carried out to improve the success of the management of Rammang-Rammang Tourism Village based on the results of MACTOR and MICMAC analysis. Practically, the results of this study are expected to contribute to the formulation of tourism village management policies in Maros Regency, as well as to strengthen the implementation of sustainable tourism development strategies at both regional and national levels.

## 2. Method

This research employed a sequential mixed-methods approach: the qualitative phase (in-depth interviews, participatory observations, and FGDs) was conducted to map actors' objectives and initial relationships, followed by the quantitative–structural phase through MACTOR (strategic analysis and mapping of actors' relationships to objectives) and MICMAC (mapping of driving and dependency power among system variables) (Nalendra et al., 2021; Fauzi, 2022). The two results were then integrated for the design of governance scenarios in the tourism village (Mondher Fetoui, Aymen Frija, Mariem Sghaier, 2019; Gode, 2006). The variables analysed are shown in Table 1.

The MACTOR method identified all stakeholders involved in the management of tourist villages. This process is followed by observations and interviews with stakeholders to obtain information about the goals, interests, and tactics they implemented. Furthermore, the MACTOR matrix was created by placing the objectives, tactics, and recommendations of each stakeholder in one framework. This matrix created a clear visual representation of the differences and similarities between stakeholders. MACTOR matrix analysis was then conducted to identify alliances, conflicts, as well as common goals or conflicts between stakeholders, providing insight into the dynamics and interactions among stakeholders.

Table 1. Stakeholder variables

No.	Stakeholder	Code
1	Local Government (Maros Tourism Office)	PD
2	Central Government (Ministry of Tourism and Creative Economy)	PP
3	Local community	ML
4	Local Non-Governmental Organisations (NGOs)	LSM
5	Tourists	WS
6	Local Tourism Business Owners	PUPL
7	Pokdarwis (Tourism Awareness Group)	KSW
8	Maros-Pangkep Geosite	GMP
9	Provincial Government (Forestry and Environment Agency)	DLH
10	Jolloro Service Provider	PJJ
11	Investor	INVES

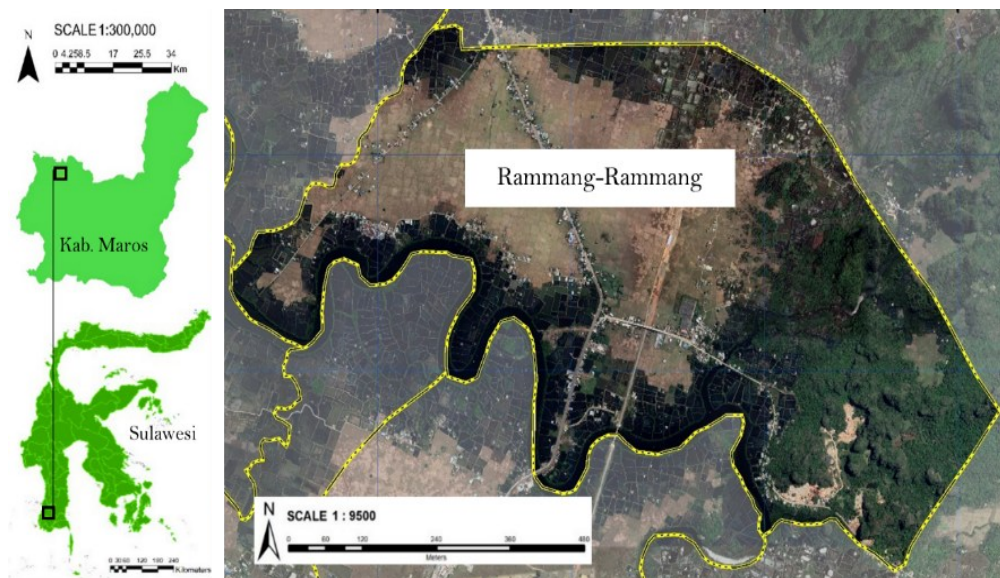
The MICMAC method involves identifying variables that affect and are influenced by each stakeholder, where variables could be external or internal factors that affect the sustainability of the tourism village. Furthermore, the MICMAC matrix was created by

arranging variables and giving weight to the relationship between them. This matrix helped to group variables into categories that affected and were influenced. MICMAC matrix analysis was carried out to identify variables that have a high influence (driving power) and variables that were highly influenced (dependence power). This analysis helped determine the key factors that needed to be considered in conflict management and sustainability.

After analyzing the MICMAC and MACTOR data, a scenario analysis was carried out based on the accumulated data and then formulated for scenario analysis. This scan analysis is carried out to formulate strategic steps in the form of preventive and objective steps as an effort to make the right decisions for the future (Mungkasa 2023; Antonius, Bobby, and Intan 2019).

## 2.1. Competitiveness of Tourist Destinations

The research location was in Rammang-Rammang Village, Salenran Village, Bontoa District, Maros Regency. To reach this access from Makassar city centre, it takes about 60 minutes. Meanwhile, from Sultan Hasanuddin Airport, it takes about 30 minutes using public transport



**Figure 1.** Map of the research plan in the Rammang-rammang tourist area, Salenrang Village, Maros Regency

## 2.2. Data Collection Techniques

### 2.2.1. Data Collection

The steps to implement this research include collecting data by conducting interviews with various parties involved in the management of the Rammang-Rammang Tourism Village, including village managers, tourism business owners, local residents, and authorities such as local governments and experts. The interview technique focused on the role and views of stakeholders on the management of tourist villages. In addition, the researcher conducted direct observation and conducted a focus group discussion (FGD), including observing daily activities in the village, interactions between stakeholders, and existing

infrastructure. The variables of actors involved in the management of tourist villages that were the object of the research study consisted of 11 actors selected by purposive sampling, as presented in Table 1.

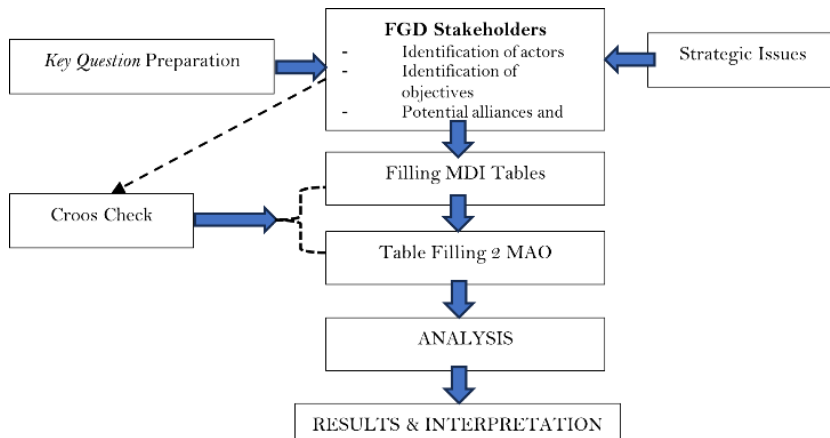
**2.2.2. Literature Study**

The theoretical framework was used to support an understanding of stakeholder theory and the MACTOR and MICMAC techniques in identifying key factors relevant to the analysis, as well as the interrelationships between influencing and influenced variables. This theoretical understanding in the literature study is needed as a material review of related documents to limit the operational definitions in the study.

**2.3. Data Analysis Techniques**

Data collected from interviews, observations, and the use of the MACTOR technique were further analysed using MICMAC to identify trends, patterns, and relationships between stakeholders and influencing variable factors. The data variables analysed include:

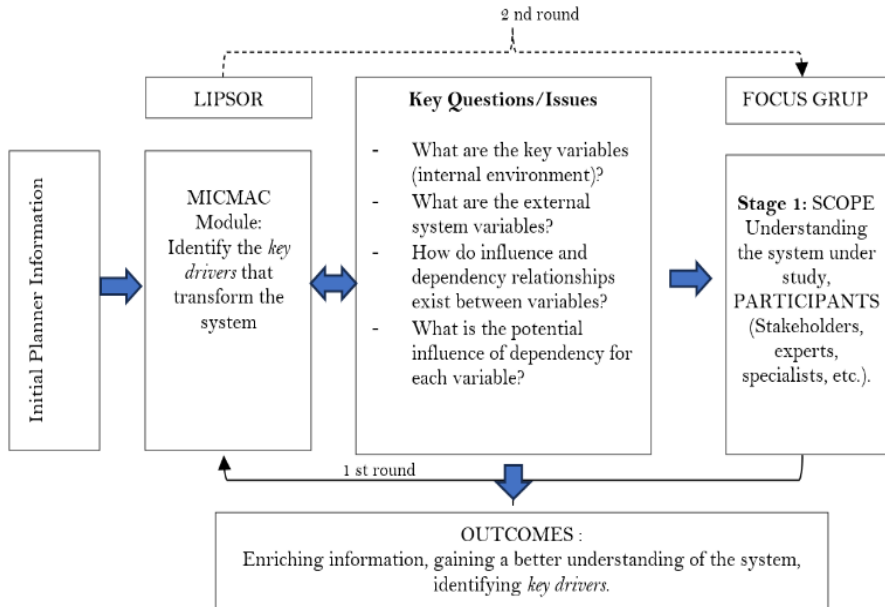
1. Stakeholder data based on interviews and observations to identify key stakeholders involved in the management of tourism villages that including the extent to which they have influence, authority, legitimacy, knowledge, and attractiveness in decision-making.
2. MACTOR analysis was used to evaluate the factors that influenced each stakeholder, and then given a score on each factor for each stakeholder. The score of each factor from this analysis obtained the value of the role of each stakeholder so that potential conflicts could be identified that could threaten the sustainability of tourism management. (Godet, 2006) (Jacques et al., 2004). The stages of analysis can be seen in Figure 2.



**Figure 2.** MACTOR framework

Source: Godet, 1991; Fauzi, 2019

3. The MICMAC technique was used to see the interrelationship of variables that affected each stakeholder. The interrelationship of these variables facilitated the interpretation of those that influenced and were influenced so that they could be mapped for strategic analysis. (Godet, 2006) (Jacques et al., 2004). The stages of analysis are contained in Figure 3.



**Figure 3.** MICMAC framework

Source: Godet, 1991; Fauzi, 2019

4. Integration of MACTOR–MICMAC for Scenario Formulation. Scenario drivers were derived from high-leverage variables identified through MICMAC analysis, while governance configurations were obtained using MACTOR, considering convergence–divergence, ambivalence, and net distance. Scenarios were then developed across three horizons—normal, best, and worst—each supported by strategy packages (pre-emptive and collective), performance indicators, and monitoring and evaluation mechanisms. Interpretation of scenarios based on data analysis to develop strategic recommendations, including how tourism village management could be improved or changed based on scenarios consisting of solutions to overcome conflicts and seek collaborative working patterns (Antonius et al., 2019; Belyaeva & Pryamichkin, 2022).

### 3. Results, Analysis, and Discussions

#### 3.1. The National Drinking Water Policy in Indonesia

MICMAC analysis in this study included 2 assessment criteria, namely Direct Influences and Potential Indirect Influences.

##### 3.1.1. Direct Influences

At the stage of direct influence analysis that had been carried out, it showed that the fill rate of the direct influence matrix (MDI) was high (81.82%), indicating that most variables (stakeholders) influenced each other directly in the tourism village management system, as shown in Table 3. Pokdarwis had the highest number of direct influences (28) and the highest number of direct dependencies (24), which validated its central role as the implementer of the tourism village development program involving many other stakeholders. The Maros–Pangkep geosite had no direct influence (0) but had considerable

direct dependency (23), which signified that the sustainability of the karst environment was highly dependent on initiatives and regulations from various stakeholders such as the government, communities, and tourism companies, as presented in Table 3.

**Table 3.** Direct Influences Variable

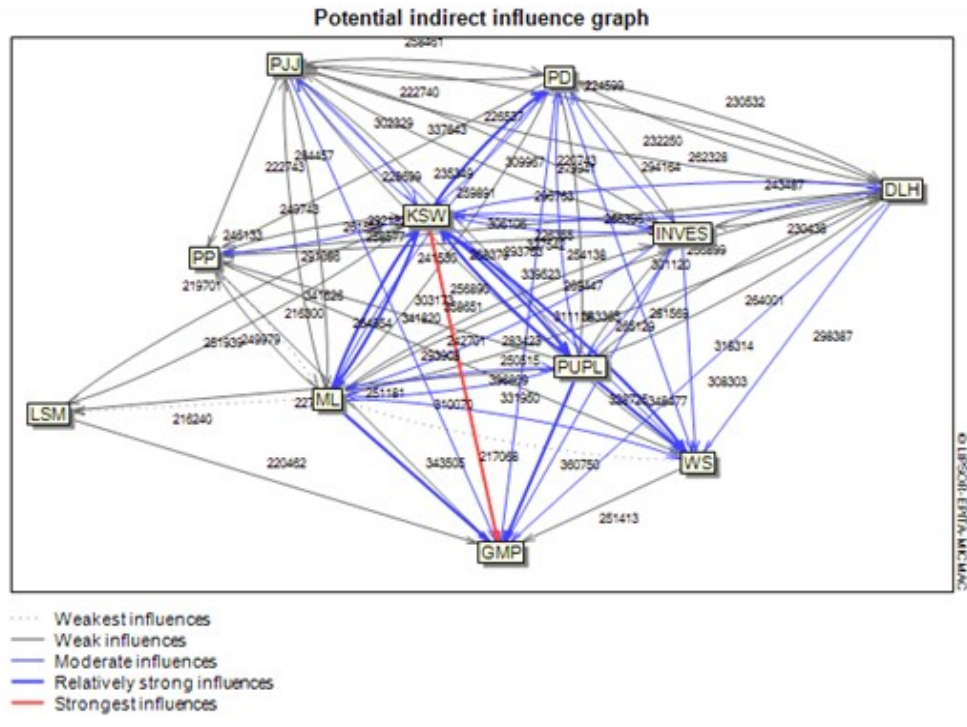
No	Variable	Total number of rows	Total number of columns
1	Local Government (Maros Tourism Office)	22	20
2	Central Government (Ministry of Tourism and Creative Economy)	17	17
3	Local community	24	20
4	Local Non-Governmental Organisations (NGOs)	15	14
5	Tourists	17	23
6	Local Tourism Business Owners	26	20
7	Pokdarwis (Tourism Awareness Group)	28	24
8	Maros-Pangkep Geosite	0	23
9	Provincial Government (Forestry and Environment Agency)	22	17
10	Jolloro Service Provider	18	16
11	Investor	22	17
	Totals	211	211

**Source:** Processed data by MICMAC (2024)

The findings from the evaluation of potential future direct effects mirrored the current direct effects, indicating that the structure of relationships and direct effects among stakeholders was not anticipated to change in the foreseeable future unless there was a significant change in the system or a new stakeholder organization structure emerged. All stakeholders had interconnected relationships and the same tendency, which was to maintain the condition of the natural environment of Rammang-Rammang, which had the potential for consistent development while maintaining natural values as a prospective tourist destination.

### 3.1.2. Potential Indirect Influences

Potential indirect effects, as depicted in Figure 4, revealed that the findings from the evaluation of potential future indirect effects aligned with current indirect effects, signaling that the structure of relationships and indirect effects among stakeholders was projected to remain stable for a period in the future.



**Figure 4.** Potential indirect influence graph  
**Source:** Processed data by MICMAC (2024)

Overall, the results of the indirect influence assessment in Table 3, with the interpretation of the data presented in Figure 4, provided a broader explanation of the patterns of direct and indirect influence between stakeholders in the management of the Tourism Village, as well as the potential for future change. A key finding was that Pokdarwis continued to emerge as a central actor with significant direct and indirect influence over other stakeholders, emphasizing its important role in coordinating various parties for the development of tourism villages. The Maros-Pangkep Geosite relied heavily on the direct and indirect influence of other stakeholders in its efforts to preserve the karst environment, emphasizing the importance of coordination and collaboration between stakeholders to sustainably preserve the area. Therefore, the pattern of direct and indirect influence between stakeholders was expected to remain stable for a certain period in the future, unless there were significant changes in the system or the emergence of new stakeholders, then it would be necessary to re-analyze the linkages and influence in the future.

The presence of Pokdarwis as the most influential community institution directly involved in managing tourist destinations did not mean that other stakeholders did not have influence and contribution. Instead, the presence of other stakeholders had to be used as a supporting institution that complemented each other by continuing to coordinate with each other to find the best solutions and strategies in every decision-making, so that sustainability was maintained, and each stakeholder understood their respective duties and functions. Implementing this method would maintain sustainability because potential conflicts were easily overcome if coordination between stakeholders could be maintained and intense communication added to harmony. It had to also be understood that each stakeholder had

advantages and disadvantages, so each stakeholder could not capitalize on its advantages. Because of these advantages, the potential of each could be applied to manage tourist villages.

**3.2. MACTOR Analysis**

The results of the MACTOR analysis for this study included 5 assessment criteria, namely direct and indirect influences, competitiveness, convergence and divergence, actor ambivalence, and net distances between objectives and actors

**3.2.1. Direct and Indirect Influences**

At this stage, the analysis of direct and indirect effects revealed the interaction patterns and linkages between stakeholders in the management system of Rammang-Rammang Tourism Village, as shown in Table 5.

**Table 5.** MDII Matrix

MDII	PD	PP	M L	LS M	W S	PUP L	KS W	GM P	DL H	PJ J	INVE S	Di
PD	24	18	21	15	23	20	24	20	22	16	20	199
PP	17	17	14	12	16	15	17	16	17	11	16	151
ML	20	17	26	17	28	26	27	20	20	22	20	217
LSM	14	13	15	15	15	15	15	14	14	13	15	143
WS	22	19	26	17	31	27	29	22	20	22	21	225
PUPL	21	17	23	17	17	24	25	20	20	18	20	205
KSW	23	19	26	16	29	27	33	24	22	21	23	230
GMP	19	18	19	15	22	21	24	24	20	18	21	197
DLH	21	18	20	14	20	19	22	20	23	16	20	190
PJJ	15	14	20	14	20	21	21	18	16	22	18	180
INVE S	19	17	20	15	21	21	23	21	20	18	23	195
<b>Di</b>	19 1	17 0	20 4	153 0	22 0	212	227	195	191	17 5	194	213 2

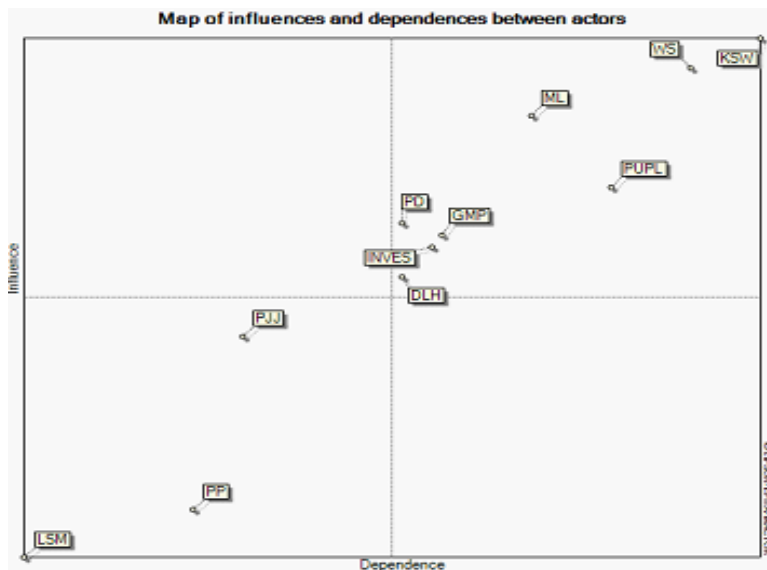
**Source:** Processed data by MACTOR (2024)

The Direct and Indirect Influence Matrix (MDII) illustrated that Pokdarwis (Tourism Awareness Group) had the highest direct and indirect influence on other stakeholders. This observation was in line with its designation as the main implementer of tourism village development and sustainability schemes. Pokdarwis directly engaged with local communities, tourism businesses, and government agencies in implementing various measures. Through its indirect influence, Pokdarwis also had the capacity to influence other stakeholders, such as tourists and service providers, through secondary channels. In addition, local tourism entrepreneurs and community members had an important influence on the tourism framework. Entrepreneurs in the sector played an important role in supporting the sustainability of the tourism sector, while community members had an interest in and contributed to the progress of the tourism village.

The influence and dependency map depicted in Figure 5 placed Pokdarwis, Local Tourism Business Owners, and Local Communities as important agents in the system. This indicated their great influence over other stakeholders and less reliance on external influences. In contrast, Tourists and the Maros-Pangkep Geosite were classified as dependent variables that showed a high dependency on the influence of other stakeholders

in the system. The Influence Scale graded Pokdarwis as having a high influence on other actors in the system, indicating its dominant capacity to exert direct and indirect influence on fellow stakeholders.

The significance and implications of this analysis lay in the direct and indirect influence that Pokdarwis had in demonstrating its leading role in organizing and mobilizing other stakeholders towards the development of tourism villages. Pokdarwis had the ability to significantly shape the decisions and initiatives of other stakeholders. In addition, Local Tourism Business Owners and Local Communities also wielded considerable influence, given their status as critical entities in ensuring the sustainability of the tourism sector and encouraging community engagement. The position of Tourists and the Maros-Pangkep Geosite as dependent variables demonstrated their dependence on policies, initiatives, and management spearheaded by other stakeholders such as government agencies, Pokdarwis, and tourism investors. Pokdarwis's power of influence showed its high control in directing the dynamics of the tourism village management system compared to its partners.



**Figure 5.** Map Influence and dependencies between actors

**Source:** Processed data by MACTOR (2024)

### 3.2.2. Competitiveness Between Actors

The competitiveness assessment illustrated in Figure 6 evaluated the capacity of each stakeholder to influence others and achieve their goals within the system. The MDII competitiveness vector showed that Pokdarwis, Local Tourism Business Owners, and Local Government (Maros Tourism Office) exhibited the highest level of competitiveness within the system, signifying a strong mix of influence capacity, independence, and action control. In this sense, Pokdarwis emerged as the most competitive in achieving objectives such as increased community income, growth in tourist numbers, and improved local economy. In contrast, the Provincial Government (Dinas Kehutanan dan Lingkungan Hidup) excelled in competitiveness about Nature Conservation objectives. To integrate the two, a strong intervention in the form of government regulation, supported by active community participation, was required to maintain the sustainability of tourism.

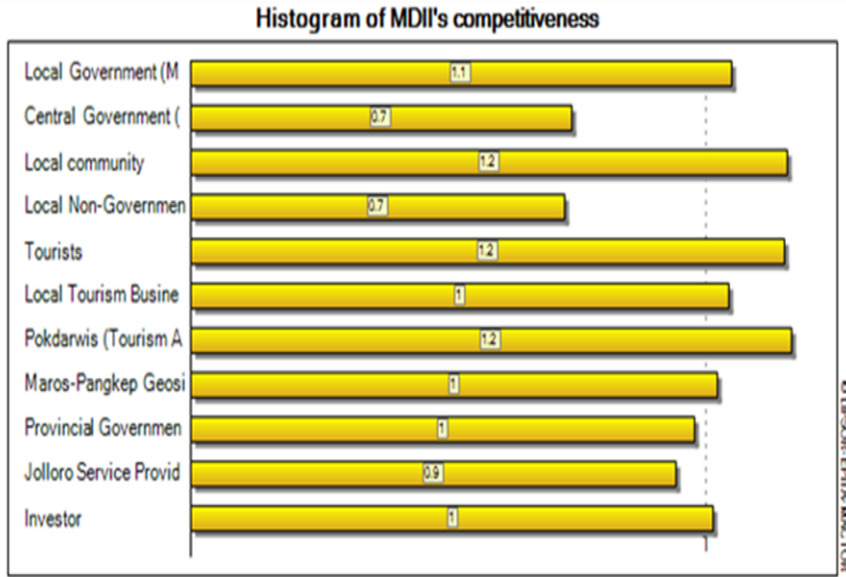


Figure 6. Histogram of competitiveness

Source: Processed data by MACTOR (2024)

### 3.2.3. Convergence and Divergence

The convergence and divergence analyses, as seen in Tables 6 and 7, examined the similarities and differences in interests among stakeholders in achieving certain goals. It identified potential alliances and conflicts within the system. The convergence matrix shown in Table 6 provided details on the strength of potential alliances among stakeholders based on common interests to achieve specific goals.

Table 6. Convergence Matrix

1CAA	PD	PP	ML	LSM	WS	PUP L	KSW	GM P	DLH	PJJ	INVE S
PD	0	4	6	5	4	5	6	5	5	5	4
PP	4	0	4	5	4	3	4	5	5	3	4
ML	6	4	0	5	4	5	6	5	5	5	4
LSM	4	5	5	0	3	4	5	6	6	4	3
WS	5	4	4	3	0	5	4	3	3	4	6
PUPL	4	3	5	4	5	0	5	4	4	5	5
KSW	5	4	6	5	4	5	0	5	5	5	4
GMP	6	5	5	6	3	4	5	0	6	4	3
DLH	5	5	5	6	3	4	5	6	0	4	3
PJJ	5	3	5	4	4	5	5	4	4	0	4
INVES	4	4	4	3	6	5	4	3	3	4	0
<b>Number of convergence s</b>	49	41	49	46	40	45	49	46	46	43	40

Source: Processed data by MACTOR (2024)

**Table 7.** Divergence Matrix

1DAA	PD	PP	ML	LSM	WS	PUP L	KSW	GM P	DLH	PJJ	INVE S
PD	0	2	0	1	2	1	0	1	1	0	2
PP	2	0	2	1	2	3	2	1	1	2	2
ML	0	2	0	1	2	1	0	1	1	0	2
LSM	1	1	1	0	3	2	1	0	0	1	3
WS	2	2	2	3	0	1	2	3	3	1	0
PUPL	1	3	1	2	1	0	1	2	2	0	1
KSW	0	2	0	1	2	1	0	1	1	0	2
GMP	1	1	1	0	3	2	1	0	0	1	3
DLH	1	1	1	0	3	2	1	0	0	1	3
PJJ	0	2	0	1	1	0	0	1	1	0	3
INVES	2	2	2	3	0	1	2	3	3	1	0
<b>Number of convergence s</b>	10	18	10	13	19	14	10	13	13	7	19

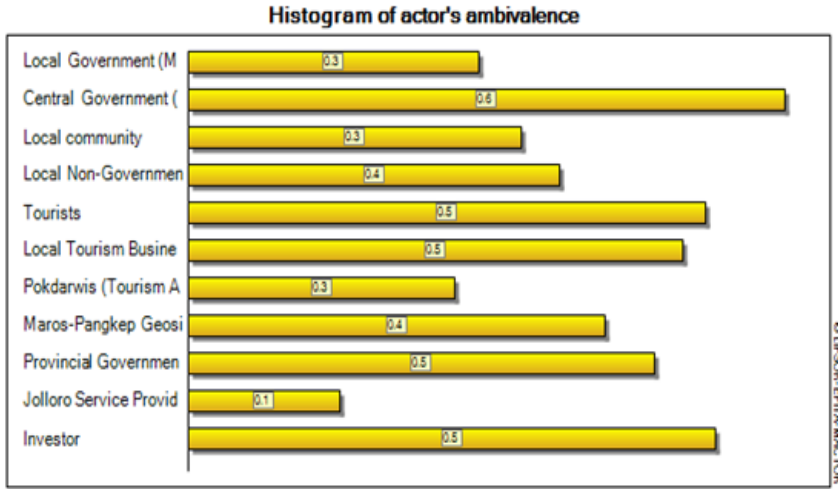
**Source:** Processed data by MACTOR (2024)

A higher convergence score indicated a greater probability for stakeholders to ally. In contrast, the divergence matrix depicted in Table 7 showed the strength of potential conflicts among stakeholders based on their conflicting interests in certain objectives. A higher divergence value signified an increased likelihood of conflict among stakeholders.

The meaning and interpretation of both Tables 6 and 7 showed that high levels of convergence among certain stakeholders indicated the potential for strong alliances to achieve certain goals, such as local government, Pokdarwis, and local communities forming associations to increase community income and tourist numbers. Conversely, high values of divergence among stakeholders indicated the potential for great conflict in achieving certain goals, such as conflicts that may arise between tourist interests and nature conservation efforts if not managed effectively. The central government, tourists, and investors were considered stakeholders that had the potential to face conflicts, even though these three components were the main factors for the development of tourism.

#### 3.2.4. Actor Ambivalence

The analysis of the ambivalence of the actors depicted in Figure 7 assessed the level of uncertainty or doubt experienced by each stakeholder when deciding on an attitude related to a particular goal. Strong commitment from stakeholders to the goal was demonstrated by a lower ambivalence score. Figure 7 explained that stakeholders such as tourists or investors, and the central government, with high ambivalence scores, showed a less assertive approach towards specific goals in tourism village management, leading to difficulties in forming clear alliances and thus risking conflict. In contrast, stakeholders such as Pokdarwis, Jolloro service providers, and the local government, with low ambivalence scores, showed a clearer and more consistent attitude towards specific goals. In view of this ambivalence analysis, stakeholders with high ambivalence scores required additional support in clarifying their interests and positions in order to participate effectively and collaboratively in community-building or resolution efforts to avoid conflicts of interest.

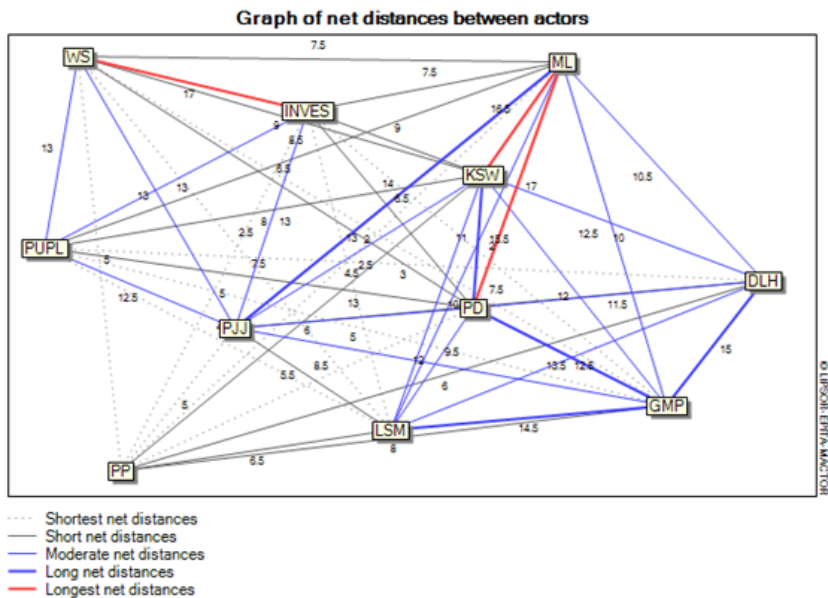


**Figure 7.** Actor’s ambivalence

Source: Processed data by MACTOR (2024)

**3.2.5. Net Distances between Actors**

The distance analysis between actors' objectives, as shown in Figure 8, described the distance between objectives and between stakeholders based on the degree of convergence and divergence. Interpretation of Figure 8 showed that Pokdarwis had strong relationships with many other actors, demonstrating its central role in coordinating tourism activities and its high focus and alignment with its objectives, making it a key actor in efforts to improve local economic welfare through tourism. This hinted at the important role Pokdarwis played in connecting various actors and ensuring the smooth implementation of tourism programs.



**Figure 8.** Net Distances between Actors

Source: Processed data by MACTOR (2024)

The Local Government (Maros Tourism Office) and the Maros-Pangkep Geosite also played key roles in this system, so collaboration and coordination among stakeholders in policy making and implementation were essential. The local government, as the main regulator, needed to ensure that policies were well implemented in close cooperation with Pokdarwis and local communities. The Maros-Pangkep Geosite, with its focus on preserving the karst environment, required support from other actors to carry out its duties effectively. This involvement and support were essential to maintain the balance between tourism development and environmental conservation (Mikhaylyuk, 2022).

Local communities showed active engagement with strong relationships with Pokdarwis and local NGOs, reflecting their participation in tourism and environmental conservation activities. However, investors and local tourism business owners had weak relationships with several key actors, such as the Local Government, Pokdarwis, Maros-Pangkep Geosite, and local NGOs, suggesting the need for improved communication and coordination. The potential for divergent views between investors and other stakeholders was because investors might be more focused on infrastructure development and economic benefits, while conservation goals, such as the main objectives of Geosite Maros-Pangkep, Pokdarwis, and NGOs, emphasized environmental preservation, which could lead to conflicts of interest. Therefore, to continue to increase investment and management of tourism businesses, relationships between stakeholders must be maintained because investors would face challenges in interacting with other actors that could affect the development and sustainability of their business (Jayaraman et al., 2023). With this understanding, more effective management strategies could be designed, focusing on strengthening relationships between actors with weak links to ensure better engagement and cooperation in the sustainable management of the Tourism Village (Dewi et al., 2023).

**3.3. Scenario Analysis**

Based on the two analyses of MICMAC and MACTOR that had been explained previously about the dynamics of relationships between stakeholders in the management of Tourism Villages, including the influence, competitiveness, convergence, divergence, and ambivalence of actors towards the goals that had been set, the next step was to interpret the data to reveal interaction patterns, potential alliances and conflicts, and the key role of each stakeholder in the system. The results of this analysis were then used to design more effective strategies and programs by comprehensively considering the interests, positions, and interactions of each stakeholder (Antonius et al., 2019; Deloitte, 2023), as shown in Table 8.

**Table 8.** Scenario Analysis

No.	Scenario	Preemptive (control efforts)	Collective
1	Normal Scenario	<ul style="list-style-type: none"> <li>- Effective collaboration between KSW, ML, and PD was essential to facilitate the sustainable growth of tourist villages. (Regulator, Social).</li> <li>- KSW, ML, and DLH conducted regular environmental maintenance initiatives and educational campaigns for WS to reduce adverse environmental impacts. (Social, Environment).</li> </ul>	<ul style="list-style-type: none"> <li>- Promoting the importance of environmental preservation within the ML, WS, and GMP communities was crucial. (Social, Economy, Environment).</li> <li>- Involving PUPL in training sessions focused on environmentally friendly practices led by PD, PP, and DLH. (Regulator, Economy, Environment).</li> </ul>

No.	Scenario	Preemptive (control efforts)	Collective
		<ul style="list-style-type: none"> <li>- Strategies were established to enhance stakeholder collaboration to ensure the provision of adequate resources from the Local Government (PD), Central Government (PP), and Investors (INVES) in the realms of Regulation and Economy.</li> </ul>	<ul style="list-style-type: none"> <li>- Discussion platforms involving Local Communities (ML), Local Government (PD), Central Government (PP), Local Tourism Business Owners (PUPL), and Knowledge Sharing Workshops were organised to promote problem-solving and information exchange in Social, Regulatory, and Economic aspects.</li> </ul>
1.1	Strategy/ Control	<ul style="list-style-type: none"> <li>- Coordination protocols were formulated and a clear division of responsibilities between PD, KSW, and ML were established.</li> <li>- Educational initiatives and routine environmental awareness campaigns were implemented.</li> <li>- Guidelines and standard operating procedures for environmental maintenance and tourism education efforts were established.</li> <li>- Potential hazards were identified, and strategies for risk mitigation were formulated.</li> </ul>	<ul style="list-style-type: none"> <li>- Regular communication platforms involving all relevant parties were created.</li> <li>- Incentive programs for PUPL adopting environmentally friendly practices were created.</li> <li>- NGOs were involved in initiatives focused on education and environmental preservation.</li> <li>- Digital collaborative platforms were implemented to enhance coordination and information sharing.</li> </ul>
2	Best Scenario	<ul style="list-style-type: none"> <li>- Effective conservation policies were implemented thanks to strong collaboration between PD, PP, ML, NGOs, KSW, GMP, and DLH, resulting in a sustainable environment and satisfying tourist experiences. (Regulator, Social, Environment).</li> <li>- Regular training programs were held to improve environmental management skills and tourist services by PD, PP, KSW, and DLH. (Regulator, Social, Environment).</li> <li>- Emphasis was placed on sustainable approaches in the development of tourism infrastructure and promotion of responsible tourism destinations by PD, PP, PUPL, and INVES. (Regulator, Economy).</li> <li>- A special team consisting of PD, PP, ML, NGOs, KSW, GMP, DLH, PUPL, PJJ, and INVES was formed to manage and monitor the implementation of sustainable</li> </ul>	<ul style="list-style-type: none"> <li>- Strong partnerships between PD, PP, ML, NGOs, KSW, GMP, DLH, PUPL, PJJ, and INVES were formed to adopt a community-based approach in managing tourist villages. (Regulator, Social, Environment, Economy).</li> <li>- An effective monitoring system to track the impact of tourist activities on the environment and local communities by PD, PP, ML, NGOs, KSW, GMP, and DLH was developed. (Regulator, Social, Environment).</li> </ul>

No.	Scenario	Preemptive (control efforts)	Collective
2.1	Strategy/ Control	<p>policies and practices. (Regulator, Social, Environment, Economy).</p> <ul style="list-style-type: none"> <li>- Extensive legal and regulatory structures were developed.</li> <li>- Long-term strategic planning with participation from all stakeholders was undertaken.</li> <li>- Potential threats were identified, and strategies for risk mitigation were formulated.</li> <li>- An integrated system for monitoring and evaluation was built.</li> </ul>	<ul style="list-style-type: none"> <li>- A management body consisting of all stakeholders was established.</li> <li>- Joint funding mechanisms involving contributions from various entities were created.</li> <li>- Collaboration with educational institutions in capacity-building programs was undertaken.</li> <li>- Digital collaboration platforms were utilised to support coordination and information sharing.</li> </ul>
3	Worst Scenario	<ul style="list-style-type: none"> <li>- Conflicts among stakeholders (PD, PP, ML, NGOs, KSW, GMP, DLH, PUPL, PJJ, INVES) hindered decision-making processes and resulted in stagnation in the development of tourist villages. (Regulator, Social, Environment, Economy).</li> <li>- Open and inclusive dialogues were conducted to resolve conflicts and reach mutually beneficial agreements among stakeholders. (Regulator, Social, Environment, Economy).</li> <li>- Inconsistencies in the implementation of environmental policies and tourism management by PD, PP, and DLH led to serious environmental damage and a decline in WS visits. (Regulator, Environment, Economy).</li> <li>- Active participation of ML, NGOs, and KSW in decision-making processes and the implementation of tourist village development programs was encouraged. (Social).</li> </ul>	<ul style="list-style-type: none"> <li>- An independent mediation team was formed to handle conflicts and help achieve sustainable agreements among all involved parties. (Regulator, Social, Environment, Economy).</li> <li>- Environmental and ethical standards for the tourism industry were established by PD, PP, and DLH, with sanctions for violators. (Regulator, Environment, Economy).</li> </ul>
3.1	Strategy/ Control	<ul style="list-style-type: none"> <li>- Dispute resolution mechanisms and mediation protocols agreed upon by all parties were established.</li> <li>- Transparent monitoring and reporting systems were created.</li> <li>- Potential risks were identified, and strategies for mitigating them were developed.</li> </ul>	<ul style="list-style-type: none"> <li>- An advisory panel consisting of all stakeholders was formed.</li> <li>- Community organisations were involved in initiatives aimed at community empowerment.</li> <li>- Digital collaboration platforms were utilised to enhance coordination and information exchange.</li> </ul>

No.	Scenario	Preemptive (control efforts)	Collective
		- Contingency plans to address emergencies or crises were formulated.	- Open and inclusive dialogue forums were facilitated regularly.

**Source:** Processed data by Scenario table (2024)

Description: In brackets ( ) is the theme of the variable associated with the scenario content.  
 Regulator: PD, PP, DLH  
 Social: ML, NGO, KSW  
 Economy: WS, PUPL, PJJ, INVES  
 Environment: GMP, DLH

Table 8 presents six scenarios, each with a description of the preventive and collective actions, strategies, and controls required to deal with each scenario. This provided a structured view of the range of possibilities and ways to respond to situations that might arise, and the steps that should be taken to manage the risks in each scenario. Overall, the discussion of this research revealed the complex dynamics that occurred among stakeholders in the management of Rammang-Rammang Tourism Village. Through the MICMAC and MACTOR analyses, important findings were obtained that explained the central role of Pokdarwis (Tourism Awareness Group) as the main actor with significant influence on other stakeholders. On the other hand, the Maros-Pangkep Geosite was highly dependent on the influence of other stakeholders in its efforts to preserve the unique karst environment. These findings emphasized the need for close coordination and collaboration between stakeholders to ensure the sustainability of optimal tourism village management.

The results of this study were in line with existing literature related to the role and dynamics of stakeholders in sustainable tourism development. This consistency was seen from the conformity with the concept of stakeholders in stakeholder theory (Freeman et al., 2021) and the perspective of strategic management in tourism (Wood et al., 2021) Furthermore, the use of MACTOR and MICMAC analysis in this study was also in line with the approach recommended in the literature to comprehensively understand stakeholder dynamics (Godet, 1991; Zaabi & Bashir, 2020).

Substantively, the findings of this study carried useful implications in designing more effective strategies to build cohesiveness, manage conflict, and ensure the sustainability of tourism village development. The results of the analysis served as a foundation for improving coordination and collaboration among stakeholders, especially by involving Pokdarwis as the most influential organization in aligning various interests. From a theoretical perspective, this study enriched the literature by providing empirical evidence from a specific scenario of Rammang-Rammang Tourism Village and enhanced understanding of stakeholder functions and dynamics in managing sustainable tourism. However, this study faced limitations related to the potential for more complex group elements or interactions that had yet to be uncovered. Nonetheless, the methodology used, a blend of MACTOR and MICMAC analyses, proved sufficient to answer the research questions and achieve the stated objectives. These two analytical methods facilitated the identification and thorough understanding of the roles, interests, and interactions between stakeholders, as well as uncovering important influencing and affected factors in the management structure of the tourism village.

From the results of these two studies, a scenario analysis was conducted that provided a comprehensive overview of potential scenarios in the development of tourism villages. Effective coordination and collaboration among various stakeholders, including government agencies, local communities, tourism advocacy groups, non-governmental organizations, tourism companies, and other relevant entities, was essential for the sustainable development of tourism villages. Proactive measures such as establishing coordination schemes, designing educational initiatives, identifying potential risks, and creating legal frameworks were essential (Schmitt & Tarouco, 2018). Collaborative efforts such as initiating dialogue platforms, formulating incentive programs, engaging educational institutions, and establishing digital cooperation platforms helped address issues, share information, and promote community-based strategies for managing tourism villages (Wisnumurti et al., 2020). In addition, addressing conflicts openly and inclusively, as well as enforcing strict environmental and ethical standards, was critical to achieving resilient tourism village development (Anzardo et al., 2021).

This study shows that the governance of Rammang-Rammang Tourism Village is shaped by key variables—regulatory strength, community participation, and inter-actor coordination—identified through MACTOR and MICMAC. These findings are consistent with Law No. 10/2009 and Ministerial Regulation No. 13/2021, both emphasize empowerment and sustainability. Compared to similar studies on community-based tourism governance, this research highlights how scenario planning can bridge stakeholder dynamics with formal regulatory frameworks. The scenarios generated not only support the RPJMD of Maros Regency and national programs of the Ministry of Tourism and Creative Economy but also emphasize the strategic role of Pokdarwis and local communities. This reinforces the importance of synchronizing central–regional policies while advancing multi-stakeholder governance in geopark destinations, a gap that is often overlooked in existing literature on sustainable tourism planning.

#### **4. Conclusion and Recommendation**

This research reveals the complex dynamics among stakeholders in the management of Rammang-Rammang Tourism Village. Using MACTOR and MICMAC analysis methods, it was found that Pokdarwis (Tourism Awareness Group) plays a very important central role in influencing other stakeholders, while the Maros-Pangkep Geosite shows a high dependence on the collaboration of other stakeholders to preserve the karst environment, and in general these findings emphasise the importance of strong coordination and collaboration between stakeholders to ensure sustainable management of tourist villages and avoid conflicts of interest. Meanwhile, tourists, the central government and investors are the stakeholders most prone to conflict. Therefore, in general, these findings emphasise the importance of strong coordination and collaboration between stakeholders to ensure sustainable management of tourism villages and avoid conflicts of interest. In all three scenarios, the key to sustainable and resilient tourism village development is effective collaboration between various stakeholders such as the government, local communities, NGOs, tourism businesses, and investors. This collaborative approach enables inclusive decision-making, implementation of environmentally friendly policies and practices, peaceful conflict resolution, and transparent monitoring and evaluation.

This conclusion directly addresses the research question regarding how stakeholder dynamics shape the tourism village management scenario and highlights its significance for sustainable tourism development policies in Indonesia. The policy recommendations derived from the study included the need for local regulations on sustainable tourism village management, referring to Law No. 10/2009 on Tourism and Regulation of the Ministry of Tourism and Creative Economy No. 13/2021, the integration of MACTOR–MICMAC results into regional planning documents, and the provision of fiscal incentives for green tourism investors. Practically, *Pokdarwis* should be trained as facilitators of multi-stakeholder collaboration, local communities should be empowered through ecotourism training programs, investors encouraged to adopt sustainable tourism certification standards, and local governments should strengthen monitoring and evaluation systems based on sustainability indicators

This study has limitations in the quantification of complex interactions between variables using the MACTOR and MICMAC techniques, as well as limited generalisation of findings to one tourist village. For future research, it is recommended that studies focus more on dynamic interactions between stakeholder groups with methodologies that incorporate other analytical techniques or multi-disciplinary approaches, as well as considering social and cultural aspects that influence collaboration between stakeholders. This research opens up opportunities for comparative studies, expansion of coverage to other tourism destinations, further exploration of specific roles and contributions of stakeholders, as well as integration of perspectives from other disciplines for a better understanding

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