

# Reconstruction of the Actor Collaboration Model in the Development of Marine Tourism Destinations in the New Normal Local Economy

*by* Islahuddin Islahuddin

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## **Reconstruction of the Actor Collaboration Model in the Development of Marine Tourism Destinations in the New Normal Local Economy**

**Islahuddin**

Politeknik Pariwisata Makassar, South Sulawesi, Indonesia

**Haedar Akib**

Universitas Negeri Makassar, South Sulawesi, Indonesia

**Buntu Marannu Eppang**

Politeknik Pariwisata Makassar, South Sulawesi, Indonesia

**Muhammad Arfin Muh. Salim**

Politeknik Pariwisata Makassar, South Sulawesi, Indonesia

**Darmayasa**

Politeknik Pariwisata Makassar, South Sulawesi, Indonesia

**Abstract**--This research article analyzes and explains the reconstruction of the actor collaboration model in the development of marine tourism destinations at Super Priority Destinations (SPD) in Indonesia. Data, information, and knowledge about the descriptive model of actor collaboration in the development of marine tourism destinations in three DSPs characterized by marine tourism (Mandalika, Labuan Bajo, Likupang) were obtained using observation, interviews, Focus Group Discussion (FGD), and documentation. The analysis technique follows the stages of an interactive model, namely: data collection, data condensation, data presentation, verification/concluding. The results show that there is a reconstruction of a descriptive model of actor collaboration in developing marine tourism destinations based on a knowledge creation model that includes four dimensions. Community-Based Tourism (CBT) characterizes the concept of developing tourist destinations through the socialization (S) of local community empowerment programs that emphasize externalization (E) or empowerment of certain communities to better understand the values and assets of marine tourism owned by SPD. The community called the tourism awareness group (Pokdarwis) collaborates and synergizes

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**Corresponding author:** Islahuddin, I.; Email: [isla.poltekpar@gmail.com](mailto:isla.poltekpar@gmail.com)

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in combining (C) and internalizing (I) within themselves regarding the various attractiveness of marine tourism in SPD where they are part of the stakeholders in its sustainable development.

**Keywords**---actor collaboration, community-based tourism (CBT), descriptive model reconstruction, marine tourism, tourism destinations.

## Introduction

Tourism for Indonesia is a superior sector. The impact of tourism on Indonesia's Gross Domestic Product (GDP) in 2017 was 4.11 percent (Sabon et al., 2018; Sugihamretha, 2020). The country's foreign exchange income from tourism in 2019 was US\$17.6 billion and the previous year (2018) was US\$16.1 billion (Islahuddin et al., 2021). Based on these data, the government places the tourism sector as the leading sector after oil and gas. Tourism is also a labor-intensive sector, capable of absorbing a large number of workers, the absorption of labor is not only from the accommodation sector but also from the creative economy sector.

The spread of COVID-19 throughout the world, including Indonesia, has had a very negative impact as seen from the decline in the number of foreign tourist arrivals and the movement of domestic tourists who come to tourist attractions (TA). The Ministry of Tourism and Creative Economy, released the number of visits through all entrances in March 2020, only 470,898 foreign tourists. The number is very much decreased when compared to March 2019 as many as 1,311,911 foreign tourists or a decrease of around 64.11 percent. Therefore, to reboost tourism as a leading multidimensional development sector that is superior and to meet the demands of the domestic and foreign tourist market entering the New Normal Local Economy/ NENOLE Bare et al. (2020), era in Indonesia, in addition to rearranging existing tourism destinations, it is also rearranging (reconstruction) and development of Marine Tourism-based Super-Priority Tourism Destinations (SPTD) (Arnaboldi & Spiller, 2011; Gordon et al., 2013).

Marine tourism is a tourist attraction that utilizes the potential of the sea, especially for countries with a long coastline and above-average sea area such as Indonesia. The beauty of marine life and marine life, in general, is used as the main attraction in its management. Maritime tourism also takes advantage of the existing potential to support all tourism activities (Briandana et al., 2018). Marine tourism is a form of tourism that is related to and dependent on the sea and the marine environment. Marine tourism includes various kinds of activities that occur in the deep ocean where the most dominant is sailing and sailing. Other water-based recreational activities and nautical sports (often done in coastal waters), scuba diving, fishing, water skiing, windsurfing, excursions to marine parks, observing mammals, and others. Although most of the marine tourism activities take place at sea, the supporting facilities and infrastructure used are usually found on land. These facilities may vary in ports and marinas, for example serving cruises, yachts, and others related to marine tourism (Tegar & Gurning, 2018).

Realizing the potential that exists in the maritime area, many provinces and regencies/cities that have marine wealth develop their marine areas as tourist attractions. It is undeniable that the prima donna of Indonesian tourism so far has been Bali and the government is also aware of the need to develop tourism in other areas specifically in maritime-based provinces and districts/cities to become mainstay destinations. This is done to attract tourists and spread tourists throughout Indonesia to increase tourist visits. For this reason, the government has launched the development of tourism destinations through the arrangement and development of several other destinations which became known as the "New Bali" in which there are marine tourism-based destinations. The New Bali is 12 (twelve) National Tourism Strategic Areas (NTSA), then from the NTSA formed Super Priority Destinations (SPD) consisting of Borobudur in Central Java (Culture), Labuan Bajo in East Nusa Tenggara (Marine), Mandalika / Lombok in West Nusa Tenggara (Marine), and Lake Toba in North Sumatra (Nature/culture). As a serious step in tourism development, the government has also established the Likupang Special Economic Zone (SEZ) in Manado, North Sulawesi, to become a marine-based Super Priority Tourism Destination. The five tourism destinations have become super-priority because the government sees the trend of the number of tourists coming to continue to increase [Bima et al. \(2020\)](#), and three of them are maritime-based destinations [\(Lee & Jan, 2019; Reed, 1997\)](#).

SPD development is supported by four pillars. First, institutional support is needed, especially in terms of coordination. This coordination includes coordination between the center and the regions as well as between related institutions and ministries. Second, infrastructure requires large costs. Third, community participation, especially the tourism community. Community participation can be in the form of fulfilling attractions and small and medium businesses for tourism development. Fourth, investment. Investment is needed in building infrastructure that requires a large budget [\(Bima et al., 2020\)](#). Shortly after being sworn in as Minister of Tourism and Creative Economy, Dr. H. Sandiaga Salahuddin Uno, B.B.A., MBA., through virtual discussions with Heads of Tourism Offices throughout Indonesia to discuss accelerating the recovery of the tourism sector and the creative economy [\(Marseto, 2021\)](#). The program initiated is the application of three platforms, namely innovation, adaptation, and collaboration. The government is an innovation facilitator for the tourism ecosystem and the creative economy, so this system will regenerate the tourism sector and the creative economy [\(Vilanova-Sanchez et al., 2019; Xu et al., 2014\)](#).

Innovation in a destination can be influenced by many factors that can be carried out by various stakeholders according to their roles. In managing these factors, it is necessary to have good planning and development through a framework organized by a separate agency in a destination such as a Destination Management Organization (DMO) or a government agency (Department of Tourism) as the leading agency in a province or district to create effective innovations. [Ammirato et al. \(2014\)](#), assert that in recent years tourist tastes have changed, and the number of tourists looking for "something different" from mass tourism continues to grow so that in this context innovative products are needed in a destination. Each region has the characteristics of these factors depending on the type of destination and the focus of their development. It is the same with super-priority destinations (SPD), which of course have special factors that need

to be explored in a study so that significant aspects in determining and innovating in tourism development can be identified properly so that current and future development patterns can produce more attractive destinations. competitive through quality tourism products and following the demands of the market (Miller, 1993; Papageorgiou, 2016).

To produce competitive DSP, quality, and following market demands, tourism as a large industry requires the collaboration of various stakeholders in its development. Stakeholder collaboration is considered a contemporary management approach in supporting the achievement of planned goals (Saito & Ruhanen, 2017). Collaboration is the main key in developing a sustainable tourism sector Ammirato et al. (2014), so it requires a comprehensive approach to determine the right collaboration strategy through the functions and roles of each stakeholder in a tourism destination. Specifically in Indonesia, stakeholder involvement is known as the Pentahelix model which includes elements of business, government, community, academics, and media. The results of research conducted by Aribowo et al. (2018), stated that the lack of coordination was one of the obstacles in tourism development. Therefore, for super-priority destinations, specifically maritime-based ones, of course, they also require separate strategies and approaches in strengthening collaboration which needs to be identified to strengthen stakeholder collaboration in tourism development (Hadinejad et al., 2021; Rio & Nunes, 2012).

This research focuses on the collaboration of actors in efforts to develop superior marine-based tourism destinations during the COVID-19 pandemic in entering the New Normal Local Economy (NENOLE) in Super Priority Destinations (SDP) in Indonesia. This article identifies, analyzes, and explains the impact caused by the COVID-19 pandemic in Indonesia, especially in the marine tourism sector about actor collaboration programs in overcoming these impacts. The locus of research is in DSP or tourist areas characterized by marine tourism, namely, Mandalika, Labuan Bajo, and Likupang (Sunardi et al., 2021; Nesterchuk et al., 2021).

### **Literature review**

Tourism Area. The area is a collection of various spatial dimensions, namely physical space (geographical scale), interaction space (players, networks, and interaction dynamics), and political-institutional space (Derek et al., 2019). While the term tourism area is defined as territorial, namely the result of complex interdependence between market size, interaction dynamics, and more or less favorable institutional-political framework for economic and social achievement (Camagni et al., 2020). The tourism area is a process that seeks to simultaneously maximize the balance between economic growth (production, employment, exports, investment) and sustainability (resources, family, behavior, mobility).

Crouch & Ritchie (2012) translate the tourist area as an area that has advantages both competitively and comparatively. Competitive advantage is the ability of a region to utilize all its resources. The goal is that the area has a unique value that other regions do not have. This is in line with the strategic management concept: "Strategic management is all about gaining and maintaining competitive advantage. This term can be defined as any activity a firm does especially well

compared to activities done by rival firms, or any resource a firm possesses that rival firms desire” (Kirovska, 2011; Moutinho & Vargas-Sanchez, 2018). Meanwhile, comparative advantage is the ability of a region to compare advantages that other regions do not have (Chin et al., 2017; Grimstad & Burgess, 2014). Comprehensive prerequisites for destination competitiveness start from the core resource base (such as climate, culture and history, entertainment, and supporting factors) as well as resources such as infrastructure, accessibility, hospitality. Based on this description, it can be understood that a tourist area is realized by the integration of several elements, namely resource attractiveness, connectivity (through network development and diverse interactions), territorial cohesion, and access (material, institutional and financial).

The typology of tourist areas can be traced based on the characteristics of the resources and their uniqueness. In this case, Widiastuti & Nurhayati (2019) groups tourism areas into 4 (four) categories of uniqueness bases as the main tourist attractions, namely: the uniqueness of local cultural resources; the uniqueness of natural resources; the unique combination of cultural and natural resources; and the uniqueness of creative economic activity. Marine tourism. Marine tourism is a business that organizes tourism and water sports, including the provision of facilities and infrastructure as well as other services that are managed commercially in sea waters, beaches, rivers, lakes, and reservoirs. Marine tourism is one type of tourism whose tourism objects cover nature related to water resources (Papageorgiou, 2016).

The development of the tourism sector in coastal and marine areas can be an appropriate means to increase Indonesia's economic development. On the other hand, if the development is not carried out with proper planning, it will result in environmental damage. When the tourism sector is developed, it affects other sectors such as industry and trade. Starting from small-scale (home-based) to large-scale industries will be affected by tourism activities, as well as in the trade sector. Zahari et al. (2009) explain that when tourism is developed, it is certain that various primary needs such as accommodation, food and drink, and other needs will become promising business opportunities (Wendri et al., 2019; Kasni & Budiarta, 2021).

The involvement of several sectors in tourism development requires integrated management. Integrated planning is intended to coordinate and direct the various activities of two or more sectors in development planning about the management of coastal and marine areas. Integrated planning is usually intended as a programmatic effort to achieve goals that harmonize and optimize the interests of economic development, preserve culture, conserve the environment, and improve the welfare of local communities. Integration is also defined as coordination between development stages in coastal and marine areas starting from data collection and analysis, planning, implementation, and construction activities (Islahuddin et al., 2021).

Integration in planning and management of coastal and marine areas should be carried out at three levels, namely: technical, consultative, and coordination. At the technical level, several technical, economic, social, and environmental

considerations must be balanced or proportionally incorporated into every planning and development of coastal and marine areas. At the consultative level, all aspirations and needs of the parties involved (stakeholders) or affected by the development of coastal and marine resources should be considered from the planning stage to implementation. The level of coordination requires harmonious cooperation between all parties related to the management of coastal and marine resources, both the government, the private sector, and the general public (Moe & Pathranarakul, 2006; Tiquio et al., 2017).

**1** Integrated management of coastal and marine areas is an area management approach that involves two or more ecosystems and integrated utilization activities to achieve sustainable coastal area development. In this context, Dahuri et al. (2001), revealed that integration contains three dimensions: sectoral, the field of science, and ecological linkages. Sectoral integration means that there needs to be coordination of tasks, authorities, and responsibilities between sectors or government agencies at certain government levels (horizontal integration) and between levels of government from the village, sub-district, district, province, to the central level (vertical integration). Integration from a scientific point of view requires that the management of coastal areas should be carried out based on interdisciplinary approaches, involving the fields of economics, geography, ecology, engineering, sociology, law, and other relevant fields. The involvement of several fields of science is natural because coastal areas consist of social systems that are intertwined in a complex and dynamic manner (Wong, 2021; Suwija et al., 2019).

Ecosystem integration is a consideration in development because coastal areas are composed of various kinds of ecosystems (mangrove forests, coral reefs, estuaries, seagrass beds, and others) which are interrelated and do not stand alone. Damage that occurs in one ecosystem will also affect other ecosystems. In addition, coastal areas are also affected by various kinds of human activities and natural processes that occur in the area. Such conditions require integrated management of coastal and marine areas by taking into account the ecological interrelationships that influence them. According to Pourebrahim et al. (2011) that a good spatial management strategy is needed to develop coastal areas. The development takes into account the factors of cross-sectoral integration, bottom-up approach, inter-regional cooperation, and consistent and collaborative law enforcement.

Collaboration. Collaboration is a complex adaptive system due to the existence of entities that are difficult to manage. Deterministic efforts tend to fail because of the strong strengths of each organization and tend to be rigid. The most effective attitude or effort to optimize collaboration is an adaptive attitude. A flexible approach is needed to change dynamically while being prepared to anticipate changes in the system and a changing external environment (Baggio, 2011). To ensure the benefits of tourism development for local communities, it is necessary to have a wide network that is an integral part of connecting the community with tourists. However, there is still a collaboration gap between the value of network building and related social practices. There are at least three gaps, firstly the gap between the meaning of collaboration and its practice; the vertical collaboration gap related to the scale of network development; and the horizontal collaboration

gap concerning the various actors involved in the tourism network. Collaboration gaps can be addressed through a focus on meaning, competence, and elements as a means to promote successful collaboration and address existing gaps (Stoddart et al., 2020). Meaning, competence, and elements are the key elements needed to establish new social practices, such as tourism collaboration practices and network building. All three are the underlying reasons why people collaborate or the mechanisms that create collaboration gaps (Shove et al., 2012).

The key to building a regional tourism network should be to focus on financial support for human resource development. Product development does not occur without support for individuals in the cultural field. Individuals in the cultural sector need guidance to develop tourism products and experiences. Another thing that is needed is the existence of a real practical guidance guide (Stoddart et al., 2020). Collaboration and network building are very important to ensure the sustainability of tourism development, social, economic, and environmental sustainability of local communities. In collaborating, we are often faced with gaps. There are three collaboration gaps. First, there is a shared perception – or meaning – of the high value of network building and the lack of ongoing engagement in social practices in network building. This is a core gap that affects others. Second, the horizontal gap in collaboration in terms of the reach of the actors involved as network partners. Third, the vertical collaboration gap in terms of network coverage at the local, provincial, national, and international social levels (Stoddart et al., 2020).

Collaboration is done to get more results or organizational goals can be achieved by utilizing limited resources. The collaboration aims to bring together diverse skills and knowledge in an integrated manner to create more attractive business patterns (Ahmad et al., 2015; Armin et al., 2019; Ufi et al., 2020). Effective collaboration helps organizations optimize human resources (Roberts et al., 2016). There are five dimensions or components in the collaboration process, namely: 1) The Governance Dimension, 2) The Administration Dimension, 3) The Autonomy Dimension, 4) The Mutuality Dimension, and 5) The process of building social capital norms, the trust and reciprocity dimension (Thomson & Perry, 2006).

### **Research Methods**

The type of research used is descriptive-qualitative Patton (2005); Afifuddin & Saebani (2009); Silverman (2020), with a phenomenological approach to explaining the directions and objectives of the reconstruction of a descriptive model of collaboration of actors or stakeholders in the development of marine tourism destinations. The research locations are in three Super Priority Destinations (SPD) in Indonesia characterized by marine tourism, namely Mandalika in Lombok, West Nusa Tenggara (NTB), Labuan Bajo in East Nusa Tenggara (NTT) and Likupang in North Sulawesi Province (Islahuddin et al., 2021).

The collaboration of actors in question is the joint involvement of all stakeholders, namely local managers/communities, government (central) and local governments, academics, entrepreneurs/private sector, industry, communities,



and the media. Data, information, and knowledge about efforts to reconstruct the actor's collaboration model in the development of marine tourism destinations were obtained through observation and interview techniques [Jamshed \(2014\)](#), with informants representing tourists (domestic, foreign), informants representing regional apparatus organizations (RAO), informants representing managers, informants represent community members who live around SPD. In-depth interviews were conducted with all stakeholders and policymakers related to the SPD concept. Unstructured interviews were used in data collection. In addition, data, information, and knowledge are obtained from the results of focus group discussions (FGD) and through documentation techniques that reveal the components of developing marine tourism destinations. FGDs were conducted in several places according to the need to explore in-depth the concepts and "best practices" of collaboration that have been implemented or will be developed in DSP. Meanwhile, data sources from the documentation are government policies, tourism development plans, work programs, and online sources in the form of social media and websites. The data were analyzed descriptively-qualitatively using an interactive model [Miles et al. \(2014\)](#), which included data condensation, data presentation, verification/concluding.

### **Research Results and Discussion**

In the collaboration construct, based on the results of interviews and field surveys, three attributes have been discussed by the informants ([Islahuddin et al., 2021](#)). These three attributes are in line with collaboration theory which can be explained as follows: In the Pre-Construction, three sub-themes were identified, namely identification of related parties, building joint commitments, and socialization. The three constructs are expected to emerge because the parties involved in tourism are increasingly aware of the importance of inter-sectoral, inter-actor, and inter-regional integration as well as integration between the center and the regions in the form of synergy and collaboration in preparing Indonesia to become an international tourism destination with a sustainable tourism perspective. sustainable tourism in super-priority destination areas. Thus, this precondition relates to the identification of parties involved in making commitments, between the government, the private sector, the community, and academia.

The next stage in collaboration is the unit process. At this stage, it is done by integrating the roles and program combinations between all the lines involved. Government, society, industry, academia, and the private sector. The unit process is a space to determine the right strategy. As revealed by informants related to the Process Unit, the following are the results of interviews and responses from respondents and informants: The summary of the interview results representing the Informants-Academics stated that in saving the tourism industry in Indonesia after COVID-19, two types of strategies were needed, namely short-term strategies. This long-term strategy can be carried out in several ways, including the government with policies that can provide support to the tourism industry in Indonesia, especially financial support or stimulus to operational costs; make standard operating procedures (SOPs) for mitigating tourism disasters, including the COVID-19 outbreak by making health protocols, especially in the new normal era; strengthen information on the cleanliness and health of the destination

environment; strengthening the destination management organization (DMO), especially for the management of tourist villages; improve the operational process of managing tourism destinations from managing information to providing feedback from tourists; carry out product innovation by creating digital tourism programs; improve the value chain, namely how to manage internal customers (employees to be satisfied) and become loyal so that they can provide the best service to tourists which in the end tourists are satisfied and become loyal.

Based on this information, the short-term strategy carried out is the government's support for the tourism industry, targeted policies, SOPs for Mitigation for the COVID-19 outbreak, and strengthening destinations through the application of information technology. All parties involved are expected to contribute significantly to this short-term strategy. Thus, the short-term strategy in developing marine tourism destinations is oriented towards the integration of government policies and a strong commitment from public elements to support tourism industry players to create groups as the spearhead of tourism.

The COVID-19 pandemic has had an impact on all industries in Indonesia, especially the world's Super Priority Destinations (DSP). The impact of Covid-19 on the world's DSP is very large because the area, especially in the three research locations (Mandalika, Likupan, and Labuan Bajo), has the tourism industry, namely hotels, transportation, micro, small and medium enterprises (MSMEs), especially those that produce souvenirs and culinary delights. restaurants travel agencies and tour guides. Operational collaboration modeling is carried out by reinforcing the role of stakeholders. This activity by the informants is referred to as a medium-term strategy. The following summarizes the views of informants with academic backgrounds that the medium-term strategy is realized through the Pentahelik Strategy which is a form of collaboration between Academic, Business, Government, Customer, and Media (ABGCM). The implementation of this strategy will be optimal if each has a balanced role in their respective fields so that they can collaborate well and produce extraordinary strengths.

The last collaboration stage is the Result unit. This section consists of sub-themes including Alignment/Synchronization of program implementation, consistency of commitment, and the formation of norms in collaboration. This theme concludes the main idea from the collection of information and knowledge of academic informants as participants in a focused group discussion (FGD) that universities have a role in producing human resources (HR) and conducting research to answer the needs of the tourism industry, especially making study programs for managing tourism destinations. and Business, as well as carrying out activities oriented to meet the needs of the tourism industry". Meanwhile, the government has a role in making policies, especially in the tourism industry development roadmap. To be more effective and efficient, in this digital era, ideally, it is ideal to collaborate with the media to socialize policies and especially those related to the tourism industry, and strengthen tourism promotion programs, and what is no less important is to involve customers or communities in developing tourism in Indonesia".

The summary of the results of interviews with informants from the Government states that the achievements of collaboration that need to be considered are;

government policy support for the tourism industry, good quality of internal services (facilities for workers), good quality of external services (providing facilities for tourists), improvement of integrated marketing programs by involving stakeholders. Thus, if the collaboration goes well, then it means that all parties move according to their respective main tasks and functions. The collaboration of these actors results in tourist satisfaction and loyalty, so it is hoped that tourists will return to visit the SPD, of course. To meet these expectations, it must be supported by the application of good management with a total quality management approach at SPD's.

The summary of the results of interviews with informants from the Government states that the achievements of collaboration that need to be considered are; government policy support for the tourism industry, good quality of internal services (facilities for workers), good quality of external services (providing facilities for tourists), improvement of integrated marketing programs by involving stakeholders. Thus, if the collaboration goes well, it means that all parties are moving according to their respective main tasks and functions. The collaboration of these actors results in tourist satisfaction and loyalty, so it is hoped that tourists will return to visit the SPS's, of course. To meet these expectations, it must be supported by the application of good management with a total quality management approach in DSP.

Based on the results of the research above, it can be stated that the descriptive model [Etgar \(2008\)](#); [Li & Hunter \(2015\)](#); [Patel et al. \(2010\)](#), of actor collaboration in the development of marine tourism destinations is realized through the following series of activities, namely: Identification of related parties. The current DSP development has been able to identify the parties involved. This can be reflected that the community, government, and industry have understood who has a significant role in destination development, although the performance will be of higher quality if the relevant parties can understand their role and implement their role as stakeholders in the DSP. Socialization. Socialization regarding the development of DSP has been carried out by both the government and other stakeholders. Performance in socialization has been carried out but it is necessary to improve thorough evaluation to see the outcome of the socialization that has been carried out so far.

Involvement of all stakeholders. The performance of the destination in stakeholder involvement in SPD development has been viewed favorably by stakeholders. This is evidenced by the existence of development programs provided by each relevant stakeholder, although stakeholder involvement still needs to be comprehensively improved in developing marine tourism destinations in SPD. tourism forum. Tourism forums have been established in SPD although the performance of the forum still needs to be developed through the active role of its members, especially tourism awareness groups (TAG). Workgroup. As an effort to involve all stakeholders in the SPD, there is a working group that has a development program so that each stakeholder has the same goals with a clear program in the development of the SPD.

Collaborative research on destination development. Research conducted by State Tourism Universities (STU) is carried out throughout SPD to support product

development and appropriate policy making in SPD. The results become the basis for deconstructing and reconstructing a descriptive model [Etgar \(2008\)](#); [Li & Hunter \(2015\)](#); [Patel et al. \(2010\)](#), of actor collaboration in the development of SPD. The reconstruction of the descriptive model of actor collaboration in the development of marine tourism destinations is based on the knowledge creation model of Nonaka and Takeuchi [Nezafati et al. \(2009\)](#); [Nonaka et al. \(1995\)](#), which includes four dimensions. This reality is by the expert view [Akib \(2003\)](#); [Cooper \(2018\)](#), that the knowledge creation process and the explicit and implicit (tacit) knowledge sharing and knowledge sharing are the core of knowledge management. Therefore, the knowledge management approach through the CBT program is an actualization of the SECI model.

Community-Based Tourism (CBT) is the concept of developing a tourist destination through the socialization (S) of local community empowerment programs because the community takes part in planning, managing, and voting in the form of decisions in the development or development of marine tourism destinations ([Islahuddin, 2021](#)). According to experts [Baskoro \(2008\)](#), CBT emphasizes externalization or empowerment of certain communities to better understand the values and assets of marine tourism owned by SPD, such as culture, customs, culinary cuisine, lifestyle. In the context of developing marine tourism destinations in this SPD, the community will collaborate and combine (K) the various attractiveness of marine tourism in the SPD where they are part of the stakeholders in its development. According to experts [Blackstock \(2005\)](#); [Dwiwarman \(2021\)](#); [Häusler \(2006\)](#); [Siraj & Kasmita \(2020\)](#), CBT as the focus of actor collaboration in developing DSP takes into account and pays attention to the environmental, social, and cultural sustainability of the community as a form of internalization (I) within actors or stakeholders in SPD development.

According to [Zielinski et al. \(2020\)](#), CBT focuses not only on the economic aspect first but more on the aspect of community and environmental capacity development, because the economic aspect is the impact resulting from the development of social, cultural, and environmental aspects. This understanding is by [Suansri \(2003\)](#), view that CBT takes into account environmental, social and cultural sustainability aspects in the target community of the program. CBT is a vehicle for community building and environmental conservation. Thus, [Häusler \(2006\)](#), view is right that the idea of CBT is a form of tourism that provides opportunities for local communities to control and be involved in tourism management and development. People who are not directly involved in tourism businesses also benefit, as a form of the multiplier effect of developing tourism destinations. There is democratic community empowerment that has a sustainable impact on disadvantaged communities around the SPD area.

Based on the view of the synthesis of the research results, it can be stated that the knowledge creation process, through the SECI model, in the CBT program is a strategic approach for tourism development as a leading sector of multidimensional development [Bare et al. \(2020\)](#) which emphasizes the empowerment of local communities in the form of improving the quality of management 5A (attractiveness, accessibility, accommodation, amenities, ancillaries) as a component of sustainable tourism entering the New Normal Local Economy era, or NENOLE ([Bare et al., 2021](#)).

## Conclusion and Recommendations

Based on the research results obtained, it can be concluded that the descriptive model of actor collaboration in developing marine tourism destinations in Super-Priority Destinations (SDP) is realized through a series of activities that include identification of related parties to jointly carry out socialization involving all stakeholders through tourism forums. The forum saw a tourism awareness group as a working group to realize Community Based Tourism (CBT) in DSP. The reconstruction of the descriptive model of actor collaboration in the development of marine tourism destinations is based on a knowledge creation model that includes four dimensions. CBT is the concept of developing a tourist destination through socialization (S) and externalization (E) of community empowerment programs. In the context of developing marine tourism destinations, the community combines (K) various attractive features of superior marine tourism. This focus of actor collaboration in developing DSP takes into account and pays attention to environmental, social, and cultural sustainability of the community as a form of internalization (I) within the actors or stakeholders involved. Therefore, to achieve the direction and objectives of the reconstruction of the actor collaboration model in the development of marine tourism destinations, the focus is not only on the economic aspect but rather on the aspect of community and environmental capacity development, due to the development of social, cultural and environmental aspects synergistically and sustainably. is a value orientation that is expected both for actors or stakeholders as well as for efforts to increase DSP competitiveness in the New Normal Local Economy (NENOLE) era.

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