

# The Role of Stakeholders in Developing Alamendah Tourism Village

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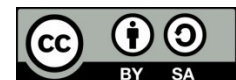
Tourism Village

## ABSTRAK

Alamendah Tourism Village has several interesting natural and cultural attractions. This tourist village received recognition by being included in the top 50 ADWI in 2021. The development of this tourism village involves various stakeholder roles. This research aims to analyze each stakeholder's roles, influences, and interests, the pattern of relationships formed, and the main actors that can support the optimization of tourism development. The research method used was a literature study and content analysis of data sources and related articles to determine the stakeholders involved in the development of Alamendah Tourism Village. Furthermore, the data was analyzed using an influence and interest matrix and social network analysis. The results of the analysis show an excellent penta-helix collaboration in the development of Alamendah Tourism Village, although there is no specific partnership with the media and uneven distribution of relationship patterns between each stakeholder. This research recommends formulating anticipatory and adaptive steps in responding to the changing dynamics of tourism trends by increasing the role of the media. Furthermore, enhancing institutional capacity, increasing the use of digital technology, empowering community and training innovation and education, improving infrastructure, and integrating marketing strategies will be the best way to improve Alamendah Tourism Village.

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## **1. Introduction**

The development of tourism destinations is frequently driven by the desire to uncover the distinctive potential of a given area, which in turn may contribute to the economic advancement of the surrounding community. The demand for novel and distinctive tourism experiences continues to increase, stimulating the rapid growth of tourism destinations. This phenomenon is not limited to tourism destinations in urban areas but also extends to rural areas that are rich in local wisdom and natural beauty. The strategic role of villages as major contributors to national food and labor has not been matched by the development of the socio-economic level of the community. To encourage the progress and independence of the village, the government launched a tourism village program (Utomo, et al., 2024). The concept of village tourism emerged as an effort to utilize the tourism potential of rural areas, emphasizing the importance of cultural and environmental preservation, as well as the participation of local communities in the management and development of tourism destinations. This approach is intended to have a significant economic impact.

Alamendah Tourism Village is one of the tourism villages in West Java that is renowned for its diverse array of natural, religious, and agro-tourism offerings. The village's landscape is predominantly agricultural, with vegetables and fruits representing the primary commodities cultivated there (Sari and Muqqodas, 2022). The village's principal appeal lies in its rich natural, cultural, agricultural, and livestock tourism potential. The village was designated as a tourist village by the Regent of Bandung in 2011 but began to be crowded with visitors in 2019 after the tourism village management team developed innovative products and tour packages (Dillak et al., 2022). The village's success in management led to its inclusion in the top 50 of the Anugerah Desa Wisata Indonesia (ADWI) in 2021, with a second-place finish in the digital village category (Agiyanti and Hafizah, 2023; Risda, et al. 2023). The ADWI is an award event for outstanding tourist villages based on certain criteria. It aims to encourage economic recovery, especially in the tourism sector and the creative economy. In addition to offering its natural beauty, tourist villages can also utilize creative economy products and cultural wealth as an important economic source (Andari, et al., 2023).

The practical management of a tourist village as a tourist destination is a highly complex endeavor. The elements involved in tourism village management encompass a wide range of factors, including attractions, accessibility, amenities, and ancillary services, as well as the institutions that oversee the management of these elements. These institutions involve various stakeholders. Stakeholders can be defined as individuals or groups that have an interest, involvement, and influence and are influenced either positively or negatively by the objectives of the organization or development program (Freeman and McVea, 2001; Hidayah, 2018). Stakeholder involvement with its various roles is an important factor in achieving tourism success and sustainability (Manaf, et al, 2018; Widodo, et al, 2018). The involvement of stakeholders requires the delineation of clear roles and responsibilities for each stakeholder, which in turn can result in high satisfaction and a good level of coordination in the management of tourist villages (Sobhani, et al., 2022; Anshor, et al., 2023).

To achieve effective collaboration in tourism destination development efforts, the government, community, tourism industry or business, academia, and media have to collaborate. Such collaboration enables the exchange of knowledge, information, and solutions to address complex issues and minimizes the occurrence of conflicts among stakeholders. In the context of tourism planning, collaboration is the key to success in building a balanced and effective partnership between all parties involved, by identifying, legitimizing, and actively involving all potential stakeholders (Manaf, 2018; Roberts and Simpson, 1999).

The role and involvement of stakeholders in the management of Alamendah Tourism Village and the collaboration that has been carried out between these stakeholders can be assessed using stakeholder analysis. This is a method that identifies strengths and weaknesses and allows for an understanding of the role and position of each stakeholder (Rees and MacDonell, 2017). Meanwhile, to find out the pattern of relationships between stakeholders involved, social network analysis can be employed. The Social Network Analysis (SNA) approach employs

network theory to study social interactions. It considers individual actors, or "nodes," and relationships between them, or "edges or ties." This analytical technique has been widely utilized in various research fields. SNA provides statistical tools to analyze patterns of relationships between actors, offering insights into social dynamics and interactions between stakeholders in diverse contexts (Hadiana and Witanti, 2017).

In his research, Adiyoso (2023) explained the role and influence of 7 (seven) stakeholders involved in the development of Alamendah Tourism Village, namely Pokdarwis, NHI Bandung Tourism Polytechnic, Bandung Regency Culture and Tourism Office, Village Government, BUMDes, Geo Dipa Energi, and the community. However, Adiyoso did not explore the pattern of relationships formed between these stakeholders. Meanwhile, there are still several stakeholders contributing to the existence and development of Alamendah Tourism Village that have not been analyzed for their roles, influence, interests, and how the relationship patterns between these stakeholders are formed. This research aims to identify the stakeholders involved, their roles, influence and interests, and evaluate the pattern of relationships between stakeholders in the development of Alamendah Tourism Village more thoroughly and involve more stakeholders. It is hoped that this research will identify the main actors that are key to the sustainability of Alamendah Tourism Village and complement previous studies related to Alamendah Tourism Village.

## 2. Method

This study utilizes a qualitative descriptive approach. Data was gathered through the secondary analysis of existing literature and content analysis of scientific articles that discuss institutions, stakeholder roles, and Alamendah Tourism Village. The data was then subjected to qualitative descriptive analysis and Social Network Analysis (SNA) to describe the pattern of relationships between stakeholders involved in the development of Alamendah Tourism Village. Social network analysis is the study of relationships between individuals within a community. In more specific terms, a social network can be defined as a collection of individuals (referred to as nodes or points) that have the potential to form connections or relationships with each other (referred to as ties or edges) (Sabar, et al., 2023).

The steps to analyze stakeholders involved in the development of Alamendah Tourism Village, as outlined by Reed, et al. (2009), include the identification, classification, and mapping of stakeholders and the assessment of relationships between stakeholders. Social network analysis was conducted utilizing UCINET 6.788 and Netdraw 2.189 to visualize the relationships between stakeholders. The steps involved in the creation of visualizations using UCINET are as follows: (i) The data was compiled from the results of content analysis of articles related to institutions, stakeholder roles, and Alamendah Tourism Village. (ii) A stakeholder matrix was created in Microsoft Excel, which described the involvement of stakeholders on the sides of the matrix. (iii) Values of 1 and 0 were assigned, where 1 indicated the existence of a relationship, and 0 indicated the absence of a relationship. The variables of communication, closeness, conflict, trust, and so on are assigned values of 1 and 0, respectively, to indicate the presence or absence of a relationship.

(iv) The data from Microsoft Excel is converted into UCINET worksheets or datasets. (v) The relationships between stakeholders are visualized with the Netdraw application based on the datasets created. (Sabar, 2023).

## 3. Result and Discussion

### The Identification of Stakeholders in Alamendah Tourism Village

The identification of stakeholders in Alamendah Tourism Village is a crucial step in understanding the various actors involved in the village's development. To this end, it is necessary to identify the stakeholders who participate in or are involved with the village's tourism initiatives. The results of this process revealed 18 stakeholders who have a direct interest in and influence over the village's tourism development as shown by Table 1. These stakeholders can be grouped into three categories: key, primary, and secondary.

**Table 1.** Stakeholder identification results

Classification	Stakeholders
Local Government	DISBUDPAR Bandung Regency Alamendah Village Government BUMDes
Academic or University	DISBUDPAR Bandung Regency NHI Bandung Tourism Polytechnic Telkom University STIE Yapari Pertamina University of Jakarta University of Indonesia
Business	Geo Dipa Energi Adira Finance Liburania Teknologi Internasional
Community	Pokdarwis Gemawira (Gerakan Masyarakat Wirausaha) HPI (Himpunan Pramuwisata Indonesia) UMKM Alamendah Village Community
Media	Batampos, Tempo, Indonesia.travel, detiktravel, Kompas, Kumparan, Okezone Travel, Warta Parahyangan, Tribun Jabar, Koran-Jakarta

### 1) Key Stakeholders

The key stakeholders in the management of Alamendah Tourism Village include the DISBUDPAR Bandung Regency and Pokdarwis. DISBUDPAR Bandung Regency is a key stakeholder because it is an agency with legal authority and responsibility and plays a role in policy-making for the development of tourism destinations in Bandung Regency, including Alamendah Tourism Village. Meanwhile, Pokdarwis is a key stakeholder because it is the direct manager of tourism in Alamendah Tourism Village. The Pokdarwis is responsible for the management of Alamendah Tourism Village from the initial planning stage, through to the implementation, monitoring, and evaluation of operational and financial aspects. In addition, the Pokdarwis is responsible for the promotion and marketing of the village, as well as collaboration and cooperation with other stakeholders in the development of the village.

### 2) Primary Stakeholders

The primary stakeholders in the management of Alamendah Tourism Village are the Alamendah Village community, MSMEs, and BUMDes. Both village communities, MSMEs, and BUMDes are directly related to and affected by tourism activities, both positively and negatively. The positive impacts from the economic aspect include the expansion of business opportunities and employment, increased local economic activity, and community income. In addition to the aforementioned positive impacts, tourism also harms socio-cultural aspects, particularly with the decline in language use within the community.

Concerning the environmental aspect, the impacts include pollution of water sources, decreased air quality, damage to vegetation and habitat, and changes in land function from residential to commercial land.

### 3) Secondary Stakeholders

Secondary stakeholders involve parties such as the village government, businesses, academics, communities, and the media. Although they do not have a direct interest, these four stakeholders have a significant role in supporting the development process of the tourism village. Secondary stakeholders in the development of Alamendah Tourism Village involved Geo Dipa Energi, Adira Finance, and Liburania Teknologi Internasional from businesses; NHI Bandung Tourism Polytechnic, Telkom University, STIE Yapari, Pertamina University of Jakarta, Education University (UPI) and University of Indonesia from academics or universities; Gerakan Masyarakat Wirausaha (Gemawari) and Himpunan Pramuwisata Indonesia (HPI) from the community and online media such as Batampos, Tempo, Indonesia. travel, detiktravel, Kompas, Kumparan, Okezone Travel, Warta Parahyangan, Tribun Jabar, Koran-Jakarta, and so on.

### Stakeholders Classification

Stakeholders involved in the management and development of Alamendah Tourism Village have a variety of influences and interests. To determine the level of influence and importance of each stakeholder, it is necessary to classify them. This is done through the interpretation of the stakeholder influence and interest matrix (Widodo, 2018). The influence and importance matrix are prepared based on the scoring carried out on the description of questions that have been prepared to identify the level of influence and importance of stakeholders. The level of influence was assessed based on the influence of stakeholders on the activities of Alamendah Tourism Village (P1), the contribution and role of stakeholders in tourism activities in Alamendah Tourism Village (P2), and the institutional capacity or human resources assigned by The assessment of stakeholders in Alamendah Tourism Village activities (P3), the capacity of stakeholders to interact with other stakeholders in Alamendah Tourism Village activities (P4) and the capacity of stakeholders to implement the development of Alamendah Tourism Village (P5) were also considered. Meanwhile, the assessment of stakeholder importance is based on the following criteria: stakeholder involvement in Desa Wisata Alamendah activities (K1); the benefits of Desa Wisata Alamendah development for stakeholders (K2); stakeholder roles in Desa Wisata Alamendah activities (K3); stakeholder programs in Desa Wisata Alamendah activities (K4), and the level of stakeholder dependency on Desa Wisata Alamendah (K5) (Adiyoso, 2023).

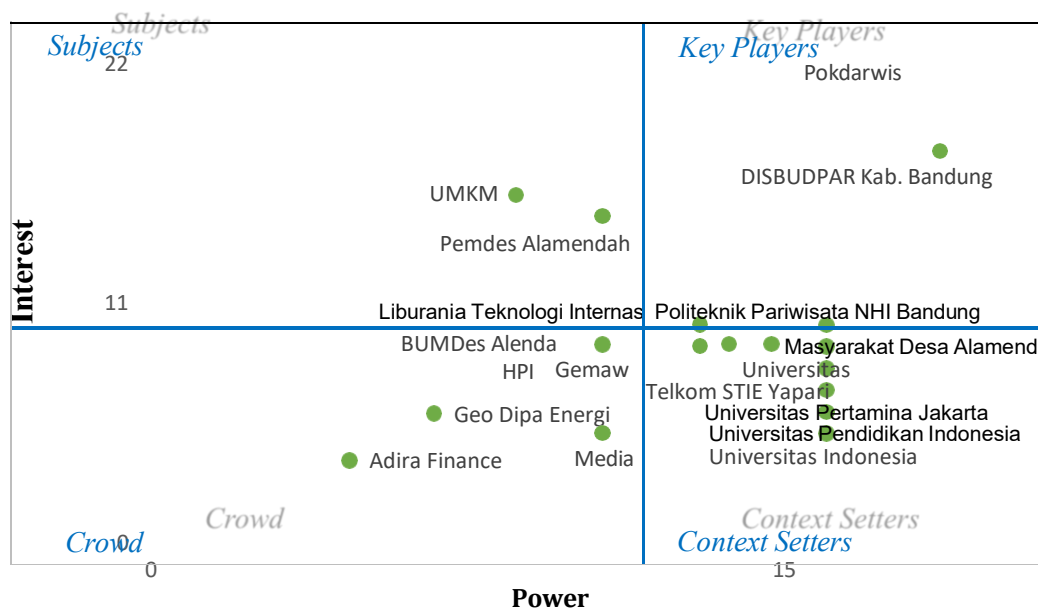


Figure 1. Stakeholder's Power and Interest Matrix

The results of the scoring exercise are then mapped into the influence and importance matrix, as illustrated in Figure 1. The classification in the matrix allows for the identification of the position and role of each stakeholder in the tourism development of Alamendah Tourism Village. Based on their level of influence and importance, stakeholders involved in the development of Alamendah Tourism Village can be classified into four groups: key players, subjects, context setters, and crowd.

#### 1) Key Players

A key player is a stakeholder with a high degree of power and interest. This group plays an essential role in the successful development of Alamendah Tourism Village (Widodo, et al., 2018). Based on the results of the analysis, it can be concluded that there are two key players in the development of Alamendah Tourism Village. They are DISBUDPAR Bandung Regency and Pokdarwis of Alamendah Tourism Village. DISBUDPAR Bandung Regency has a high level of interest in Alamendah Tourism Village. It has the authority and responsibility as part of its

organizational mandate, namely the development of tourism destinations and village empowerment through tourism activities, which begins with determining, directing, fostering, and marketing tourism villages (Adiyoso, 2023). It is in its capacity as a policy maker and facilitator in collaboration with other stakeholders supported by the availability of funds to run tourism development programs and initiatives in Bandung Regency. This makes it a significant influence in determining the development of Alamendah Tourism Village. Pokdarwis is the manager and beneficiary of tourism activities in Alamendah Tourism Village. Pokdarwis has an interest in running and implementing programs and operations under planning. In addition, they also play a role in conducting various activities and communicating with other stakeholders involved in the development of Alamendah Tourism Village (Adiyoso, 2023).

## 2) Subjects

Stakeholders that fall into the subject category are those with high interest but low power. These stakeholders are important but need to be involved through empowerment and inclusion in decision-making to participate in the development of Alamendah Tourism Village. The Alamendah Village Government and micro, small, and medium enterprises (MSMEs) are included in this group of stakeholders. The Village Government has a high interest in the development of MSMEs because tourism activities in Alamendah Tourism Village represent the main market for products produced by MSMEs, including souvenirs, processed milk, strawberries, coffee, and other plantation products. However, the influence of MSMEs is relatively limited in the management and development of Alamendah Tourism Village, as they are more likely to be beneficiaries of existing tourism activities. Nevertheless, the presence of MSMEs contributes to the support of the management of Alamendah Tourism Village.

## 3) Context Setters (Supporters)

Based on the classification in the power and interest matrix, the following stakeholders were identified as context setters: the Alamendah Village community, Liburania Teknologi Internasional, NHI Bandung Tourism Polytechnic, Telkom University, STIE Yapari, Pertamina University Jakarta, Education University of Indonesia (UPI), and University of Indonesia. These eight stakeholders were found to have high power but low interest.

The Alamendah Village community exerts considerable influence on the development of tourism activities in Alamendah Tourism Village. The community plays a pivotal role in the provision of tourist attractions, particularly in the context of plantations. Moreover, the community's engagement with the quality-of-service provision to tourists has a significant impact on the image of Alamendah Tourism Village (Adiyoso, 2023). Liburania Teknologi Internasional is one of the digital platform providers working with Alamendah Tourism Village and NHI Bandung Tourism Polytechnic to develop tourism digitalization in Alamendah Tourism Village. This stakeholder exerts a considerable influence on the development of tourism villages, particularly in the domains of technology and information. Its presence can facilitate the enhancement of the capabilities and advancement of the tourism village. Nevertheless, the significance of this stakeholder to the growth of Alamendah Tourism Village is relatively modest. This is because the development of Alamendah Tourism Village is not directly related to the existence of this stakeholder, where the relationship between the two is established only because of cooperation. NHI Bandung Tourism Polytechnic has a high power in the development of Alamendah Tourism Village. This stakeholder plays a role in the existence of Alamendah Tourism Village from the initiation process to the current development. As an academic institution, this stakeholder supports the development of human resources in the village through partnerships, training, and coaching. Nevertheless, this stakeholder does not have an interest in intervening in policy and decision-making in the process of developing tourism villages (Adiyoso, 2023).

In addition to the NHI Bandung Tourism Polytechnic, other academics also contribute to the development of Alamendah Tourism Village. These include Telkom University, STIE Yapari, Pertamina University Jakarta, Education University of Indonesia, and University of Indonesia. As academics, these stakeholders have a high power in the development of tourism villages through training, research, and community service. Training and community service carried out can benefit both the management of tourist villages and the surrounding community. The findings of

the research can also be utilized as a reference for future tourism village development planning, taking into account the evolving needs and preferences of tourists. However, as with the NHI Bandung Tourism Polytechnic, these five stakeholders exhibit a lack of interest.

The contributions of the five stakeholders to the development of Alamendah Tourism Village include assistance and training provided by Telkom University. This has included the development of village tourism platforms and content, such as websites, to accommodate information related to tourist spots in Alamendah Tourism Village digitally. (Oktaria, et al., 2022) provides digital accounting training for MSMEs, digital strategy management, development of interactive multimedia information systems for tourism promotion, and business feasibility analysis and tourism village business presentation techniques (Telkom University, 2021). STIE Yapari assists in the management of tourist villages with a regenerative tourism approach. Pertamina University Jakarta provides counseling to improve the communication skills of tour guides and to create maps of tourist routes. The University of Indonesia contributed to the design of educational tour packages, the preparation of tourist village design topologies, Hand Sign Guiding training, and 360° virtual tour creation projects during the COVID-19 pandemic. Meanwhile, the University of Indonesia has played a role in the development of Alamendah Tourism Village by implementing activities to restore aspects of CHSE (Cleanliness, Health, Safety, and Environment Sustainability) during the COVID-19 pandemic.

#### 4) Crowd (other followers)

The term "crowd" or "other followers" is used to describe a category of stakeholders who have a relatively low level of power and interest in the development of Alamendah Tourism Village. This group includes various entities, such as BUMDes, Himpunan Pramuwisata Indonesia (HPI), Gerakan Masyarakat Wirausaha (Gemawira), Geo Dipa Energi, Adira Finance, and the media. Although these six stakeholders have suboptimal power and interests in the process of developing tourism villages, their presence is necessary to support tourism activities in tourism villages.

BUMDes is a village institution formed by the village government that aims to increase the village's original income through business and economic development of the Alamendah Village community. BUMDes has low power and interest in the development of Alamendah Tourism Village. It is because the tourism village is not a business unit owned and managed by BUMDes, so BUMDes has no interest in any policies or decisions taken in the management and development of the tourism village. In addition, BUMDes also does not influence because it is not the manager of the tourism village and has only contributed to community training in Alamendah Village and the business units it manages (Adiyoso, 2023).

Himpunan Pramuwisata Indonesia (HPI) is a professional organization that is independent and represents the profession of tour guides in Indonesia and Gerakan Masyarakat Wirausaha (Gemawari) is a nonprofit community organization that aims to encourage people to become entrepreneurs. Both stakeholders have limited power and interest in the development of Alamendah Tourism Village, which means that they cannot intervene in management policies in the tourism village. Nevertheless, both stakeholders have made contributions to the tourism village, including coaching and training for managers, MSMEs, and the Alamendah Village community.

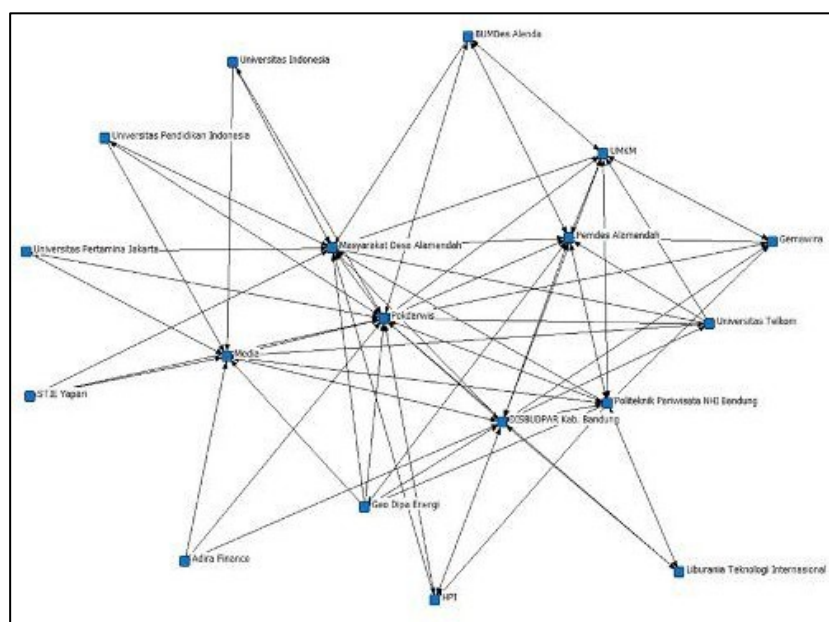
Geo Dipa Energi is a state-owned company engaged in the management of geothermal energy, while Adira Finance is a financial company that focuses on providing consumer financing, especially in relation to vehicles. Neither of these two stakeholders has any power or interest in the development of Alamendah Tourism Village, as their business activities are not directly related to the project. However, both stakeholders have social and environmental responsibilities (CSR) to the community, which they fulfill through various forms of contribution. These include empowering, developing and advancing the community. Alamendah Tourism Village is situated in proximity to the Geo Dipa Energi project area. Geo Dipa Energi's social and environmental responsibilities include the organization of "Malipir" activities in collaboration with Alamendah Tourism Village, the construction of Benton Road, the provision of

training and the distribution of food aid. Meanwhile, social and environmental responsibility activities will be carried out by Adira Finance in collaboration with the Ministry of Tourism and Creative Economy through the implementation of the Local Creative Festival at Alamendah Tourism Village in 2022. Alamendah Tourism Village was selected as one of the locations due to its suitability as a tourism destination for automotive enthusiasts. Alamendah Tourism Village is equipped with adequate infrastructure, including paved roads, traffic lighting, filling stations, and automotive workshops; human resources, including creative economy actors, managers, and tour guides; and tourism ecosystems, namely tourist attractions, accommodation, or other facilities (Adira, 2022).

The term "media" is used here to refer to online media outlets that disseminate information to the public about the condition of Alamendah Tourism Village. It is important to note that the media has a relatively low influence and importance on the development of tourist villages. The presence or absence of a tourist village does not affect the existence of the media, and the role of the media cannot intervene in decisions or policies taken by managers in the development of tourist villages. Alamendah Tourism Village has not established any special partnerships with specific media outlets to support the promotion and marketing of tour packages. Instead, the village utilizes online media, such as websites and social media platforms, including Instagram, to expand its marketing reach and increase tourist visits. However, despite these efforts, the promotion has not had a significant impact (Sari and Muqqodas, 2022).

**The Relationship Between Stakeholders**

Stakeholders involved in the development of Alamendah Tourism Village interact and have a relationship with each other. These stakeholder relationships aim to create understanding and agreement on the concept of Alamendah Tourism Village development. The relationship between stakeholders describes the theoretical flow of relationships in documents and the empirical flow of relationships in practice to form an understanding of the development of Alamendah Tourism Village (Widodo, et al., 2018). The evaluation of relationships between stakeholders is based on communication interactions, the level of closeness, conflict, and the level of trust between them (Wasserman and Faust, 1994). To determine the pattern of relationships and interactions of each stakeholder, a social network analysis (SNA) was conducted to represent and visualize the reciprocal relationships between stakeholders. The results of the visualization of relationships between stakeholders can be seen in Figure 2.



**Figure 2.** Social Network Analysis for Alamendah Tourism Village Development



The nodes or dots in Figure 2 represent the strength of the stakeholders, while the lines between the nodes represent the relationship between stakeholders. The outgoing relationship is marked with an outgoing arrow, while the incoming relationship is marked with an incoming arrow. The degree of centrality and strength of stakeholders in the network is determined by the level of relationship density in the network (density), eigenvector centrality, closeness centrality, and betweenness centrality. The results of the stakeholder modeling process, conducted using social network analysis, are presented in Table 2.

**Table 2.** Modeling The Relationship Between Stakeholders in the Development of Alamendah Tourism Village Using Social Network Analysis (SNA)

Stakeholder	Eigenvector	Outdegree	Indegree	Incloseness	Outcloseness	Betweenness
DISBUDPAR Bandung Regency	0.346	11.000	11.000	0.739	0.680	33.026
Alamendah Village Government	0.293	7.000	9.000	0.680	0.586	11.733
BUMDes	0.155	4.000	3.000	0.548	0.515	0.000
NHI Bandung Tourism Polytechnic	0.310	10.000	5.000	0.586	0.654	7.143
Telkom University	0.225	6.000	2.000	0.520	0.567	0.326
STIE Yapari Pertamina University of Jakarta	0.118	3.000	1.000	0.515	0.500	0.326
Education University of Indonesia	0.118	3.000	1.000	0.515	0.500	0.326
University of Indonesia	0.118	3.000	1.000	0.515	0.500	0.326
Geo Dipa Energi	0.230	3.000	3.000	0.486	0.548	0.517
Adira Finance	0.119	3.000	0.000	0.250	0.548	0.000
Liburania	0.126	3.000	3.000	0.548	0.515	0.000
Pokdarwis	0.412	14.000	17.000	1.000	0.773	138.017
Gemawira	0.192	4.000	4.000	0.567	0.531	0.000
HPI	0.166	3.000	3.000	0.548	0.515	0.000
MSMEs	0.268	7.000	7.000	0.630	0.586	4.000
Village Community	0.340	2.000	13.000	0.810	0.486	3.133
Media	0.250	2.000	9.000	0.630	0.500	2.800

Source: Author (2024)

The results of the social network analysis show that the average modeling density is 0.304, or 30.4%. This indicates that the relationships between stakeholders are relatively weak and the distribution of resources is uneven and not optimal. This can lead to ineffective communication and suboptimal collaboration, potentially hindering the process of joint decision-making, innovation and tourism development initiatives, also increasing the potential for conflict between stakeholders. The calculation of eigenvector centrality, degree centrality, closeness centrality, and betweenness centrality revealed that Pokdarwis is the stakeholder with the highest value.

Eigenvector centrality indicates that Pokdarwis is the central stakeholder in the development of Alamendah Tourism Village. A high degree of centrality in both outdegree and indegree suggests that Pokdarwis plays a role that is related to numerous other stakeholders, both in terms of providing outgoing relationships and receiving incoming relationships. This can be observed in the various forms of cooperation between Pokdarwis and other stakeholders. Closeness centrality describes the distance between stakeholders. The higher the value, the greater the proximity of one stakeholder to other stakeholders. Pokdarwis has a high value of closeness centrality, indicating that Pokdarwis has close information with other stakeholders. This closeness affects the flow of information and knowledge between stakeholders and determines how easily information can be disseminated.

Betweenness centrality represents a stakeholder's ability to bridge with other stakeholders. Pokdarwis exhibits a high betweenness centrality, indicating its capacity to interact, control, and facilitate communication between stakeholders in the development of Alamendah Tourism Village. This positions Pokdarwis as a main actor in the development of Alamendah Tourism Village, suggesting that enhancing the institutional capacity, innovation skills, and management of Pokdarwis will significantly aid in the development of Alamendaga Tourism Village. Other stakeholders that fulfill intermediary functions include the Bandung Regency Culture and Tourism Office, the Alamendah Village government, Poltekpar NHI Bandung, MSMEs, the Alamendah Village community, the media, Telkom University, STIE Yapari, Pertamina University Jakarta, Indonesia Education University, and the University of Indonesia. The roles and positions of stakeholders in the development of Alamendah Tourism Village are presented in Table 3.

**Table 3.** Roles of Stakeholders in the Development of Alamendah Tourism Village

No	Stakeholder	Type of Stakeholder	Classification of Stakeholder	Roles
1.	DISBUDPAR Bandung Regency	Key Stakeholder	Key Players	<ul style="list-style-type: none"> <li>• Formulate policies and regulations on tourism destinations.</li> <li>• Promote the establishment of pokdarwis, destination managers, and tourism human resources.</li> <li>• Promote the development of tourism destinations.</li> <li>• Facilitate the promotion and marketing of tourism destinations.</li> </ul>
2	Alamendah Village Government	Secondary Stakeholder	Subjects	<ul style="list-style-type: none"> <li>• Organize the village government</li> <li>• Fostering the community and village economy</li> <li>• Facilitate the provision of</li> </ul>
3.	BUMDes	Primary Stakeholder	Crowd	<ul style="list-style-type: none"> <li>• Fostering local communities in entrepreneurship</li> <li>• Develop businesses that support tourism destinations in Alamendah Tourism Village, such as the Tourism Village market and Arboretum Park</li> <li>• Managing and providing village clean water services</li> </ul>

4.	Academics / Universities	Secondary Stakeholder	<i>Context Setters</i>	Conducting training, research community service, and mentoring related to science that supports the tourism sector
5.	Geo Dipa Energi	Secondary Stakeholder	<i>Crowd</i>	Carry out Environmental Responsibility / CSR (Corporate Social Responsibility) activities
6.	Adira Finance	Secondary Stakeholder	<i>Crowd</i>	Carry out Environmental Social Responsibility / CSR (Corporate Social Responsibility) activities
7.	Liburania Teknologi Internasional	Secondary Stakeholder	<i>Context Setters</i>	Providing digitalization to
8.	Pokdarwis	Key Stakeholder	<i>Key Players</i>	Manage, encourage the development and receive benefits from the tourism industry in Alamendah Tourism Village
9.	Gemawira	Secondary Stakeholder	<i>Crowd</i>	Provide training, mentoring, and business coaching
10.	HPI	Secondary Stakeholder	<i>Crowd</i>	Provide training and coaching for tour guide training
11.	UMKM	Primary Stakeholder	<i>Subjects</i>	Supporting tourism activities by providing products that are typical of Alamendah Tourism Village and receiving benefits from tourism activities
12.	Masyarakat	Primary Stakeholder	<i>Context Setters</i>	Supporting tourism activities by providing resources and services and receiving benefits from tourism activities
13.	Media	Secondary Stakeholder	<i>Crowd</i>	Disseminate information to community regarding the existence of Alamendah Tourism Village

#### 4. Conclusion And Recommendation

The previous analyses lead to the conclusion that the development of Alamendah Tourism Village depends on institutional functions that accommodate the roles of each stakeholder. Institutions are an important part of tourism village development because they require the involvement of the roles and collaboration of various stakeholders in developing and managing tourism villages. Good co-operation and synergy between stakeholders greatly affects the progress and sustainability of the tourism village. Organizations and partnerships between stakeholders are needed to achieve synergy and mutual understanding in the management and development of tourist villages. The results of the stakeholder analysis show that there is a pentahelix collaboration pattern in the development of Alamendah Tourism Village, involving the government, business people, academics, communities, and the media. However, although Pokdarwis as the manager has established cooperation and partnerships with other stakeholders, there is no specific partnership with the media. The media plays an important role in supporting the promotion and marketing of tourism villages. Furthermore, the results of social network analysis modeling indicate uneven relationships among stakeholders and the distribution of resources and information among stakeholders. The influence and importance matrix mapping and social network analysis modeling showed that Pokdarwis is the main stakeholder with high

influence and importance and plays a role in collaborating, conveying information, controlling and developing Alamendah Tourism Village. Pokdarwis acts as a node that optimizes the role of each stakeholder. It can be recommended to ensure the sustainability of Alamendah Tourism Village, increasing the role of media that can disseminate information to the public as a form of promotion is needed. This can be achieved through the establishment of special partnerships between the management of Alamendah Tourism Village and the media. Such partnerships need to be maintained to continue to popularize Alamendah Tourism Village as a destination and provide corrective improvements to maintain the quality of tourism in Alamendah. In the future, it is also necessary to formulate anticipatory and adaptive steps in responding to the changing dynamics of tourism trends. This needs to be done by expanding cooperation and collaboration with other stakeholders that are not yet in the institutional structure of Alamendah Tourism Village development. For example, with the Department of Agriculture and Plantations, the Department of Animal Husbandry, the Department of Cooperatives and MSMEs, and so on. In addition, enhancing institutional capacity, increasing the use of digital technology, especially to support marketing and internal management, empowering community through entrepreneurship and training innovation and education, improving environmentally friendly infrastructure, and integrating marketing strategies will be the best way to improve Alamendah Tourism Village.

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