

Public-Private Collaboration in Sustainable Tourism Destination Management: Case Study of MaxOne Resort and Hotel Makassar

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Abstract

Public-private collaboration is a vital strategy in managing sustainable tourism destinations, integrating diverse stakeholders to balance economic growth, environmental sustainability, and social equity. Despite the hospitality sector's key role in tourism governance, research on its collaboration with public institutions, particularly in Makassar, Indonesia, remains limited. This study examines MaxOne Resort and Hotel Makassar to explore the mechanisms, challenges, and outcomes of public-private partnerships (PPPs) in sustainable tourism destination management (STDM). Using a qualitative case study approach, the research employs in-depth interviews, participatory observation, and policy analysis to investigate how MaxOne Resort collaborates with local government and communities to implement sustainability initiatives. The findings reveal that structured mechanisms such as formal agreements, joint projects, and stakeholder committees facilitate sustainable governance. MaxOne Resort actively engages in environmental conservation, community empowerment, and responsible tourism practices, positioning itself as a sustainability model within the hospitality sector. However, regulatory misalignments, funding constraints, and inconsistent stakeholder engagement present significant challenges. The study underscores the relevance of the Penta-Helix framework, highlighting how collaboration among government, private sector, academia, community, and media enhances the legitimacy and effectiveness of sustainability initiatives. This research contributes to the literature by providing a localized analysis of PPPs in Makassar, bridging the gap between theoretical models and practical applications. The findings offer policy recommendations to strengthen stakeholder collaboration, optimize governance structures, and support sustainable tourism development in emerging destinations.

Keywords:

Public-private collaboration
sustainable tourism
management
hospitality sector.

Abstrak

Kolaborasi pemerintah-swasta merupakan strategi penting dalam mengelola destinasi pariwisata yang berkelanjutan, yang mengintegrasikan berbagai pemangku kepentingan untuk menyeimbangkan pertumbuhan ekonomi, kelestarian lingkungan, dan kesetaraan sosial. Terlepas dari peran kunci sektor perhotelan dalam tata kelola pariwisata, penelitian mengenai kolaborasi sektor perhotelan dengan lembaga publik, khususnya di Makassar, Indonesia, masih terbatas. Penelitian ini meneliti MaxOne Resort and Hotel Makassar untuk mengeksplorasi mekanisme, tantangan, dan hasil dari kemitraan pemerintah-swasta (KPS) dalam pengelolaan destinasi pariwisata berkelanjutan (Sustainable Tourism Destination Management/STDM). Dengan menggunakan pendekatan studi kasus kualitatif, penelitian ini menggunakan wawancara mendalam, observasi partisipatif, dan analisis kebijakan untuk menyelidiki bagaimana MaxOne Resort berkolaborasi dengan pemerintah daerah dan masyarakat dalam mengimplementasikan inisiatif keberlanjutan. Temuan penelitian mengungkapkan bahwa mekanisme terstruktur seperti perjanjian formal, proyek bersama, dan komite pemangku kepentingan memfasilitasi tata kelola yang berkelanjutan. MaxOne Resort secara aktif terlibat dalam pelestarian lingkungan, pemberdayaan masyarakat, dan praktik pariwisata yang bertanggung jawab, memposisikan dirinya sebagai model keberlanjutan dalam sektor perhotelan. Namun, ketidakselarasan peraturan, kendala pendanaan, dan keterlibatan pemangku kepentingan yang tidak konsisten menghadirkan tantangan yang signifikan. Penelitian ini menggarisbawahi relevansi kerangka kerja Penta-Helix, yang menyoroti bagaimana kolaborasi antara pemerintah, sektor swasta, akademisi, komunitas, dan media dapat meningkatkan legitimasi dan efektivitas inisiatif keberlanjutan. Penelitian ini berkontribusi pada literatur dengan memberikan analisis lokal tentang PPP di Makassar, menjembatani kesenjangan antara model teoritis dan aplikasi praktis. Temuan ini menawarkan rekomendasi kebijakan untuk memperkuat kolaborasi pemangku kepentingan, mengoptimalkan struktur tata kelola, dan mendukung pembangunan pariwisata berkelanjutan di destinasi yang sedang berkembang.

Kata Kunci : *Kolaborasi publik-swasta, manajemen pariwisata berkelanjutan, sektor perhotelan.*

INTRODUCTION

Public-private collaboration has emerged as a pivotal approach to managing sustainable tourism destinations, fostering partnerships that integrate diverse stakeholders to address complex challenges. Sustainable tourism destination management (STDM) requires harmonizing economic growth, environmental preservation, and social equity, aligning with the United Nations Sustainable Development Goals (SDGs). In Indonesia, the hospitality sector plays a crucial role in tourism governance, yet the collaboration between hotels and public entities in achieving sustainability remains underexplored. Particularly, while regions like Bali and Yogyakarta have been extensively studied, Makassar's tourism sector, despite its emergence as a significant destination, has garnered limited academic attention.

The MaxOne Resort and Hotel Makassar offers a compelling case study for examining the dynamics of public-private partnerships (PPPs) in STDM. By implementing sustainability practices and collaborating with local government and communities, the hotel exemplifies the potential of PPPs to address economic, environmental, and social dimensions of sustainability. The need to investigate such collaborations in Makassar's context underscores the relevance of this study in contributing to localized best practices in sustainable tourism governance.

Despite the growing emphasis on sustainable tourism, studies focusing on PPPs in the hospitality sector within Indonesia remain scarce, particularly in Makassar. Existing research predominantly examines large-scale infrastructure projects or general tourism policies, neglecting the nuanced role of hotels as strategic partners in destination sustainability. Moreover, the absence of empirical studies addressing MaxOne Resort and Hotel Makassar's initiatives creates a significant gap in understanding the effectiveness of such collaborations.

To address these gaps, this research explores the mechanisms, challenges, and outcomes of public-private collaboration in Makassar. By applying qualitative methods, including in-depth interviews, participatory observation, and policy analysis, the study seeks to provide a comprehensive understanding of how MaxOne Resort engages with stakeholders to foster sustainable tourism. The findings aim to inform both theoretical frameworks and practical strategies for enhancing PPPs in similar contexts.

Theoretical models such as the Penta-Helix framework provide a foundation for understanding public-private collaboration in tourism management. This model emphasizes the integration of government, private sector, academia, community, and media as key stakeholders, facilitating inclusive decision-making and policy implementation (Azwar et al., 2023; Hajar, 2024). Studies have shown that such collaborative approaches enhance the legitimacy and effectiveness of sustainability initiatives by aligning diverse interests (Kronenberg & Fuchs, 2021; Sánchez et al., 2020).

Empirical research highlights the success of PPPs in advancing sustainability goals through resource pooling, innovation, and shared governance (Bachri, 2023; Yunus et al., 2021). For instance, collaborations between public authorities and hospitality entities have promoted environmental conservation, local economic development, and cultural preservation. This study draws on these insights to examine how MaxOne Resort applies similar models in Makassar, contributing to localized governance and sustainability outcomes.

Although public-private collaboration in tourism has been extensively studied, existing research often focuses on Western contexts or high-profile Indonesian destinations like Bali and Yogyakarta. The applicability of these frameworks to Makassar, with its unique socio-political and economic dynamics, remains unexplored. Furthermore, most studies do not delve into the hospitality sector's specific role in sustainable destination management, leaving a gap in understanding how hotels like MaxOne Resort contribute to governance and sustainability beyond corporate social responsibility (CSR).

Additionally, few studies integrate perspectives from all relevant stakeholders, such as government officials, hotel employees, local communities, and tourists. This omission limits the understanding of collaborative dynamics and the challenges faced in implementing sustainability

initiatives. By addressing these gaps, this research provides a comprehensive and context-specific analysis of PPPs in Makassar's tourism sector.

The primary objective of this study is to analyze the role of public-private collaboration in sustainable tourism destination management, using MaxOne Resort and Hotel Makassar as a case study. Specifically, it investigates the mechanisms of collaboration, the hotel's contributions to economic, social, and environmental sustainability, and the challenges and opportunities associated with such partnerships. This study aims to bridge the gap between theoretical PPP models and their practical application in Makassar's tourism context.

The novelty of this research lies in its focus on Makassar, an emerging but under-researched tourism hub, and its emphasis on the hospitality sector's role in governance. By adopting a qualitative case study approach, the research provides context-specific insights that challenge Western-centric frameworks and offer actionable recommendations for enhancing public-private collaboration in sustainable tourism. The findings are expected to contribute to policy development, stakeholder engagement strategies, and the broader discourse on sustainable tourism governance in Indonesia.

Public-Private Collaboration in Sustainable Tourism Management

Public-private partnerships (PPPs) are recognized as a strategic mechanism in sustainable tourism management, facilitating resource pooling, innovation, and shared governance. Theoretical frameworks such as the Penta-Helix model, which integrates government, private sector, academia, community, and media, have proven effective in fostering inclusive decision-making and policy implementation (Azwar et al., 2023; Hajar, 2024). This approach ensures alignment of diverse stakeholder interests, enhancing the legitimacy and efficacy of sustainability initiatives (Kronenberg & Fuchs, 2021; Sánchez et al., 2020).

Empirical studies emphasize the potential of PPPs to address economic, environmental, and social dimensions of sustainability. For example, in Indonesia, collaborations between public authorities and hospitality entities have led to significant advancements in environmental conservation and local economic development (Bachri, 2023; Yunus et al., 2021). Such partnerships also provide an avenue for implementing sustainable tourism practices aligned with the United Nations Sustainable Development Goals (SDGs), particularly SDG 11, which emphasizes sustainable cities and communities (Barandiaran et al., 2019; Silva, 2024).

Role of the Hospitality Sector in Sustainable Tourism

Hotels and resorts play a pivotal role in sustainable tourism governance by adopting environmental management practices, promoting community involvement, and advocating responsible tourism. Case studies on leading hospitality entities reveal that such organizations can extend their influence beyond corporate social responsibility (CSR) to actively participate in destination management (Luthfi, 2023; Ringa, 2023). This is particularly relevant in emerging tourism hubs like Makassar, where empirical data on the hospitality sector's contributions to sustainable governance remains limited.

Stakeholder Involvement and Perceptions

Effective public-private collaboration in tourism governance necessitates the integration of diverse stakeholder perspectives. Research underscores the importance of involving local communities, government agencies, hotel management, employees, and tourists in decision-making processes (Iisnawati et al., 2022; Solís-Radilla et al., 2019). This approach not only enhances the inclusivity of tourism policies but also ensures that sustainability initiatives reflect the socio-cultural and environmental priorities of the destination.

Challenges in Public-Private Collaboration

Despite the potential of PPPs, several barriers hinder their effectiveness in sustainable tourism management. Regulatory issues, funding constraints, policy misalignment, and limited stakeholder engagement are common challenges identified in existing literature (Dalei et al., 2021; Gutierrez et al., 2020). Addressing these challenges requires context-specific strategies tailored to the unique socio-political and economic dynamics of each destination.

Theoretical Framework

The theoretical framework for this study is based on the Penta-Helix model of stakeholder integration, which emphasizes collaboration among five key sectors: government, private sector, academia, community, and media. This model offers a comprehensive perspective for analyzing the dynamics of public-private collaboration, particularly in the context of sustainable tourism destination management (Azwar et al., 2023; Hajar, 2024). By integrating these diverse sectors, the Penta-Helix model facilitates more inclusive and effective governance practices, ensuring that the interests and needs of all stakeholders are addressed.

The study focuses on several key constructs to explore public-private collaboration in sustainable tourism. First, it examines collaboration mechanisms, which include the policies, structures, and practices governing the partnership between MaxOne Resort and Hotel Makassar and public stakeholders. Second, it highlights sustainability dimensions by analyzing the economic, environmental, and social sustainability practices implemented by the hotel. Third, stakeholder engagement is explored by assessing the perceptions and roles of diverse stakeholders such as local government, hotel management, employees, local communities, and tourists. Lastly, the study identifies challenges and barriers, such as regulatory issues and funding constraints, that may hinder the effectiveness of public-private partnerships, and proposes strategies to overcome these obstacles.

The application of the Penta-Helix model is contextualized to Makassar's unique socio-political and economic conditions, providing a structured approach to evaluate how public-private collaboration contributes to sustainable tourism governance in the region. By integrating stakeholder perceptions and empirical data, the framework allows for a comprehensive analysis of the challenges and opportunities in managing sustainable tourism destinations.

This theoretical framework forms the foundation for investigating the case of MaxOne Resort and Hotel Makassar, offering valuable insights into best practices and policy recommendations. The findings aim to enhance public-private collaboration in Indonesia's tourism sector, contributing to the development of more sustainable and inclusive tourism governance practices.

METHOD

This study adopts a qualitative case study design to examine the dynamics of public-private collaboration in sustainable tourism destination management. A qualitative approach is particularly suited to explore the complexities of stakeholder interactions, perceptions, and practices, providing rich and contextual insights (Fernández-Villarán & García, 2022; Putra & Law, 2023). By focusing on MaxOne Resort and Hotel Makassar, the case study method enables an in-depth understanding of the hotel's role within the broader public-private partnership framework. The design facilitates the identification of collaborative mechanisms and the challenges faced, offering a comprehensive view of the socio-political and economic context of the partnership.

The research process was conducted in four distinct stages to ensure systematic data collection and analysis. The first stage, Planning and Design, involved formulating research questions, developing interview guides, and identifying relevant stakeholders. Next, Data Collection was carried out through in-depth interviews, participatory observations, and document analysis, capturing a broad spectrum of stakeholder insights. In the Data Analysis stage, the collected qualitative data were coded and analyzed thematically to extract patterns and themes. Finally, the Interpretation and Reporting stage presented the findings alongside recommendations for improving public-private collaboration in sustainable tourism governance.

The study adopts an interpretivist approach, emphasizing the subjective experiences and perceptions of stakeholders. This approach aligns with the research objective of understanding the "how" and "why" of public-private collaboration within Makassar's unique socio-political and economic environment (Carvalho & Alves, 2022). The interpretivist perspective ensures that the findings remain deeply rooted in the lived realities of the participants, offering practical and actionable insights.

Participants were purposively selected to ensure diverse perspectives relevant to the research objectives. These included Local Government Officials, such as representatives from the Makassar Tourism Office, Environment Office, and Bappeda, whose roles provide regulatory and developmental insights. Hotel Management, comprising executives and sustainability team members from MaxOne Resort, contributed perspectives on the implementation of collaborative and sustainability initiatives. Local Community Members, engaged in tourism-related activities, provided insights into the socio-economic impacts of tourism. Hotel Employees shared experiences related to the operationalization of sustainability practices. Finally, Tourists who had stayed at MaxOne Resort offered their perceptions of the hotel's sustainability initiatives, rounding out a comprehensive representation of stakeholder groups.

The research employed a combination of instruments and techniques to gather robust data. Semi-Structured Interview Guides were developed to explore stakeholder perceptions, collaboration mechanisms, and challenges in sustainable tourism governance. An Observation Checklist was used to document sustainability practices, stakeholder interactions, and community engagement efforts at MaxOne Resort. A Document Analysis Framework facilitated the extraction of relevant information from policy documents, sustainability reports, and local tourism plans.

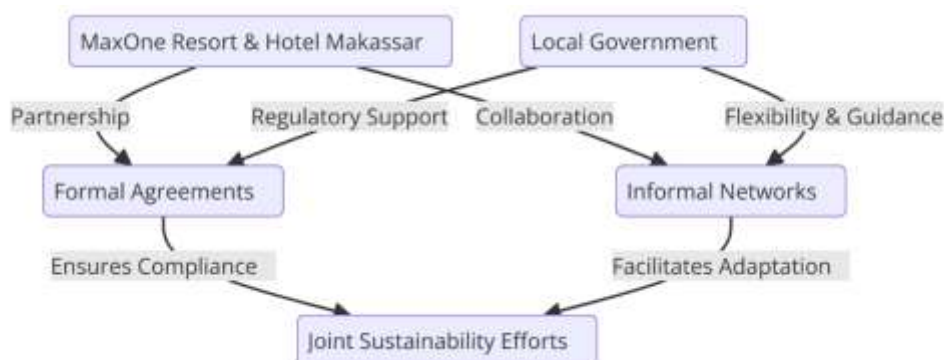
Data collection involved three key techniques: In-Depth Interviews with stakeholders captured detailed insights into their roles, motivations, and experiences. Participatory Observation enabled the researchers to directly observe sustainability practices and collaborative activities in real-time. Finally, Document Analysis provided contextual data from policy frameworks and reports, enriching the qualitative dataset with additional depth.

A purposive sampling strategy was employed to select participants based on their relevance to the study objectives, ensuring comprehensive coverage of key stakeholder groups (Putra & Law, 2023). Triangulation was utilized to integrate multiple data sources—interviews, observations, and document analysis—thereby enhancing the reliability and validity of the findings (Taufik, 2023). Data collection was meticulously documented through detailed field notes and audio recordings during interviews and observations, ensuring a thorough and accurate representation of the participants' perspectives.

Data analysis was conducted using a structured methodological framework to ensure depth and rigor. Thematic Analysis was employed to identify patterns and themes related to collaboration mechanisms, sustainability practices, and stakeholder dynamics (Renyaan, 2023). Iterative Analysis allowed continuous refinement of themes and insights as data were collected, ensuring a dynamic interpretation process (Wondirad et al., 2020). The findings were then subjected to Contextual Interpretation, aligning the results with the socio-economic and cultural realities of Makassar to ensure relevance and applicability.

To effectively convey the findings, several presentation techniques were utilized. Narrative Synthesis provided a descriptive account of key themes and stakeholder insights, enriched with verbatim quotes to maintain authenticity. Visual Aids, including tables and diagrams, were used to illustrate the relationships and dynamics within the public-private collaboration framework. Finally, Comparative Insights were drawn by contextualizing the findings against existing literature, highlighting novel contributions and reinforcing the study's validity.

RESULT AND DISCUSSION



Presentation of Results – Mechanisms of Collaboration

The diagram illustrates the Public-Private Collaboration Framework between MaxOne Resort & Hotel Makassar and the Local Government, highlighting the mechanisms, interactions, and outcomes that contribute to Joint Sustainability Efforts. At the core of this framework are two key stakeholders. MaxOne Resort & Hotel Makassar represents the private sector entity, actively driving sustainability practices through partnerships and internal policies aligned with business objectives and corporate social responsibility (CSR). The hotel plays a pivotal role in implementing environmental conservation initiatives and fostering community engagement. On the other hand, the Local Government functions as the public sector authority, responsible for providing regulatory support, policy guidance, and governance oversight to ensure that sustainability standards are consistently met. The government also facilitates an enabling environment through policy frameworks, funding, and regulatory mechanisms.

Collaboration between these entities is structured around two main mechanisms: Formal Agreements and Informal Networks. Formal Agreements are established through partnerships with MaxOne Resort and supported by the regulatory framework provided by the local government. These agreements serve as binding legal frameworks that formally recognize sustainability objectives, with clearly defined roles and responsibilities for both parties. Their primary function is to ensure compliance with environmental laws, sustainability standards, and policy regulations, effectively aligning the hotel's initiatives with broader governmental sustainability goals. In contrast, Informal Networks are developed through active collaboration between the hotel and government, coupled with the flexibility and guidance provided by public authorities. These networks foster dynamic, adaptive problem-solving capabilities beyond the constraints of formal legal frameworks, enabling real-time communication and flexible responses to emerging sustainability challenges. They facilitate adaptation to local socio-political, cultural, and environmental contexts, enhancing the resilience of sustainability practices.

The convergence of these mechanisms leads to Joint Sustainability Efforts, the ultimate goal of the public-private partnership. Formal Agreements contribute to regulatory compliance, ensuring that sustainability initiatives meet legal and environmental standards, while Informal Networks enhance the adaptive capacity of both the hotel and government, promoting innovative and context-specific sustainability practices. Examples of such joint efforts include waste management campaigns, community-based tourism programs, environmental conservation initiatives, and skill-building workshops for local communities. These initiatives reflect the collaborative synergy between structured governance and flexible adaptation.

The diagram also reveals the interconnected dynamics between formal and informal mechanisms, creating a feedback loop that continuously improves both compliance and adaptability. Formal Agreements provide a stable foundation, while Informal Networks allow for dynamic adjustments based on real-world feedback from various stakeholders. This dual mechanism fosters inclusive decision-making, actively involving local communities, government agencies, hotel

management, and tourists. The continuous interaction between structured regulations and flexible networks ensures that sustainability strategies are both robust and responsive to change.

Several critical insights emerge from this framework. First, it underscores the importance of balancing structure and flexibility in sustainable tourism governance. While formal agreements provide legal stability and regulatory compliance, informal networks enable the flexibility needed to address evolving sustainability challenges. Second, the framework emphasizes multi-stakeholder engagement, ensuring that sustainability efforts are inclusive and reflect the diverse needs of different community groups. Third, the model supports context-specific adaptation, accommodating the unique socio-political and cultural characteristics of Makassar, which enhances the relevance and resilience of sustainability initiatives. Lastly, the framework bridges the gap between policy and practice, aligning governmental directives with on-the-ground implementation by the hospitality sector, thereby promoting coherence in sustainable tourism governance.

In conclusion, the diagram effectively captures the synergistic relationship between MaxOne Resort & Hotel Makassar and the local government. It demonstrates how formal agreements ensure compliance with sustainability standards, while informal networks promote adaptability and innovation. This dual approach leads to effective joint sustainability efforts, addressing environmental, social, and economic dimensions of sustainable tourism management. The collaborative model presented in this framework offers valuable insights and can serve as a best practice for enhancing public-private partnerships in emerging tourism destinations.

Presentation of Results – Hotel’s Role in Sustainability



The diagram illustrates the Sustainability Framework of MaxOne Resort & Hotel, focusing on three core pillars: Environmental Sustainability, Community Engagement, and Responsible Tourism. Each of these pillars is supported by specific initiatives and actions that reflect the hotel's commitment to sustainable tourism governance. Notably, MaxOne Resort's sustainability practices go beyond traditional corporate social responsibility (CSR), integrating environmental conservation, community empowerment, and responsible tourism into its core operations.

MaxOne Resort & Hotel demonstrates leadership in environmental sustainability by prioritizing energy efficiency and waste reduction. The hotel has implemented eco-friendly systems to minimize its environmental footprint. This includes adopting renewable energy technologies, optimizing energy usage through smart systems, and employing efficient water management practices. Additionally, the hotel actively reduces single-use plastics and promotes recycling initiatives as part of its waste management strategy. These efforts highlight MaxOne Resort's proactive role in setting benchmarks for sustainability within the hospitality sector. The emphasis on leading environmental efforts underscores the hotel's commitment to reducing carbon emissions, conserving natural resources, and fostering an eco-conscious culture among staff and guests.

In terms of community engagement, MaxOne Resort plays a vital role in supporting local communities, particularly through the creation of jobs and the organization of cultural events. The hotel's engagement strategy focuses on providing employment opportunities for local residents, offering fair wages, and establishing partnerships with small businesses and local suppliers. Beyond economic support, MaxOne Resort actively promotes local culture by hosting traditional performances, cultural festivals, and community workshops. These events not only celebrate Makassar's heritage but also

stimulate local tourism and economic development. Furthermore, the hotel organizes skill-building workshops to enhance local capacities, empowering community members to participate more effectively in the tourism sector. This comprehensive approach fosters social sustainability, reduces economic disparities, and contributes to the overall well-being of the community.

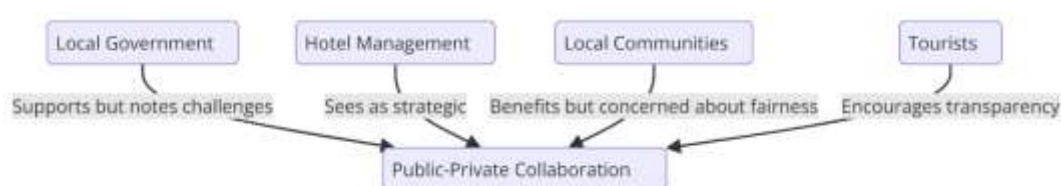
MaxOne Resort is also dedicated to fostering responsible tourism, with a strong focus on promoting eco-tourism and encouraging guest participation in sustainability initiatives. The hotel offers eco-tours designed to showcase Makassar's natural beauty while educating tourists about environmental conservation and cultural sensitivity. These tours are carefully structured to minimize ecological impact and often involve local guides, which strengthens the connection between tourism and community development. Moreover, the hotel actively encourages guests to engage in sustainable practices during their stay, such as participating in beach clean-up activities, conservation programs, and environmental workshops. By fostering environmental awareness and responsible behavior among tourists, MaxOne Resort cultivates a culture where sustainability is viewed as a shared responsibility between the business, the community, and its guests.

The diagram also reveals the interconnected dynamics between environmental sustainability, community engagement, and responsible tourism. These pillars are not isolated initiatives; instead, they are synergistically linked, creating a comprehensive framework for sustainable tourism management. For example, environmental sustainability efforts, such as waste reduction and energy efficiency, directly contribute to a healthier environment for both residents and tourists. Community engagement initiatives ensure that tourism generates economic and social benefits for local populations, fostering resilience and cultural preservation. Meanwhile, responsible tourism bridges the gap between environmental and social goals by encouraging tourists to actively participate in sustainability practices. Together, these interconnected elements form a holistic sustainability model that benefits not just MaxOne Resort's operations but also the broader Makassar community and its natural environment.

Several critical insights emerge from this sustainability framework. First, MaxOne Resort's proactive approach positions it as a leader in sustainable hospitality, setting an example for other hotels and businesses within the tourism sector. Second, the integration of environmental and social goals highlights the potential for businesses to achieve sustainability through balanced strategies that address both ecological conservation and community development. Third, the hotel's emphasis on stakeholder engagement—including local communities, employees, and tourists—demonstrates the importance of fostering a shared sense of ownership and responsibility for sustainability initiatives. Lastly, by embedding sustainability into its core operations, MaxOne Resort transcends traditional CSR activities, showcasing how sustainability can be a strategic driver of business growth and resilience.

In conclusion, the diagram effectively captures MaxOne Resort & Hotel's comprehensive approach to sustainability. Through leadership in environmental conservation, active community engagement, and the promotion of responsible tourism, the hotel demonstrates a strong commitment to sustainable tourism governance. This integrated framework not only enhances MaxOne Resort's brand reputation but also contributes to the broader goals of sustainable development in Makassar. The model presented serves as a benchmark for best practices in the hospitality industry, offering valuable insights for businesses seeking to create positive environmental, social, and economic impacts through innovative sustainability initiatives.

Presentation of Results – Stakeholder Perceptions



The diagram illustrates MaxOne Resort & Hotel's Sustainability Framework, emphasizing three interconnected pillars: Environmental Sustainability, Community Engagement, and Responsible Tourism. Each pillar reflects the hotel's strategic approach to sustainable tourism, supported by specific initiatives that aim to balance economic growth, environmental stewardship, and social equity. The framework highlights MaxOne Resort's role in fostering sustainable practices through proactive leadership, community involvement, and guest participation, while also addressing stakeholder perceptions regarding the effectiveness of public-private collaboration.

MaxOne Resort demonstrates leadership in environmental sustainability by spearheading initiatives focused on energy efficiency and waste reduction. The hotel actively reduces its environmental footprint through eco-friendly practices, such as minimizing single-use plastics, implementing sustainable waste management protocols, and adopting energy-saving technologies. These efforts not only contribute to regulatory compliance but also set a benchmark for environmental stewardship within the hospitality industry. The emphasis on leading efforts underscores MaxOne's proactive role in sustainability, positioning the hotel as an industry leader committed to mitigating the ecological impacts of tourism. This approach aligns with stakeholder expectations, particularly from local government entities that view the hotel's environmental initiatives as a model for sustainable tourism development in Makassar.

In terms of community engagement, MaxOne Resort is deeply committed to supporting local communities through the creation of jobs and the promotion of cultural events. The hotel actively collaborates with local stakeholders to generate employment opportunities, enhance local skills, and celebrate cultural heritage. By hosting cultural festivals, partnering with local artisans, and offering capacity-building programs, MaxOne fosters socio-economic development within the Makassar region. Local communities recognize the hotel's efforts to promote cultural preservation and economic empowerment. However, concerns persist regarding the uneven distribution of benefits, with some community members expressing that not all groups equally benefit from the hotel's engagement initiatives. This highlights the need for more inclusive policies that address resource allocation and ensure equitable opportunities for marginalized communities.

MaxOne Resort also plays a crucial role in promoting responsible tourism by encouraging eco-tourism activities and facilitating guest participation in sustainability programs. The hotel offers eco-friendly tours that showcase Makassar's natural beauty while educating tourists on environmental conservation and cultural sensitivity. Additionally, guests are encouraged to engage in sustainable practices, such as participating in beach clean-up activities and supporting local businesses. Tourists generally support these initiatives, appreciating the hotel's commitment to sustainability. However, feedback from visitors suggests a need for greater transparency in eco-certification processes to enhance credibility and build trust in the hotel's green practices. Addressing this concern could strengthen MaxOne's reputation as a leader in responsible tourism and further engage eco-conscious travelers.

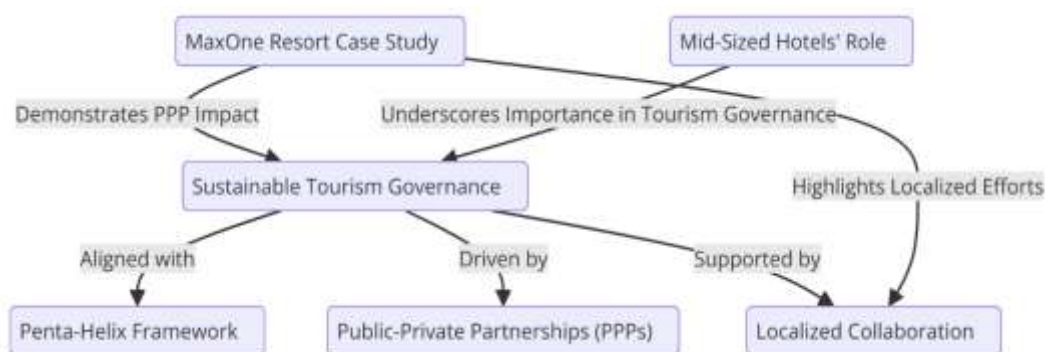
The interconnectedness of environmental sustainability, community engagement, and responsible tourism within MaxOne's framework reflects a holistic approach to sustainable tourism management. These pillars are not isolated; rather, they create a synergistic effect that enhances the hotel's overall sustainability impact. For instance, environmental conservation efforts improve the quality of life for local communities while providing attractive eco-tourism experiences for visitors. Similarly, community engagement initiatives foster cultural awareness among tourists, enriching their travel experiences and promoting sustainable behaviors.

Stakeholder perceptions play a pivotal role in shaping the success of MaxOne's sustainability strategies. Local government officials commend the hotel's efforts as a pioneering model for public-private collaboration, though they emphasize the need for improved resource allocation and policy enforcement to maximize the impact of sustainability programs. Hotel management views the collaboration with public entities as an opportunity to enhance the hotel's sustainability credentials and secure a competitive advantage in the hospitality market. Local communities value the socio-economic benefits derived from the partnership but advocate for more inclusive engagement to address disparities

in benefit distribution. Tourists appreciate the hotel's eco-friendly initiatives but recommend greater transparency to reinforce the credibility of sustainability claims.

In conclusion, the diagram highlights MaxOne Resort & Hotel's comprehensive sustainability framework, showcasing its commitment to environmental protection, community development, and responsible tourism. The integration of these pillars demonstrates the hotel's leadership in sustainable tourism governance, supported by strong public-private collaborations. While the hotel's efforts have yielded positive outcomes, stakeholder feedback underscores the need for continuous improvement, particularly in areas related to inclusivity, resource distribution, and transparency. By addressing these challenges, MaxOne Resort can further strengthen its role as a sustainability leader in the hospitality industry, contributing to both local development and global sustainability goals.

Discussion – Alignment with Literature & Novel Contributions



The diagram illustrates the key components of **Sustainable Tourism Governance**, using the MaxOne Resort Case Study as a focal point. This case study demonstrates how Public-Private Partnerships (PPPs), supported by localized collaboration and aligned with the Penta-Helix Framework, drive sustainable tourism initiatives. Additionally, the diagram emphasizes the often-overlooked role of mid-sized hotels in tourism governance, highlighting how their localized efforts contribute to broader sustainability goals.

At the core of the diagram is Sustainable Tourism Governance, which serves as the central theme linking various elements. The MaxOne Resort Case Study plays a pivotal role in this framework as it demonstrates the impact of PPPs. This case study showcases how partnerships between public entities and private stakeholders can lead to successful sustainability outcomes. Through MaxOne Resort's collaboration with local governments and communities, the case highlights how pooling resources, sharing responsibilities, and fostering innovation can address complex sustainability challenges. These findings align with studies by Bachri (2023) and Yunus et al. (2021), which emphasize the transformative potential of PPPs in sustainable development.

The diagram also underscores the importance of mid-sized hotels in tourism governance, an area often underexplored in academic literature that tends to focus on large-scale resorts or major tourism destinations. MaxOne Resort's localized efforts illustrate how mid-sized hotels can play a significant role in driving sustainability through community engagement, responsible resource management, and policy alignment. These localized efforts are not isolated but are integral to broader governance structures. By highlighting localized efforts, the study demonstrates how mid-sized hotels can complement national and international sustainability frameworks, contributing to the achievement of the United Nations Sustainable Development Goals (SDGs).

The framework is further aligned with the Penta-Helix model, which integrates five key stakeholders: government, private sector, academia, community, and media. This model facilitates inclusive decision-making and ensures that diverse voices are represented in sustainability initiatives. The alignment with the Penta-Helix framework emphasizes the importance of multi-stakeholder

collaboration in addressing sustainability challenges. Studies by Hajar (2024) and Azwar et al. (2023) affirm that such collaborative governance models enhance the legitimacy and effectiveness of sustainability policies by fostering shared ownership among stakeholders.

Public-Private Partnerships (PPPs) are identified as the driving force behind sustainable tourism governance in the diagram. PPPs enable the sharing of resources, knowledge, and expertise between public and private entities, creating a synergistic relationship that enhances the capacity to implement sustainability initiatives. The MaxOne Resort case exemplifies how PPPs can lead to tangible outcomes, such as improved environmental management practices, community development programs, and sustainable business operations. The success of PPPs in this context reinforces the need for strategic alliances to address sustainability challenges that neither the public nor private sector can tackle alone.

Moreover, localized collaboration is shown as a critical supporting element in the governance framework. Localized collaboration refers to partnerships and initiatives that are context-specific, tailored to the unique socio-cultural, economic, and environmental conditions of a given region. In the case of MaxOne Resort, localized collaboration involves engaging with local communities, government agencies, and other stakeholders to co-create sustainable tourism practices. This approach ensures that sustainability efforts are not only top-down but also grassroots-driven, fostering community ownership and resilience. Research by Bachri (2023) and Yunus et al. (2021) highlights the importance of localized governance models in achieving sustainable development outcomes.

The diagram also illustrates the interconnectedness between these elements. The impact of PPPs, the role of mid-sized hotels, and the significance of localized collaboration are all integrated within the broader framework of sustainable tourism governance. These components do not function in isolation; instead, they interact dynamically to create a comprehensive governance model. For example, while PPPs drive sustainability initiatives at a structural level, mid-sized hotels like MaxOne Resort implement these initiatives on the ground, supported by localized partnerships and community engagement efforts.

In conclusion, the diagram provides a comprehensive overview of the key drivers of Sustainable Tourism Governance. It highlights the critical role of MaxOne Resort's case study in demonstrating the effectiveness of Public-Private Partnerships (PPPs), the often-overlooked contributions of mid-sized hotels, and the importance of localized collaboration. By aligning with the Penta-Helix framework, the study offers a holistic approach to sustainable tourism governance, emphasizing the need for multi-stakeholder engagement, strategic partnerships, and context-specific initiatives. This integrated model contributes valuable insights to the discourse on sustainable tourism, offering practical recommendations for policymakers, industry leaders, and community stakeholders seeking to promote sustainability in emerging tourism destinations like Makassar.



Discussion – Challenges in Collaboration

Challenges in Public-Private Collaboration

One of the primary challenges identified is the presence of regulatory gaps, often stemming from inconsistencies between government policies and private sector practices. These inconsistencies can

lead to fragmented governance, where conflicting regulations create confusion and hinder the smooth implementation of sustainability initiatives. For example, while public authorities may advocate for stringent environmental policies, the private sector might struggle to comply due to vague or overlapping regulations, thereby disrupting seamless coordination.

Another significant barrier is resource constraints, primarily driven by limited resources such as funding, technical expertise, and human capital. This is particularly evident in emerging tourism destinations where both public and private entities may face budgetary restrictions. These limitations impede the scalability of sustainability projects, making it difficult to invest in long-term environmental and community-based initiatives. Additionally, the lack of specialized knowledge restricts innovation and reduces the effectiveness of sustainability programs.

The third major challenge revolves around communication issues, often fueled by mistrust and gaps in stakeholder relationships. Ineffective communication channels, coupled with a lack of transparency, can erode trust among government agencies, private enterprises, and local communities. Mistrust may arise from past negative experiences, unmet expectations, or perceived power imbalances within collaborative frameworks. This breakdown in communication not only weakens stakeholder confidence but also limits the potential for adaptive problem-solving and cohesive decision-making.

Solutions to Enhance Public-Private Collaboration

To address these challenges, the diagram proposes several solutions that aim to strengthen public-private collaboration. One critical strategy is policy alignment, achieved through the development of harmonized policies that bridge regulatory gaps. Aligning government regulations with private sector sustainability practices ensures coherence in governance structures, reduces bureaucratic hurdles, and fosters a more conducive environment for collaboration. This alignment facilitates the integration of sustainability goals across sectors, enabling more effective and coordinated efforts in areas such as environmental protection and cultural preservation.

Capacity building is another key solution, designed to overcome resource constraints through targeted training and support initiatives. These programs aim to enhance the competencies of stakeholders involved in sustainable tourism governance, including government officials, community leaders, and private sector employees. Capacity-building efforts may involve technical training on environmental management, workshops on leadership development, and programs focused on sustainable business practices. By investing in human capital, these initiatives contribute to more resilient governance structures capable of addressing complex sustainability challenges.

The final solution emphasizes the importance of stronger engagement through inclusive collaboration. This approach promotes participatory governance by actively involving diverse stakeholders—especially marginalized communities—in decision-making processes. Inclusive collaboration fosters a sense of ownership and accountability among stakeholders, enhancing the legitimacy of sustainability initiatives. Mechanisms such as regular stakeholder consultations, transparent communication channels, and collaborative platforms can build trust, address power imbalances, and ensure that sustainability programs are socially equitable and culturally relevant.

Analysis and Implications

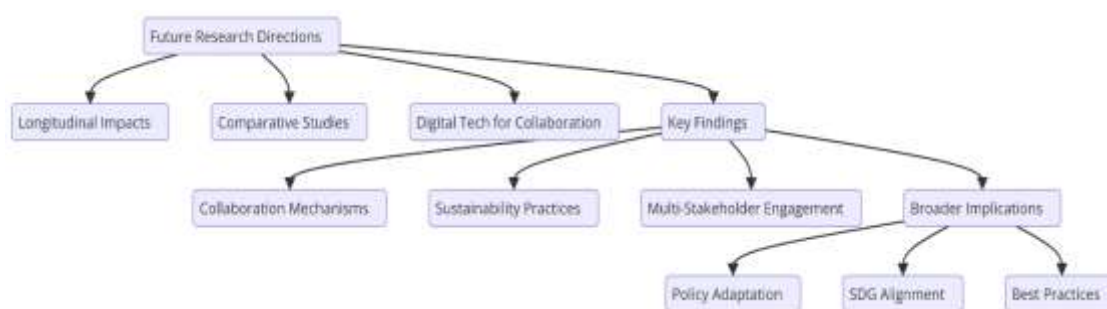
The analysis reveals that the challenges and solutions associated with public-private collaboration are interconnected. For instance, regulatory gaps can exacerbate resource constraints, while poor communication often intensifies issues related to trust and collaboration. Therefore, addressing these barriers requires a holistic approach that considers the complex interplay between regulatory, financial, and social dynamics.

Implications for Policy and Practice are profound. The findings suggest that policy harmonization is crucial for reducing regulatory fragmentation and enhancing collaborative efficiency. Governments can play a proactive role by aligning public regulations with private sector sustainability practices, thereby creating a more supportive policy environment. Additionally, capacity-building programs are essential for equipping stakeholders with the necessary skills and knowledge to implement sustainable practices effectively. Financial incentives, such as tax rebates, grants, and

subsidies, can further encourage private sector investment in sustainability initiatives, driving innovation and long-term development.

Implications for Stakeholder Engagement highlight the need for transparent communication and inclusive governance. Establishing transparent communication mechanisms, such as regular progress reports and feedback channels, fosters trust and accountability. Inclusive decision-making platforms ensure that all stakeholders, including local communities and smaller tourism operators, have a voice in governance processes. Moreover, tourist awareness campaigns can amplify the impact of sustainability initiatives by promoting responsible travel behaviors and encouraging guest participation in environmental conservation efforts.

Future Research Directions



Future Research Directions: Detailed Analysis and Key Insights

Future research directions in the context of public-private collaboration for sustainable tourism governance are multi-faceted, focusing on several critical areas. These areas include longitudinal impacts, comparative studies, the role of digital technology for collaboration, and the exploration of key findings that lead to broader implications. Each of these components offers valuable insights for enhancing both theoretical understanding and practical applications in sustainable tourism management.

One significant area of future research is the exploration of longitudinal impacts of public-private collaborations. This research direction emphasizes the need to study sustainability outcomes over extended periods, providing a deeper understanding of how collaborative efforts evolve. By conducting longitudinal studies, researchers can assess the durability and effectiveness of collaboration mechanisms and sustainability practices. This approach helps identify patterns of success and areas where adjustments are needed. For instance, while certain sustainability initiatives may show immediate benefits, their long-term viability could be influenced by external factors such as economic shifts, environmental changes, or political developments. Longitudinal research is crucial for understanding not just immediate impacts but also the sustainability of these efforts over time.

Another essential avenue for future research is conducting comparative studies across different regions, particularly within Indonesia and other emerging tourism destinations. Comparative studies can uncover transferable best practices and highlight contextual variations in governance models. By analyzing different case studies, researchers can determine which collaboration strategies are universally effective and which require adaptation to local socio-political, cultural, and economic contexts. For example, the governance structures that work effectively in Bali might not be suitable for Makassar due to differences in tourism maturity, stakeholder dynamics, and resource availability. Such comparative analyses are invaluable for policymakers and practitioners seeking to implement best practices tailored to specific regional needs.

The role of digital technology for collaboration is another promising area of exploration. As technology continues to transform how organizations operate, it offers new opportunities to enhance

communication, coordination, and transparency among stakeholders involved in sustainable tourism. Future research could investigate how digital platforms, such as real-time data-sharing tools, stakeholder engagement apps, and collaborative decision-making software, facilitate more effective public-private partnerships. Moreover, the integration of advanced technologies like blockchain for transparent governance or artificial intelligence for data-driven decision-making can be explored to identify innovative solutions to existing challenges in sustainable tourism governance.

In addition to these specific research directions, the diagram emphasizes the importance of reflecting on key findings from current studies. These findings highlight the significance of collaboration mechanisms, sustainability practices, and multi-stakeholder engagement as foundational pillars of effective tourism governance. Understanding how these elements interact is critical for developing robust governance models that support sustainable development goals (SDGs). Research can further investigate how these mechanisms contribute to improved environmental outcomes, economic resilience, and social equity in tourism destinations.

The broader implications of these findings extend to several critical areas. One such area is multi-stakeholder engagement, which remains a cornerstone of successful public-private collaborations. Future studies could delve deeper into the dynamics of stakeholder relationships, examining how different groups—governments, businesses, local communities, NGOs, and tourists—can collaborate more effectively. Research could explore strategies to foster trust, manage conflicts, and ensure that all voices, including marginalized communities, are represented in decision-making processes.

Another area of focus is policy adaptation. Given the dynamic nature of the tourism industry, there is a need for governance models that can adapt to changing circumstances. Future research could explore how policies can be designed to be more flexible and responsive, incorporating feedback loops that allow for continuous learning and adjustment. This approach is essential for ensuring that sustainability initiatives remain relevant and effective in the face of new challenges, such as climate change, economic fluctuations, or shifts in tourism trends.

Aligning public-private collaboration efforts with the United Nations Sustainable Development Goals (SDGs) is also a critical area for future investigation. Research could examine how specific partnerships contribute to achieving SDGs, such as SDG 8 (Decent Work and Economic Growth), SDG 11 (Sustainable Cities and Communities), and SDG 13 (Climate Action). This line of inquiry would help identify gaps in current practices and suggest ways to enhance the contribution of tourism collaborations to global sustainability objectives.

Finally, future research should aim to identify and disseminate best practices in public-private collaboration for sustainable tourism. This involves analyzing successful case studies from various regions and sectors to extract lessons that can be applied elsewhere. Best practices might include innovative funding models, effective stakeholder engagement techniques, or successful sustainability initiatives implemented by tourism businesses. By developing comprehensive toolkits and guidelines based on these best practices, researchers can provide practical support for stakeholders working to improve tourism governance.

In conclusion, the diagram provides a comprehensive framework for future research directions that can significantly advance the field of sustainable tourism governance. By focusing on longitudinal impacts, comparative studies, the role of digital technology, and the broader implications of key findings, researchers can generate valuable insights to inform both policy and practice. These future research areas will help address existing knowledge gaps, support the development of more effective governance models, and ultimately contribute to the creation of sustainable, resilient, and inclusive tourism destinations.

CONCLUSION

This study has explored the dynamics of public-private collaboration in sustainable tourism destination management, with a specific focus on MaxOne Resort and Hotel Makassar. The findings highlight that structured collaboration mechanisms, including formal agreements, joint projects, and stakeholder committees, play a pivotal role in facilitating sustainable governance. MaxOne Resort's

proactive engagement in environmental conservation, community empowerment, and responsible tourism practices positions it as a model for sustainability within the hospitality sector. The integration of public and private efforts through the Penta-Helix framework—encompassing government, private sector, academia, community, and media—has proven effective in fostering inclusive decision-making and enhancing the legitimacy of sustainability initiatives.

However, the research also identifies significant challenges that hinder the full potential of these partnerships. Regulatory misalignments, resource constraints, and inconsistent stakeholder engagement pose barriers to achieving comprehensive sustainability outcomes. Addressing these challenges requires adaptive governance strategies that align policy frameworks with on-the-ground realities, ensuring that sustainability efforts are both inclusive and context-specific.

This study contributes to the existing literature by offering localized insights into the practical application of public-private partnerships in Makassar's emerging tourism sector. It bridges the gap between theoretical models and real-world practices, emphasizing the role of mid-sized hotels in sustainable tourism governance—an area often overlooked in prior research. The findings underscore the importance of multi-stakeholder collaboration, policy harmonization, capacity building, and transparent communication in enhancing the effectiveness of sustainability initiatives.

Moving forward, future research should explore the longitudinal impacts of public-private collaborations, conduct comparative studies across different regions, and investigate the role of digital technologies in enhancing stakeholder coordination. Additionally, aligning public-private collaboration efforts with the United Nations Sustainable Development Goals (SDGs) can provide a global framework for assessing and improving sustainability practices. Ultimately, this research highlights that sustainable tourism governance is most effective when built on inclusive partnerships, adaptive policies, and a shared commitment to environmental, social, and economic well-being.

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