

International Journal of Social Sciences and Humanities
Vol. 4 No. 3, October 2026, pages: 1804-1818
e-ISSN: 2985-6469
https://ejournal.45mataram.ac.id/index.php/ijssh

Multi Actor Collaboration Model Based on Creative Economy for Sustainable Marine Tourism in Bone Bolango Regency

Mohamad Fadly Binolombangan[1]*, Kurniadi K. Hasan[2], Henro Prayitno Nento[3]
**Corresponding Author's e-mail: mohamadfadlybinolombangan@unbitago.ac.id*

Article History

Manuscript submitted:
15 Agustsu 2026
Manuscript revised:
21 September 2026
Accepted for publication:
19 Oktober 2026

Keywords

Creative Economy;
Destination Governance;
Marine Tourism;
Multi Actor Collaboration;
Sustainable Tourism

Abstract

This study aimed to analyze inter-actor collaboration patterns, identify the role of the creative economy in strengthening sustainable marine tourism, and formulate a draft multi-actor collaboration model based on the creative economy in Bone Bolango Regency. A sequential explanatory mixed-methods design was employed. Survey data were collected from 60 respondents representing government institutions, community groups/Tourism Awareness Groups, tourism businesses, and creative economy actors across four marine tourism destinations, while in-depth interviews with 16 informants were analyzed thematically. Inter-actor collaboration (M=2.936) and the role of the creative economy (M=2.756) were both moderate. Inter-actor trust was the weakest collaboration dimension, while innovation and local business models and the connectivity of creative economy actors with other stakeholders were the weakest creative economy aspects. Collaboration was positively and significantly associated with the role of the creative economy (Pearson r=0.835; R^2=0.698). Integrating both data strands produced a five-element model draft: regular coordination forums, early involvement of creative economy actors in planning, a shared digital information platform, linkage with government support programs, and accommodation of customary deliberation and community mutual cooperation. The model remained a draft and required further validation through participatory processes.

Copyright © 2026, The Author(s).
This is an open access article under the BY-NC-ND license

Contents

Abstract 1804804
Introduction 1805
Methods 1807
Results and Discussions 1808
Conclusion 1816
References 1817

[1] Ilmu Administrasi Niaga, Universitas Bina Taruna Gorontalo, Gorontalo, Indonesia
[2] Ilmu Administrasi Publik, Universitas Bina Taruna Gorontalo, Gorontalo, Indonesia
[3] Manajemen Keuangan Sektor Publik, Universitas Bina Taruna Gorontalo, Gorontalo, Indonesia

Introduction

Marine tourism contributes to local economic activity, employment, and community income, but these benefits depend on how destinations are governed. Marine tourism uses coastal and marine resources whose economic value is closely tied to social relations, institutional capacity, and environmental conditions. Recent work on marine tourism therefore places destination management alongside the need to sustain local benefits rather than treating visitor growth as the sole measure of performance (Healy & Carvao, 2025; Orams & Lück, 2025). This issue is particularly relevant in coastal destinations where several actors control different resources and decisions. Bone Bolango Regency in Gorontalo Province has substantial potential for nature and marine tourism. The regency covers 1,984.54 km², with 18 subdistricts, 160 villages, and 5 urban villages. Around 70.74% of its territory, or approximately 140,098 ha, is designated as conservation area. This status creates an opportunity for nature-based tourism, but it also increases the need for careful management of supporting infrastructure and local livelihoods. A study of Kurenai Beach, for example, stresses the importance of spatial suitability and tourism carrying capacity, while regional economic studies point to the value of local resources in strengthening the economy (Hamzah et al., 2024; Nilasari et al., 2025).

The four destinations examined in this study illustrate different governance conditions. Taman Laut Olele is a marine conservation area known for coral reefs and supported by interactions among Tourism Awareness Groups (Pokdarwis), dive operators, and tourism agents. Pantai Botubarani has developed around whale-shark tourism and shows a relatively organized institutional structure. Pantai Botutonuo receives the largest number of visitors among the four sites, yet its coastal management history has generated coordination challenges. Pantai Molotabu relies more heavily on community self-help initiatives. These differences make the four sites useful for examining whether tourism activity and institutional maturity develop at the same pace. Visitor data reinforce the contrast. In 2024, Botutonuo recorded 53,512 visits, Botubarani 32,912, Olele 6,195, and Molotabu 4,226. The figures show that visitor volume varies sharply, but they do not by themselves indicate the strength of destination governance. A destination can attract many visitors while still facing weak coordination, uneven support, or limited participation in decision making. This distinction is important when assessing sustainable tourism because governance capacity affects how tourism activity is translated into local economic and social benefits.

Table 1. Visitor Arrivals at the Four Study Sites in 2024

Destination	Visitors
Pantai Botutonuo	53,512
Pantai Botubarani	32,912
Taman Laut Olele	6,195
Pantai Molotabu	4,226

Source: Department of Tourism, Youth and Sports of Bone Bolango Regency, 2026.

Destination management involves government, communities, Pokdarwis, tourism businesses, and creative economy actors. Their resources and interests are not identical. Stakeholder mapping is therefore central to sustainable destination governance (Roxas et al., 2020). More recent destination governance literature emphasizes networks, coordination, and sustainability, while governance research also highlights the complexity created by multiple actors and changing local conditions (Farsari, 2023;

e-ISSN : 2985-6469

Pechlaner et al., 2025). In coastal and marine tourism, this complexity is intensified because environmental, economic, and community concerns must be addressed at the same time (Franzén et al., 2024). The creative economy adds another layer to this governance problem. Local food products, handicrafts, souvenirs, digital promotion, and tourism services can increase the value generated from a destination. Creative tourism research shows that community creativity can contribute to sustainable development when local participation and value creation are supported by appropriate institutions (Suriyankietkaew et al., 2025). In marine tourism, creative economy development is also linked to innovation and local capacity (Febriamansyah, 2025). At the micro level, creative-economy MSMEs can connect tourism demand with local production and household income (Harahap & Hasugian, 2024).

Previous studies in Bone Bolango have examined these elements separately. Danial et al. (2023) discussed tourismpreneurship and digital-based community empowerment in Botubarani. Hasan et al. (2025) examined the role of the local tourism agency, while Gintulangi et al. (2025) highlighted local socio-economic dynamics in the Tomini Bay coastal area. Niode & Rahman (2022) linked creative-economy MSMEs with marine tourism and regional economic resilience. Binolombangan & Hasan (2026) further examined collaborative strategies for marine tourism development through creative-economy-based MSME empowerment. However, the existing literature leaves a practical gap. Government roles, community empowerment, MSMEs, creative products, and destination management are often studied as separate topics. Less attention has been given to the relationship between the maturity of multi-actor collaboration and the structural position of creative economy actors across several marine destinations within the same local government area. This matters because participation is not necessarily substantive. Jánová et al. (2025) show that citizen participation can remain tokenistic when stakeholders are not given meaningful influence. Liu & Kou (2024) similarly emphasize the stakeholder dimension of creative tourism, while Reina-Usuga et al. (2024) connect collaborative governance with rural tourism initiatives and perceived value.

The gap is therefore not simply a lack of programs or a lack of creative products. The more specific issue is whether existing actors are connected through routines that allow information, resources, decisions, and benefits to move across institutional boundaries. Local government programs may exist, but creative economy actors may still receive information through personal networks or social media rather than through formal destination institutions. This creates a practical distance between policy design and implementation at the destination level. This study addresses that gap by examining collaboration and the creative economy together across four marine tourism destinations in Bone Bolango. A sequential explanatory mixed-methods design was selected because statistical patterns alone cannot explain why collaboration differs across destinations. Quantitative results identify levels, differences, and relationships, while qualitative evidence clarifies how trust, communication, support, and institutional access shape those patterns. Mixed-methods integration is particularly useful for tourism research where measurable relationships need to be interpreted within social and institutional contexts (Huang et al., 2025; Nasarudin et al., 2024).

The study has three objectives: (1) to analyze multi-actor collaboration patterns in marine tourism development; (2) to examine the role of the creative economy in strengthening collaboration and sustainable marine tourism; and (3) to formulate a Multi-Actor Collaboration Model Based on the Creative Economy (MKM-EK) that reflects the social and cultural context of Bone Bolango Regency. The intended contribution is an evidence-based governance model that connects government, communities/Pokdarwis, tourism businesses, and creative economy actors without creating a new institutional structure.

Methods

The study used a sequential explanatory mixed-methods design. The first phase generated quantitative evidence through a survey. The second phase used in-depth interviews to explain patterns observed in the survey. The two strands were then connected and merged to develop a draft MKM-EK. This design was chosen because collaboration can be measured through perceptions and observed differences, but the meaning of those differences depends on institutional history, actor experience, and local practices. The research was conducted in Bone Bolango Regency, Gorontalo Province, at Taman Laut Olele, Pantai Botubarani, Pantai Botutonuo, and Pantai Molotabu. The sites were selected purposively because they differ in management arrangements, visitor intensity, and institutional maturity. The variation provides an empirical basis for comparing collaboration and creative economy engagement rather than treating the regency as a single homogeneous destination.

The quantitative component involved 60 respondents selected through purposive-proportional sampling. Respondents represented four actor groups: government, community/Pokdarwis, tourism businesses, and creative economy actors. The distribution was 14 respondents in Olele, 16 in Botubarani, 18 in Botutonuo, and 12 in Molotabu. The qualitative component involved 16 purposively selected informants. They included three district-level government informants from the tourism and creative economy office, the cooperative/SME and industry office, and the regional development planning agency; one village government informant from Botutonuo; and community, tourism business, and creative economy representatives from each destination. The survey measured two main constructs: Inter-Actor Collaboration (X1) and the Role of the Creative Economy (X2). The constructs were represented by 10 dimensions and 26 Likert-type statements scored from 1 to 5. The X1 dimensions were communication and dialogue, inter-actor trust, commitment to the collaboration process, shared goals, and collaboration benefits. The X2 dimensions were subsector development, tourism promotion, innovation and business models, socio-cultural and institutional factors, and connectivity with other actors. The interview guide followed the same conceptual dimensions, while allowing new themes to emerge from field accounts.

Table 2. Operationalization of the Study Variables

Variable	Dimension	Main Indicator
X1 Inter-Actor Collaboration	D1 Communication and dialogue	Regular cross-actor forums and open information
	D2 Inter-actor trust	Consistency of commitments and mutual reliance
	D3 Collaboration-process commitment	Role allocation, institutional activity, conflict resolution
	D4 Shared goals	Common objectives and balance of interests
	D5 Collaboration benefits	Sustainable economic benefits and facility support
X2 Creative Economy	D6 Subsector development	Growth and variety of local creative products
	D7 Tourism promotion	Creative products supporting destination promotion

e-ISSN : 2985-6469

Variable	Dimension	Main Indicator
	D8 Innovation and business models	Digital media, capital access, and training
	D9 Socio-cultural and institutional factors	Mutual cooperation and local traditions
	D10 Connectivity with other actors	Formal membership and participation in decisions

Source: Adapted from the research instrument.

Data were collected through surveys, in-depth interviews, and document review. The survey captured respondents' assessments of collaboration and creative economy conditions. Interviews explored interaction patterns, institutional support, trust, coordination, business constraints, and participation in destination decision making. Documents were used to contextualize visitor numbers and local tourism policy. Before inferential analysis, the quantitative dataset was checked for completeness, valid score ranges, consistent respondent and destination codes, duplicates, and scoring formulas. Quantitative analysis was conducted with Python using pandas, scipy.stats, and statsmodels. The analysis included corrected item-total correlation, Cronbach's alpha, descriptive statistics, Shapiro-Wilk normality tests, variance diagnostics, one-way ANOVA, Tukey HSD, Pearson correlation, Spearman correlation, and simple linear regression. ANOVA was used to compare the four destinations. Tukey HSD was applied when the overall test was significant. Pearson and Spearman correlations assessed the relationship between X1 and X2, while regression estimated the predictive association within the observed data.

Interview data were analyzed thematically. The 10 conceptual dimensions provided an initial coding structure, but the analysis remained open to themes emerging from participants' accounts. Integration followed the connecting and merging strategy. Quantitative patterns were placed alongside qualitative explanations to identify convergence, complementarity, or divergence. Policy documents were used as a third source for triangulation. The resulting meta-inferences formed the empirical basis for the draft collaboration model. Instrument quality was assessed before substantive interpretation. All 26 items met the adopted validity criterion. Corrected item-total correlations ranged from 0.489 to 0.803. Cronbach's alpha was 0.938 for X1, 0.889 for X2, and 0.954 for the full instrument. The study also recognizes a potential common method variance because X1 and X2 were measured from the same respondents and instrument at the same time. Consequently, regression results are interpreted as statistical association and predictive capacity rather than proof of causality.

Results and Discussions

1. Instrument Quality and Data Adequacy

The 60-response dataset contained no missing values in the analyzed variables, all scores remained within the 1–5 scale, and respondent and destination codes were consistent. The corrected item-total correlations of 0.489–0.803 exceeded the adopted r-table reference of approximately 0.254. The reliability coefficients also indicate strong internal consistency. These results support the use of the instrument for descriptive and inferential analysis. The assumption checks did not indicate serious violations. X1 had a Shapiro-Wilk statistic of 0.963 ($p=0.068$), and X2 had 0.973 ($p=0.195$). Regression residuals were also normally distributed ($W=0.984$, $p=0.639$). The Breusch-Pagan test produced $p=0.532$, while the Durbin-Watson statistic was 1.702. The diagnostic results support the planned

regression analysis, although they do not remove the limitations associated with the cross-sectional design.

Table 3. Reliability and Diagnostic Results

Test	Result	Decision
Validity	Corrected item-total correlation 0.489–0.803	All 26 items retained
Reliability X1	Cronbach's alpha = 0.938	High internal consistency
Reliability X2	Cronbach's alpha = 0.889	High internal consistency
Reliability total	Cronbach's alpha = 0.954	High internal consistency
Normality X1	W=0.963; p=0.068	Normal
Normality X2	W=0.973; p=0.195	Normal
Residual normality	W=0.984; p=0.639	Normal
Breusch-Pagan	p=0.532	No evidence of heteroskedasticity
Durbin-Watson	1.702	No serious independence concern

Source: Author's analysis, 2026.

2. Inter-Actor Collaboration

The mean score for Inter-Actor Collaboration (X1) was 2.936, placing the construct in the moderate category. The strongest dimension was Shared Goals (D4; M=3.083), followed by Commitment to the Collaboration Process (D3; M=3.039). Trust (D2) had the lowest mean at 2.778. Communication and dialogue (D1) scored 2.883, while collaboration benefits (D5) scored 2.894. The pattern suggests that actors generally recognize a common destination interest, but this recognition is not yet matched by equally strong institutional trust and routine interaction. Communication was available across the four sites, but it was not consistently institutionalized. Interview accounts indicate that cross-agency forums became more active around major events or specific programs. At Olele, communication among Pokdarwis, dive operators, and tourism agents was relatively frequent. At Molotabu, interaction relied more on online group conversations than on regular face-to-face meetings. Creative economy actors in Botutonuo also reported limited access to decision-making forums. Thus, the existence of a forum should not be confused with substantive dialogue.

Trust was the weakest X1 dimension. Participants linked trust to whether previous commitments had actually been implemented. Community actors in Botutonuo and Molotabu expressed uncertainty about the continuity of government promotional support. Government informants, in turn, related differences in support to variation in local administrative and institutional capacity. Trust therefore appears to be shaped by accumulated institutional experience rather than by individual attitudes alone. This is consistent with destination governance research that treats stakeholder relationships and institutional coordination as central to sustainable destination management (Farsari, 2023; Pechlaner et al., 2025). Commitment differed substantially among destinations. The ANOVA for D3 was significant ($F=12.289$, $p<0.001$, $\eta^2=0.397$). Botubarani recorded the highest D3 score at 3.667, whereas Botutonuo recorded 2.537. Interviews suggest that Botubarani has clearer work allocation among tourism, conservation, and culinary groups. Botutonuo faces more persistent coordination issues with the district government, while Molotabu depends more on community initiative. The result supports the argument that collaboration maturity is shaped by institutional arrangements and role clarity, not simply by visitor demand (Roxas et al., 2020).

e-ISSN : 2985-6469

Shared Goals was the highest X1 dimension, but qualitative evidence reveals a gap between general agreement and operational priorities. Government actors emphasized visitor numbers and development targets. Communities emphasized sustainability and fair distribution of benefits. Tourism businesses focused on income, market access, and business certainty. ANOVA showed a significant destination difference for D4 ($F=3.586$, $p=0.019$, $\eta^2=0.161$). This means that a common policy language does not necessarily produce identical expectations about what successful collaboration should deliver. Collaboration benefits also differed across destinations ($F=5.064$, $p=0.004$, $\eta^2=0.213$). Some tourism businesses in Botutonuo felt that facilities and support had not kept pace with visitor pressure, while actors in Botubarani reported benefits from mentoring and equipment assistance. These accounts suggest that collaboration becomes more credible when actors can see a clear connection between participation, support, and tangible outcomes.

Table 4. ANOVA Results for Collaboration and Creative Economy Dimensions

Dimension/construct	F	p	η^2	Decision
D1 Communication and dialogue	11.814	<0.001	0.388	Significant
D2 Trust	4.765	0.005	0.203	Significant
D3 Commitment	12.289	<0.001	0.397	Significant
D4 Shared goals	3.586	0.019	0.161	Significant
D5 Benefits	5.064	0.004	0.213	Significant
D6 Subsector development	6.312	<0.001	0.253	Significant
D7 Promotion	3.216	0.030	0.147	Significant
D8 Innovation/business models	6.014	0.001	0.244	Significant
D9 Socio-cultural/institutional	0.749	0.528	0.039	Not significant
D10 Actor connectivity	1.069	0.370	0.054	Not significant
X1 Collaboration	11.405	<0.001	0.379	Significant
X2 Creative economy	4.408	0.007	0.191	Significant

Source: Author's analysis, 2026.

The overall X1 difference was also significant ($F=11.405$, $p<0.001$, $\eta^2=0.379$). Botubarani had the highest collaboration score (3.377), followed by Olele (2.957), Molotabu (2.883), and Botutonuo (2.561). Tukey HSD identified significant differences between Botubarani and each of the other three sites, as well as between Botutonuo and Olele. The pattern is noteworthy because Botutonuo had the highest visitor count. Collaboration maturity therefore cannot be inferred from tourism volume alone. Institutional history, division of roles, and continuity of support appear to matter more directly for the quality of inter-actor relationships. This finding is relevant to destination governance because a destination is not governed through visitor flows alone. Different actors possess different resources, information, and decision rights. Sustainable governance requires mechanisms that allow those resources to be coordinated and used toward shared outcomes. The evidence from Bone Bolango suggests that the key problem is not the absence of actors, but the uneven institutionalization of their relationships.

3. The Role of the Creative Economy

The Role of the Creative Economy (X2) recorded a moderate mean of 2.756. Subsector development (D6) scored 3.039, and socio-cultural and institutional factors (D9) scored 3.275. In contrast, innovation and business models (D8) scored only 2.422, while connectivity with other actors (D10) scored 2.425. These two dimensions were classified as low. The results indicate that creative activity already exists, but the supporting business and institutional environment has not developed at the same pace. Interview data show several forms of creative activity: seafood-based food products, shell and pandan souvenirs, destination promotion through social media, and coastal specialty products. These activities provide a local economic base for tourism. Yet many initiatives remain individual rather than coordinated through a shared destination strategy. This is consistent with creative tourism research that links value creation to community participation and institutional support (Febriamansyah, 2025; Suriyankietkaew et al., 2025).

The tourism promotion dimension (D7) averaged 2.617 and differed significantly among destinations ($F=3.216$, $p=0.030$, $\eta^2=0.147$). Creative economy actors already use social media to promote products and destinations, but their content is not consistently integrated into official tourism promotion. In practice, creative actors often create content through personal accounts before it is reused by official channels. The two sides therefore possess complementary resources: government provides institutional reach and official channels, while creative actors often have closer access to digital audiences and destination-specific content. A more deliberate connection could turn these separate efforts into a shared promotional system. Innovation and business models were the clearest weakness. D8 differed significantly across destinations ($F=6.014$, $p=0.001$, $\eta^2=0.244$). Participants described constraints in digital marketing, packaging, delivery, working capital, and training. These constraints become more visible when demand rises during peak visitor periods. The problem is therefore not simply whether people can produce goods. It is whether they can manage production, market access, logistics, finance, and repeat sales in a way that remains viable over time. Liu and Kou (2024) similarly emphasize the importance of stakeholder relations and institutional conditions in creative tourism development.

Socio-cultural and institutional factors were relatively strong (D9; $M=3.275$) and did not differ significantly among destinations ($F=0.749$, $p=0.528$). Mutual cooperation, local deliberation, and informal cooperation among fishers and small businesses remain important social resources. Younger creative economy actors, however, increasingly work through individual digital channels. The evidence suggests that local social capital remains available, but it has not automatically become a formal cross-actor governance mechanism. The practical implication is to connect existing local practices with formal forums rather than replacing them with new structures. Connectivity with other actors was also weak (D10; $M=2.425$) and showed no significant destination difference ($F=1.069$, $p=0.370$). Creative economy actors were generally not strongly embedded in Pokdarwis structures or formal destination forums. Information about programs was often obtained through personal contacts or social media. This creates a clear distinction between functional contribution and structural participation: creative actors already contribute products and promotion, but they do not consistently hold a recognized position in decisions about destination development. D10 is therefore a systemic issue, while D8 requires more site-specific responses.

4. Association Between Collaboration and the Creative Economy

Pearson correlation showed a strong positive relationship between X1 and X2 ($r=0.835$, $p<0.001$). Spearman correlation produced a similar direction with $\rho=0.736$ ($p<0.001$). The consistency across the

e-ISSN : 2985-6469

two coefficients strengthens confidence that the relationship is not dependent on a single correlation specification. Simple linear regression produced the equation X2=0.671+0.710X1, with R=0.835, R^2=0.698, and adjusted R^2=0.693. The X1 coefficient was significant (t=11.579, p<0.001), and the overall model was significant (F=134.074, p<0.001). The model indicates that 69.8% of the observed variation in X2 is explained by X1 within this sample and specification. The result supports the study's expectation that stronger collaborative conditions are associated with a stronger role for the creative economy. Qualitative evidence provides a plausible mechanism: clearer roles, more consistent support, better access to programs, and stronger networks create more room for creative actors to develop products, promotion, and business activities.

The result must nevertheless be interpreted carefully. X1 and X2 were measured from the same respondents, using the same survey, at the same time. The study is cross-sectional and observational, and common method variance remains possible. The coefficient therefore should not be described as proof that improving collaboration will automatically cause a corresponding increase in creative economy performance. It is better understood as an empirical association and predictive relationship within the observed setting. This qualification does not reduce the practical value of the finding. It indicates that creative economy development cannot be treated only as an individual business issue. Access to training, capital, promotion, production support, and planning forums depends partly on relationships with other actors. In that sense, the creative economy needs a governance environment that makes those connections more predictable. This conclusion is consistent with evidence from marine tourism entrepreneurship and multi-stakeholder tourism development (Akapip & Kissya, 2023; Nuraini et al., 2025).

Table 5. Correlation and Regression Results

Analysis	Result	Interpretation
Pearson correlation	r=0.835; p<0.001	Strong positive association
Spearman correlation	ρ=0.736; p<0.001	Strong positive association
Regression equation	X2=0.671+0.710X1	Positive slope
R	0.835	Strong model relationship
R^2	0.698	69.8% of X2 variation explained
Adjusted R^2	0.693	Model remains strong after adjustment
t test	11.579; p<0.001	X1 coefficient significant
F test	134.074; p<0.001	Regression model significant

Source: Author's analysis, 2026.

5. Mixed Methods Integration

The mixed-methods integration provides a more detailed interpretation than either data strand alone. The survey shows that collaboration is moderate and differs significantly across destinations. Interviews explain why: forums are irregular, trust depends on the continuity of support, and role allocation is clearer in some sites than in others. The quantitative and qualitative findings therefore converge on institutional maturity as an important contextual factor. The same pattern appears in the creative economy. The survey identifies innovation/business models and actor connectivity as the weakest dimensions. Interviews explain the operational constraints behind those scores, including capital, packaging, delivery, digital marketing, training, and limited access to formal forums. The data

thus point to two different but connected bottlenecks: capacity to build viable creative businesses and capacity to connect those businesses to destination governance.

The policy documents add a third layer. Local planning documents identify partnership, integrated industry development, human resources, innovation, technology adoption, and institutional strengthening as strategic directions. Field evidence shows that implementation has not fully connected these priorities with creative economy actors at the destination level. The result is an implementation gap rather than a complete absence of policy direction.

Table 6. Integrated Quantitative and Qualitative Findings

Focus	Quantitative evidence	Qualitative explanation	Meta-inference
Collaboration	X1=2.936; D2 lowest; Botubarani 3.377; Botutonuo 2.561	Forums irregular; trust tied to support; roles clearer in Botubarani	Variation reflects institutional maturity and interaction quality
Creative economy	X2=2.756; D8=2.422; D10=2.425	Capital, training, logistics and formal access remain limited	Innovation capacity and formal connectivity are key bottlenecks
X1–X2 relationship	r=0.835; ρ=0.736; R^2=0.698	Support and networks expand access to programs and markets	Collaboration and creative economy activity move together, without causal proof
Policy implementation	Programs and policy directions exist	Not all creative actors are connected to programs	Implementation gap persists at destination level

Source: Author's analysis of quantitative and qualitative data, 2026.

6. Formulation of the Draft MKM-EK Model

The integrated evidence was used to formulate the draft Multi-Actor Collaboration Model Based on the Creative Economy (MKM-EK). The model does not propose a new institutional body. Instead, it organizes relationships and working mechanisms among actors that already exist. This choice follows the empirical finding that the main constraint is weak connectivity rather than a lack of stakeholders. The draft contains five elements (Figure 1). First, a regular and scheduled coordination forum is intended to address irregular communication and fragile trust. Second, creative economy actors should be involved from the planning stage so that their needs are considered before programs are fixed. Third, a shared calendar and digital information platform should reduce fragmented information about activities, support programs, promotion, and coordination. Fourth, a government support-program linkage mechanism should help actors access training, finance, and other assistance. Fifth, local deliberation and mutual cooperation should be connected to formal decision-making so that existing social capital becomes a governance resource rather than remaining informal.

e-ISSN : 2985-6469

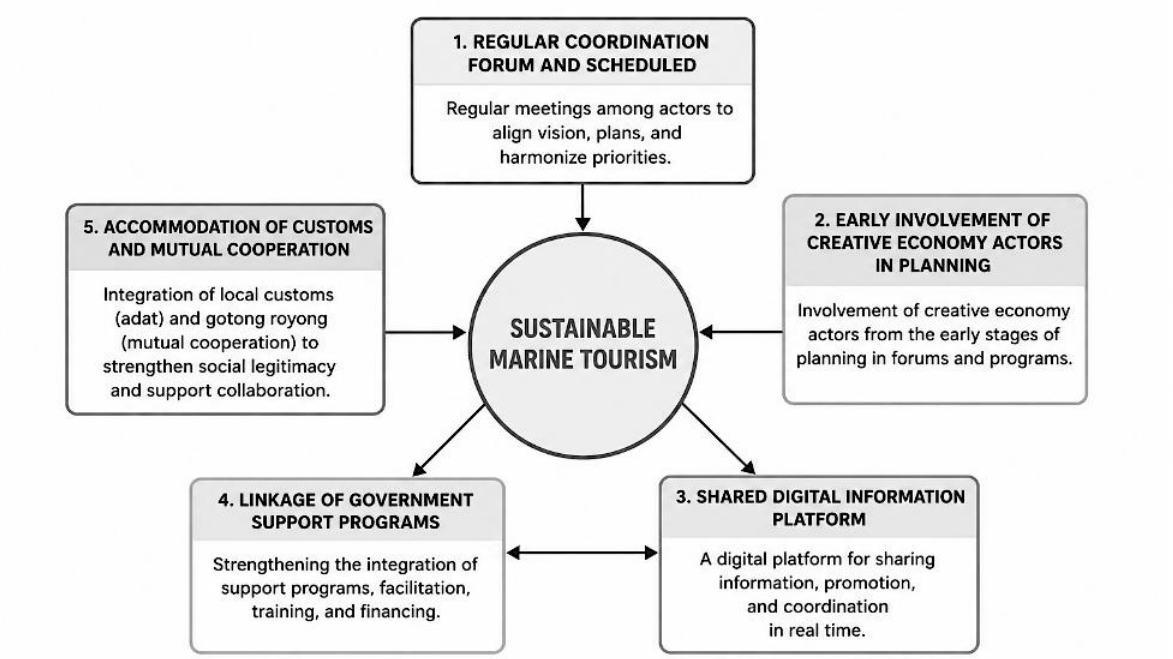


Figure 1. Draft Multi-Actor Collaboration Model Based on the Creative Economy (MKM-EK)
Note: The model remains a draft and requires further validation through participatory processes.

Table 7. Draft MKM-EK Components and Initial Implementation Strategy

Model component	Initial indicator	Initial implementation strategy
Regular scheduled coordination forum	Regular meetings and monitored follow-up	Fixed schedule, minutes, decisions, follow-up monitoring
Creative economy involvement from planning	Creative representatives participate in agendas	Permanent representation and invitation during agenda setting
Shared digital information platform	Active shared activity calendar	Simple platform for schedules, programs, promotion and coordination
Government support-program linkage	Greater participation in training and finance	Direct assistance to actors not connected to formal channels
Local deliberation and mutual cooperation	Local practices incorporated into decisions	Include local leaders and younger creative actors in the same forum

Source: Author's analysis, 2026.

Implementation roles are distributed across the existing ecosystem. Local government acts as facilitator and information provider. Pokdarwis and community groups manage destination-level activities. Tourism businesses provide services and connect the destination with markets. Creative economy actors are positioned as regular forum members with a recognized space to raise issues related to production, promotion, innovation, and access to support. The model therefore emphasizes functional coordination rather than bureaucratic expansion. The model also needs to remain adaptable across destinations. Botubarani can provide practical lessons in role clarity and coordination, but its arrangements should not simply be copied elsewhere. Botutonuo needs stronger coordination, trust,

and distribution of support. Olele needs stronger links between local managers and government. Molotabu requires institutional capacity and business support. The model provides a common framework, while implementation should respond to each site's institutional history and capacity.

The proposed model is still a draft. It has been derived from the evidence base but has not yet undergone expert focus group validation, participatory modelling, reflective workshops, or limited field testing. The study therefore does not claim that the model has been proven effective. Its contribution at this stage is the empirical formulation of a model whose components can be subjected to participatory validation in the next research phase.

7. Policy and Theoretical Implications

The findings support a network-oriented approach to destination governance. Policy support should not be delivered as disconnected activities when the underlying problem is weak coordination. Training, promotion, financing, digitalization, and destination development need mechanisms that connect actors and allow follow-up to be monitored. This is particularly important when local government already has relevant programs but creative actors do not have stable access to them. The study also extends the practical discussion of creative tourism by showing that creative production and governance participation are different outcomes. A community may have active creative producers without giving those producers a stable role in destination decisions. The distinction between functional contribution and structural participation helps explain why D8 and D10 remain weak despite the presence of creative products and digital promotion. Finally, the findings suggest that local social capital should be integrated rather than displaced. Mutual cooperation and deliberation are already embedded in community practice. Connecting these mechanisms with regular forums and formal representation may strengthen institutionalization without removing locally accepted ways of working. This provides a more context-sensitive route to collaborative governance than introducing a completely new institutional structure.

8. Cross Destination Interpretation

The four destinations should be read as different institutional settings rather than as a simple ranking. Botubarani combines relatively strong collaboration with a clear tourism focus around whale-shark attractions. Its higher X1 score suggests that repeated interaction, clearer task allocation, and continuity of support can strengthen coordination. The lesson is not that its governance arrangement should be copied in full, but that regular interaction can make roles more predictable for local actors. Botutonuo presents a different pattern. It receives the highest visitor volume but records the lowest collaboration score. This combination is important because it separates tourism demand from governance capacity. High demand can increase pressure on facilities, coordination, and benefit distribution. Where institutional arrangements do not grow with visitor activity, local actors may experience a mismatch between the economic importance of the destination and the support they receive. The priority is therefore to strengthen coordination and trust rather than simply pursue further visitor growth.

Olele and Molotabu illustrate the value of local initiative. Olele has relatively active relationships among local tourism actors, while Molotabu relies strongly on community self-help. These strengths can support sustainability, but they can also become fragile when access to government programs, business support, or wider markets depends on personal contacts. The model consequently treats local initiative as an asset that needs institutional connections, not as a substitute for institutional support. Across the four sites, the most consistent issue is the weak formal position of creative economy actors.

e-ISSN : 2985-6469

Their products and promotional activities already contribute to destination value, yet their access to planning forums and support programs remains uneven. This distinction has a direct implication for policy design. Creative economy programs should be connected to destination governance mechanisms so that production, promotion, finance, training, and market access are discussed as related needs rather than isolated interventions.

9. Study Limitations

The study has several limitations. The sample of 60 respondents restricts generalization beyond the four destinations. Representation of some tourism business informants was also limited, particularly in Molotabu. Some cross-classifications of destination and actor group were small, so inferential comparisons were conducted at the destination level rather than at small actor-by-destination cells. The regression analysis is also subject to potential common method variance because both constructs were measured with the same instrument and respondents. Finally, the draft model has not yet completed formal participatory validation. These limitations do not invalidate the reported associations, but they define the scope within which the findings should be interpreted.

10. Synthesis of Main Findings

Three findings stand out. First, collaboration exists but remains moderate and unevenly institutionalized. Botubarani has the strongest collaboration profile, while Botutonuo has the weakest, despite receiving more visitors. Second, the creative economy is also moderate, but innovation/business models and formal connectivity remain weak. Third, collaboration and the creative economy are strongly associated, with the qualitative evidence indicating that institutional support and actor networks provide an important context for creative economy development. Together, these findings provide the rationale for the five-part MKM-EK draft.

Table 8. Synthesis of Main Findings and Implications

Research focus	Main empirical finding	Implication
Inter-actor collaboration	X1=2.936; Botubarani highest; Botutonuo lowest; trust weakest	Strengthen trust, communication and continuity of support
Creative economy	X2=2.756; D8 and D10 are weakest	Improve innovation, business capacity and formal connectivity
X1–X2 relationship	r=0.835; ρ=0.736; R^2=0.698	Treat collaboration as an important enabling condition, not proven cause
Model formulation	Five-element MKM-EK draft	Use as an intervention framework subject to participatory validation

Source: Author's analysis, 2026.

Conclusion

The study finds that multi-actor collaboration in Bone Bolango's marine tourism destinations remains at a moderate level (M=2.936). Shared goals are relatively strong, but trust is the weakest collaboration dimension. Significant differences across destinations indicate that collaboration maturity is shaped by institutional arrangements, role clarity, continuity of support, and interaction quality. Visitor volume alone does not explain these differences. The creative economy also shows a moderate position (M=2.756). Local creative products and socio-cultural resources provide a useful foundation,

but innovation and business models (M=2.422) and connectivity with other actors (M=2.425) remain weak. These weaknesses reflect limited access to capital, training, logistics, digital marketing support, and formal decision-making spaces.

Collaboration is strongly and positively associated with the role of the creative economy (Pearson r=0.835; Spearman ρ=0.736; R^2=0.698). Because the data are cross-sectional and use the same respondents and instrument, the relationship is interpreted as association and statistical prediction rather than causality. Based on the integrated evidence, the study formulates a draft MKM-EK with five elements: regular coordination forums, early involvement of creative economy actors in planning, shared digital information, links to government support programs, and integration of local deliberation and mutual cooperation. The model is designed to strengthen existing relationships rather than create a new institution. It remains a draft and should be validated through expert review, participatory modelling, reflective workshops, and limited field testing before claims about effectiveness are made.

Acknowledgments

The authors thank the Directorate of Research, Technology, and Community Service of the Ministry of Higher Education, Science, and Technology of the Republic of Indonesia for funding support through the 2026 Beginner Lecturer Research scheme. Appreciation is also extended to Universitas Bina Taruna Gorontalo for institutional support. The authors thank the Bone Bolango Regency Government, destination managers, community and Pokdarwis groups, tourism businesses, creative economy actors, respondents, and informants who contributed data and field information to this study.

References

Akapip, N., & Kissya, V. (2023). Kolaborasi pemerintah dan masyarakat dalam membangun ekosistem kewirausahaan pariwisata bahari berkelanjutan di Negeri Hukurila, Kota Ambon. *Populis: Jurnal Ilmu Sosial Dan Ilmu Politik,* 18(1), 50–64.

Binolombangan, M. F., & Hasan, K. K. (2026). Collaborative Strategy for Marine Tourism Development Through Empowerment of Creative Economy Based MSMEs in Enhancing the Economy in Bone Bolango Regency. *Jurnal Economina,* 5(4), 692–701.

Danial, H., Bokingo, A. H., & Syahrial, S. (2023). Tourismpreneurship: Community Empowerment to Strengthen Digital-Based Tourism Economic Synergy in the Tomini Bay Area, Botubarani, Bone Bolango Regency. *International Journal of Community Service*, 3(3), 167–174.

Farsari, I. (2023). Exploring the nexus between sustainable tourism governance, resilience and complexity research. *Tourism Recreation Research,* 48(3), 352–367.

Febriamansyah, R. (2025). The Creative Economy Development Strategy on Marine Tourism: A Systematic Literature Review and Future Agenda. *Tourism in Marine Environments*, 20(1), 51–67.

Franzén, R., Edelman, K., Gonzalez, O. D. A., & Lemmetyinen, A. (2024). Navigating sustainability: Enhancing coastal and marine tourism through green skills, co-creation, and multi-stakeholder engagement. *Менаџмент у Хотелијерству и Туризму,* 12(2), 41–57.

Gintulangi, S. O., Latala, F. H. H., Nusu, O. S., & Hasan, K. K. (2025). Dinamika sosial-ekonomi masyarakat lokal dalam pengembangan pariwisata berkelanjutan di kawasan pesisir Teluk Tomini. *Publik: Jurnal Manajemen Sumber Daya Manusia, Administrasi Dan Pelayanan Publik,* 12(4), 1521–1537.

e-ISSN : 2985-6469

Hamzah, S. N., Monoarfa, S. F., & Arman, V. (2024). Potential resources through the suitability and tourism carrying capacity of Kurenai Beach, Bone Bolango Regency. *Depik*, 13(3), 455–460.

Harahap, R. Z., & Hasugian, H. (2024). Peran Ekonomi Kreatif Melalui UMKM dalam Mewujudkan Pariwisata Berkelanjutan di Kecamatan Bahorok. *Jurnal Ilmiah Edunomika*, 8(1).

Hasan, K. K., Otto, N. M., Mokodongan, R., Yusuf, N., & Abas, S. R. (2025). Peran Dinas Pariwisata dalam Pengembangan Pariwisata di Kabupaten Bone Bolango. *PUBLIK: Jurnal Manajemen Sumber Daya Manusia,* 12(2), 803–814.

Healy, N., & Carvao, S. (2025). *World tourism organization. In Encyclopedia of Tourism (pp. 1134–1136).* Springer.

Huang, L., Zan, J., Lv, K., & Zhao, X. (2025). A systematic review of mixed methods research in tourism and hospitality. J*ournal of Hospitality and Tourism Management,* 63, 163–176.

Jánová, V., Herntrei, M., & Fialová, D. (2025). From aspirations of citizen power to the persistence of tokenism: A systematic review of citizen participation in destination governance. *Frontiers in Sustainable Tourism*, 4, 1693707.

Liu, T., & Kou, I. E. (2024). Determinants for the development of creative tourism: A stakeholder perspective. *Heliyon*, 10(13).

Nasarudin, N., Rahayu, M., Asyari, D. P., Sofyan, A., Fadli, M., Hari, K. K., Nehe, B. M., Udaya, L. O. M. R. A., Yelfiza, Y., & Mulyati, E. (2024). *Metode Penelitian Kombinasi (Mixed Method). CV.* Gita Lentera.

Nilasari, I., Prawira, B. Y., & Busnetty, I. (2025). Study of Economic Potential and Economic Development Strategies in Bone Bolango Regency. *Jurnal Ekonomi Manajemen Sistem Informasi,* 6(6), 4123–4138. https://doi.org/10.38035/jemsi.v6i6.5760

Niode, I. Y., & Rahman, E. (2022). Desain pengembangan potensi UMKM berbasis ekonomi kreatif dan pariwisata bahari dan implikasinya terhadap ketahanan ekonomi wilayah (studi di Kabupaten Bone Bolango, Provinsi Gorontalo). *Jurnal Ketahanan Nasional*, 28(3), 277–296.

Nuraini, H., Gunarto, G., & Satyawan, D. S. (2025). Leveraging Local Potential through Multi-Stakeholder Collaboration for Sustainable Tourism Village Development. *Pakistan Journal of Life & Social Sciences*, 23(1), 181.

Orams, M., & Lück, M. (2025). *Marine tourism. In Encyclopedia of Tourism (pp. 650–651).* Springer.

Pechlaner, H., Philipp, J., & Olbrich, N. (2025). *Destination governance: The new role of destination management, stakeholder networks and sustainability.* In Handbook on Tourism Governance (pp. 94–115). Edward Elgar Publishing.

Reina-Usuga, L., Camino, F., Gomez-Casero, G., & Alba, C. A. J. (2024). Rural tourism initiatives and their relationship to collaborative governance and perceived value: A review of recent research and trends. *Journal of Destination Marketing & Management*, 34, 100926.

Roxas, F. M. Y., Rivera, J. P. R., & Gutierrez, E. L. M. (2020). Mapping stakeholders' roles in governing sustainable tourism destinations. *Journal of Hospitality and Tourism Management,* 45, 387–398.

Suriyankietkaew, S., Krittayaruangroj, K., Thinthan, S., & Lumlongrut, S. (2025). Creative tourism as a driver for sustainable development: A model for advancing SDGs through community-based tourism and environmental stewardship. *Environmental and Sustainability Indicators,* 100828.