



## **Stakeholder Engagement: Development of Sustainable Tourism Based on Local Wisdom**

**Sucihatiningih Dian Wisika Prajanti<sup>1</sup>, Said Nur Octavianto<sup>2✉</sup>, Widiyanto<sup>3</sup>**

<sup>1,2,3</sup> Department of Economics Education, Faculty of Economics and Business, Universitas Negeri Semarang, Indonesia

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The development of sustainable tourism in Pati Regency, grounded in local wisdom, has been hindered by several factors, including structural ego issues, overlapping policies, and inadequate stakeholder collaboration. This study analyzes efforts to support tourism development, examines the impact of various variables (factors), and assesses the influence of stakeholders (actors) in sustainable tourism initiatives based on local wisdom in Pati Regency. The methodology integrates qualitative and quantitative approaches, employing the MICMAC and MACTOR methods. MICMAC analysis identifies core variables such as uniqueness and historical value, regional income, stakeholder relationships, community involvement, and utilizing local wisdom in tourism development. MACTOR analysis reveals key stakeholders namely, the Tourism and Culture Office (*Dinporapar*), the Cooperative and Small and Medium Enterprises Office (*Dinkop*), and the local community as central actors in sustainable tourism development. The findings from the MICMAC and MACTOR analyses provide a basis for formulating a comprehensive strategy to accelerate sustainable tourism development rooted in local wisdom in the Pati Regency. Further research may incorporate additional external variables and stakeholders to support advancing tourism models based on local creative economy initiatives.

## INTRODUCTION

The distinctive culture and relationships among the Indonesian people make the tourism sector an inseparable element in supporting national development efforts (Dewi et al., 2023; Haribudiman et al., 2023; Ikasari, 2021; Saptutyingsih & Duanta, 2021). The tourism sector serves as a strategic asset with the potential to stimulate regional economic growth, accelerate the development of underdeveloped areas, and improve community welfare and prosperity (Amir et al., 2020; Azizurrohman et al., 2021; Tien et al., 2020). Many countries rely on the tourism sector as a source of tax revenue and an economic driver, generating income from the private sector through tourist services (Aminda & Rahmawati, 2023; PWC, 2017). The significant contribution of tourism to foreign exchange earnings and regional income further substantiates its impact (Adeleye et al., 2022; Adnyana, 2020; Jamalina & Wardani, 2017; Khan et al., 2020; Khatimah et al., 2023; Kyrylov et al., 2020; Megawati et al., 2023; Paramati et al., 2017; Poerwanto & Shambodo, 2020). The sector also influences other areas, such as transportation, accommodation, and retail, both directly and through trickle-down effects (Adeleye et al., 2021; Anser et al., 2022; Arghutashvili, 2018; Brida et al., 2020; Khan et al., 2020). Moreover, tourism development contributes to social transformation due to its role in driving structural change rather than mere growth (Sadykov et al., 2023; Susilo et al., 2023).

Tourism development significantly impacts the advancement and ownership of a region's primary economic sectors through the multiplier effect (Nafisah & Sukarniati, 2015; Xue et al., 2017). Sustainable tourism development involves balancing economic progress, social equity, and environmental protection (Gill et al., 2022; Milićević et al., 2021; Polasky et al., 2019). This includes preserving local wisdom, utilizing resources optimally, and ensuring the safety and security of tourists (Carr et al., 2016; Haboub, 2022; Tran et al., 2022). The government recognizes the urgency of developing sustainable tourism as a key area of

national development (Amaliyah, 2022; Rahma, 2020), emphasizing the sector's vast potential and the state's role in promoting its growth. Sustainable tourism has gained notable attention recently, with diverse interpretations appearing in academic literature (Camilleri, 2014; Gauthier, 2017; Grah et al., 2020; Kişi, 2019). It offers important sustainable and inclusive development opportunities encompassing social, economic, and cultural values (Gómez et al., 2021).

Sustainable tourism development encompasses economic, social, and environmental dimensions to provide novel tourist experiences (Zolfani et al., 2015). Each stakeholder plays a role in adhering to the principles and objectives of sustainable development, which are categorized into economic, socio-cultural, and socio-environmental aspects (Mandić et al., 2020). The exploration and presentation of cultural elements—such as customs, history, rituals, arts, culinary traditions, and social skills—can be introduced to tourists (Maryani & Indrianty, 2024). The strategic value of local wisdom has served as a source of inspiration for regions seeking to develop their tourism potential (Nawangsih, 2018).

Utilizing local wisdom represents a strategic approach that can be leveraged to attract tourists through structured tourism development initiatives (Oematan et al., 2022). Destinations incorporating local wisdom have functioned as reference points in promoting sustainable tourism development (Andri & Dunan, 2023). A region's identity or uniqueness helps distinguish it from other tourist destinations, thereby attracting more visitors (Beier & Kramer, 2018; Cocks et al., 2018; Estrada, 2018). To effectively explore and apply local wisdom in ways that support sustainable tourism, it is essential to consider the interaction patterns among stakeholders who collaborate in the development process. This collaborative dynamic constitutes a critical factor (Bakti et al., 2018; Tamaratika & Rosyidie, 2017).

A Location Quotient (LQ) analysis conducted by the Central Java Provincial

Statistics Agency (BPS) has identified tourism in Pati Regency as a sector with significant potential for development. This is evidenced by the variety of tourism destinations, which include nature tourism, religious tourism, cultural/historical tourism, and artificial tourism (Kurniawan & Aziz, 2023; Nurkamid & Fatah, 2023; Pradikta, 2013). The potential of the tourism sector in Pati Regency is evidenced by the region's natural beauty and the variety of new tourist destinations that emerge annually (Halim et al., 2014; Ratnasari, 2018).

Nevertheless, the considerable potential of the tourism sector in Pati Regency is not reflected in the quality of management efforts (Halim et al., 2014). The development of the regional tourism sector is hindered by several fundamental obstacles, including inadequate infrastructure, deficiencies in human resources, a lack of effective marketing and promotional strategies, and the absence of collaborative relationships with external stakeholders, both national and international (Ali, 2016; Ayalew, 2016; Fakana & Mengist, 2019; Mariam, 2015). In her research, Ratnasari (2018) revealed that tourist destinations in Pati Regency lack development, are managed in an unstructured manner, lack adequate infrastructure and facilities, and are unsafe. The findings of the observation also corroborate the findings of the research, with issues identified in each tourist destination, including (1) Inadequate accessibility; (2) Deficiency in supporting facilities for tourists; (3) Absence of tourist location signage and road maps; (4) Limited public awareness of regional tourism potential; (5) Insufficient promotional efforts; and (6) Ineffective collaboration, interaction, and coordination between stakeholders. Halim et al. (2014) demonstrated that promoting tourist destinations in Pati Regency was limited to using brochures, catalogs, and exhibitions, resulting in a need for more information and a subsequent decline in tourist visits.

Furthermore, the development of the tourism sector in Pati Regency is hindered by the disparate interests of the various stakeholders and the need for more collaboration and

coordination. The allocation of policymaking, decision-making, marketing efforts, and funding sources is subjectively given only to specific tourist destinations. Furthermore, the emergence of cross-structural ego problems among regional stakeholders, the arbitrary assignment of responsibilities, and the establishment of overlapping policies provide additional evidence of the challenges currently facing the sector.

The establishment of Pati Regency as an integrated tourism development area under the PAKUDJEMBARA (Pati, Kudus, Demak, Jepara, Rembang, Blora) policy represented a significant opportunity to foster collaboration and interaction among stakeholders in advancing sustainable tourism development (Pamungkas et al., 2022). The government, private sector, and community (triple helix) have played essential roles in sustainable tourism development efforts (Cahyo & Nuryanti, 2019; Handayani & Warsono, 2017; Khlaikaew, 2015; Nugraha & Nurani, 2022; Pratama et al., 2023). Stakeholders devised strategies grounded in an appropriate model or grand design to accelerate sustainable tourism development in Pati Regency. These strategies were based on clearly understanding each stakeholder's roles, responsibilities, and the degree of influence or dependence among them.

This research is grounded in the stakeholder analysis approach that Freeman (1984) and Mitchell (1997) articulated. Freeman (1984) introduced the stakeholder analysis approach as a method for examining the relationships between stakeholders that are both influenced by and mutually influence a policy. Mitchell (1997) offers further support for this approach by classifying three key aspects that influence decision-making and policy formulation within the stakeholder analysis approach: (1) Power, (2) Legitimacy, and (3) Urgency. Mitchell (1997) theory classifies stakeholders based on these three aspects into eight categories, examining the degree of input and output influence, namely: (1) Dormant stakeholders; (2) Discretionary stakeholders; (3) Demanding stakeholders; (4) Dominant stakeholders; (5) Dangerous stakeholders; (6) Dependent stakeholders; (7) Definitive

Stakeholders; and (8) Non-stakeholders (Bahtiar & Munandar, 2021; Raha et al., 2021). The tenets of stakeholder theory posit that each stakeholder is interdependent and related to one another (Bridoux & Stoelhorst, 2022; Dachi & Djakman, 2020; Castro & Aguilera, 2015; Tantalo & Priem, 2016). The foundation of entity management is establishing relationships and generating value for all stakeholders (Dyer et al., 2018; Freeman & Dmytriiev, 2017; Hein et al., 2017; Mitchell et al., 2015). The degree of stakeholder involvement significantly impacts the quality and efficacy of programs in achieving sustainable development (Putra & Raharjo, 2023). Stakeholder engagement in tourism development is identifying and involving the parties affected by organizational decisions (Susilo et al., 2016). Establishing effective stakeholder engagement can mitigate the potential for conflict of interest among stakeholders (Ariyani & Fauzi, 2024; Tekle et al., 2024). Stakeholder engagement is not merely desirable. It is crucial for addressing policy and strategy challenges (World Bank, 2023).

On a related note, extant studies have predominantly opted for qualitative research methodologies, eschewing quantitative or mixed methods approaches (Muntiyas et al., 2024; Rodríguez-Insuasti et al., 2022; Salsabilla & Susanti, 2024). Furthermore, extant studies on tourism sector development have predominantly focused on economic variables, thereby neglecting psychographic (local wisdom) and socio-ecological (stakeholder integration) instruments (Sahabuddin et al., 2024). This phenomenon has been previously observed in studies that exclusively focused on the primary instruments of the tourism sector, namely (1) tourists, (2) the government, and (3) business actors (Amoako et al., 2022). However, these studies overlooked integrating social media and information instruments into the study. The research gaps identified in extant studies serve as the foundation for this new research in analyzing efforts to develop the tourism sector based on each variable and stakeholder's level of dependence and influence. The present study used a mixed-method approach, integrating

quantitative and qualitative variables and stakeholders related to social media and information and psychological instruments (local wisdom). Furthermore, establishing objectives in the MACTOR Analysis, with a focus on environmental balance, the concept of sustainable development, human resource competencies, and the integration of local culture, can serve as indicators of novelty and research gaps based on the urgency of existing problems.

Given the intricate nature of the issue, it is imperative to ascertain the influence and dependency of variables (factors) and stakeholders (actors) to devise strategies for expediting the advancement of sustainable tourism grounded in local wisdom within the Pati Regency. In light of this urgency, the study's objectives are as follows: (1) identify the efforts made to optimize the development of sustainable tourism based on local wisdom in Pati Regency; (2) identify the influence between variables (factors) in accelerating the development of sustainable tourism based on local wisdom in Pati Regency; and (3) identify the synergy of stakeholders (actors) in accelerating the development of sustainable tourism based on local wisdom in Pati Regency.

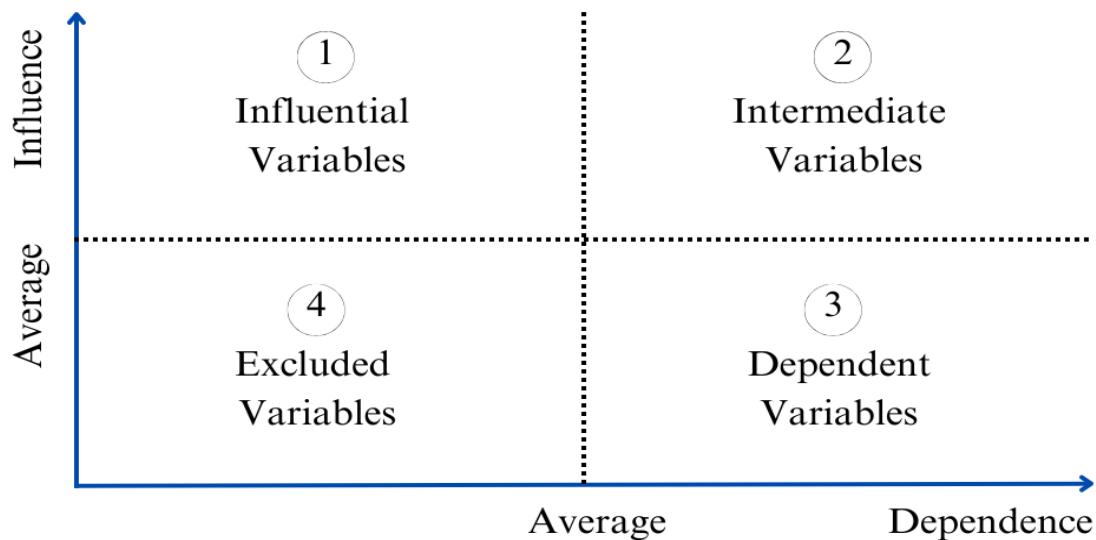
## RESEARCH METHODS

This research employs a mixed methods approach, integrating qualitative and quantitative research methods in alignment with the formulated research objectives. Using mixed methods in research enables the generation of comprehensive, valid, reliable, and objective data (Azhari et al., 2023; Hendrayadi et al., 2023). Qualitative data collection techniques employ data source triangulation methods, including interviews, observations, and documentation. In contrast, quantitative data collection techniques utilize questionnaire methods. In this study, qualitative data analysis techniques refer to the Miles & Huberman interactive method, which is based on three stages: (1) data reduction, (2) data display or data presentation, and (3) conclusion or verification. The implementation of this

method is expected to facilitate the description of the research objectives related to efforts to accelerate the development of sustainable tourism based on local wisdom in the Pati Regency.

Quantitative data analysis aims to apply prospective analysis methods within sustainability. This is carried out using the MICMAC (Matrix of Cross Impact Analysis) and MACTOR (Matrix of Alliances and Conflicts: Tactics, Objectives, and Recommendations) models developed by Godet (1999) to describe the linkages between actors and factors. The MICMAC method is based on analytical thinking, achieved by systematically

addressing a given problem (Fauzi, 2019). It determines the degree of influence and dependence among variables and assigns weights to specific interactions (Chatziioannou et al., 2023). The method classifies factors and elements into four categories based on their driving and dependency forces: (1) autonomous factors, (2) dependent factors, (3) linkage factors, and (4) driving factors (Khanam et al., 2015). The MICMAC approach's objective is to elucidate the influence and dependency of variables on the optimization of local wisdom-based sustainable tourism development in the Pati Regency. The quadrant mapping of the MICMAC analysis is presented in Figure 1.



**Figure 1.** MICMAC Variable Quadrant Distribution Map

Source: (Ardiansyah et al., 2022)

The determination of each variable in the MICMAC method is based on a synthesis of literature studies, preliminary observations, and joint interviews with relevant informants

(stakeholders). Table 1 lists the strategic variables related to efforts to accelerate the development of local wisdom-based sustainable tourism in Pati Regency.

**Table 1.** MICMAC Variables

Label	Variables	Source
Var_1	Infrastructure and Facilities	Almeida & Machado (2021); Astuti et al. (2023); Dowd et al. (2020); Hayati & Novitasari (2017); Mu et al. (2022); Ramli et al. (2022); Spatari & Aktan (2013); Sugiyama et al. (2022); Wu & Zhan (2017); Xin (2022)
Var_2	Marketing and Promotion	Bhaduri & Basu (2010); Chauhan (2021); Cheng et al. (2022); Darwish & Burns (2019); Ginting et al. (2023); He & Zhang (2022);

Label	Variables	Source
		Mihailović & Moric (2012); Morgan & Huertas (2011); Sharma (2015)
Var_3	Human Resources	Agus & Sari (2021); Ariyanto et al. (2022); Darsana & Sudjana (2022); Margaretha (2021); Verawati et al. (2021); Xin (2022)
Var_4	Stakeholder Relationship	Astuti et al. (2023); Cahyo & Nuryanti (2019); Chili & Xulu (2015); Firdaus et al. (2021); Junaid (2020); Liu et al. (2020); López et al. (2018); Naderi (2013); Nicely & Sydnor (2015); Paristha et al. (2022); Sung & Phillips (2016); Tang (2015)
Var_5	Funding and Investment Allocation	AlKhoury et al. (2022); Anaba et al. (2023); Astuti et al. (2023); Nguyen (2021); Paramati et al. (2018); Plzakova (2022); Dastgerdi, A. & Luca, G. (2019); Sun & Cui (2018)
Var_6	Community Engagement	Astuti et al. (2023); Fong & Lo (2015); Rachmawati et al. (2022); Rahardjo & Desiana (2021); Riyanto et al. (2023)
Var_7	Security and Trust	Akamavi et al. (2023); Astuti et al. (2023); Chatzigeorgiou & Christou (2016); Hamarneh & Jeřábek (2018); Kyrylov et al. (2023); Mataković, H. & Mataković, I. (2019)
Var_8	Education and Training	Astuti et al. (2023); Francis Kabii et al. (2017); Margaretha (2021); Mutiaraningrum et al. (2021)
Var_9	Utilization of Local Wisdom	Astuti et al. (2023); Sthapit et al. (2017); Wu et al. (2021)
Var_10	Regional Revenue	Astuti et al. (2023); Ausat et al. (2023); Basuki & Sugiarti (2024); Xin (2022)
Var_11	Unemployment Reduction	Astuti et al. (2023); Ausat et al. (2023); Lukito et al. (2022)
Var_12	Economic Growth	Astuti et al. (2023); Gan et al. (2021); Kwon et al. (2020); Nugraha & Flora (2022); Shvets (2020); Zhao & Yu (2021)
Var_13	Poverty Reduction	Astuti et al. (2023); Lukito et al. (2022); Zhao et al. (2023)
Var_14	Environmental Maintenance	Astuti et al. (2023); Khan et al. (2022); Richardson (2021); Scheyvens & Cheer (2022)
Var_15	Significant Differences, Uniqueness, and Historical Value	Dorcic & Komsic (2017); Gan et al. (2021); Hayati & Novitasari (2017); Kumar & Sharma (2016); Li (2024); Park (2017); Cetkovic et al. (2015)
Var_16	Quality of Travel Experience	Bock (2015); Coudounaris & Sthapit (2017); Gohary et al. (2020); Postma et al. (2017)
Var_17	Reputation and Branding	Shankar (2019); Wijngaarden et al. (2019)
Var_18	The Role of Travelers	Gnanapala (2015); Jangra et al. (2021); Kim & Ritchie (2014); Piva et al. (2017); Wu & Li (2017); Zhang et al. (2018)

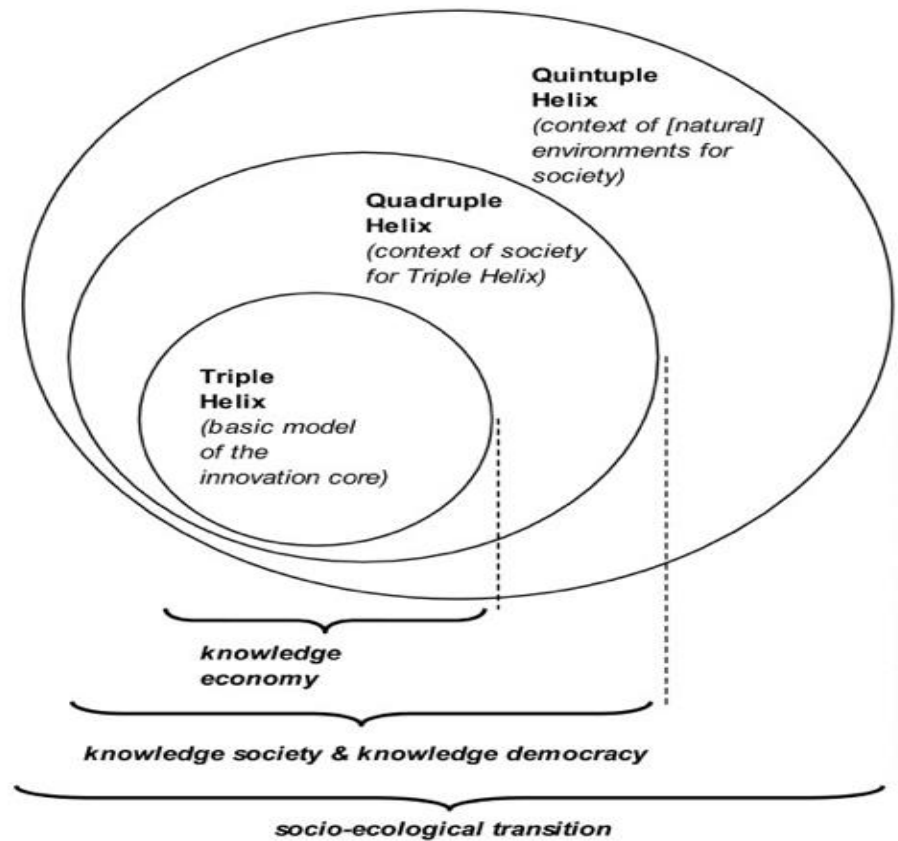
Implementing the MACTOR method further corroborates the findings of the quantitative analysis conducted with the MICMAC method. The MACTOR method is based on the concept of inter-actor influence, whereby it is possible to ascertain the relative strength of actors or stakeholders by examining the similarities and differences between the problems and goals they seek to achieve (Octavianto et al., 2024). In the MACTOR

Method, stakeholders (actors) are defined as entities that occupy a position within a system and exert influence over outcomes, either directly or indirectly, through their impact on other actors (Fauzi, 2019). MACTOR can facilitate decision-making and contribute to the implementation stage, providing stakeholders with the necessary support to actualize established policies (Yunitasari et al., 2024). The merits of utilizing MACTOR are predominantly associated with

the findings of the analysis, which can systematically delineate the urgency and prospective outcomes of various issues, the suitability and anticipation of relevant stakeholders' strategies, the existence of interest dynamics, the feasibility of alliances, and structural conflict analysis (Analia, 2020). The utilization of MACTOR is evident in the depth, specialization, and integration among stakeholders that can be comprehensively visualized, thereby providing objective results for the research conducted. The utilization of MACTOR in this study offers several notable advantages. Its ability to facilitate information

analysis about stakeholders' influence and interdependence is chief among them.

Additionally, it enables the examination of the propensity for structural conflicts to emerge and the realization of each stakeholder's responsibilities. The identification of these actors can be informed by the outcomes of the MICMAC strategic variable analysis (Nopriani et al., 2022). The MACTOR method was employed to identify, classify, and describe the synergies and interactions between stakeholders (actors) that influence efforts to accelerate the development of local wisdom-based sustainable tourism in Pati Regency.



**Figure 2.** Knowledge Production and Innovation

Source: (Cai & Lattu, 2022; Carayannis et al., 2021)

In this study, the MACTOR Method is employed in conjunction with the Hexahelix Approach, which encompasses the following sectors: (1) academia, (2) business, (3) community, (4) government, (5) media, and (6) financial institutions. The Hexahelix is a

collaborative model that has been developed from the Triple helix concept (community, business, and government) to the Quadruplehelix and Pentahelix, and finally to the Hexahelix (Anisykurlillah, 2024). The concept is developed following the requirements of the contemporary

era and is designed to supplement the preceding Helix concept (Novianti, 2021; Rachim et al., 2020; Zakaria et al., 2019). In essence, the concept or model of collaboration is predicated on cooperation between two or more parties, encompassing all processes within the purview of stakeholders to achieve pre-defined goals (Dorisman et al., 2021). The Hexahelix

collaboration concept can be employed to elucidate the intricacies of processes, objectives, and challenges underpinning actors' synergy in multi-sector development (Kagungan et al., 2023; Kelvin et al., 2022). The stakeholders (actors) determined in this study are listed in Table 2.

**Table 2.** Actors (stakeholders) MACTOR

Label	Hexahelix Classification	Actors (Stakeholders)
ST_1	Academician	Islamic Boarding School Institute Mathali'ul Falah (IPMAFA)
ST_2	Business	Tourism Actors/Owners
ST_3	Business	MSME Actors
ST_4	Business	Local Community
ST_5	Community	Tourism Awareness Group ( <i>Pokdarwis</i> )
ST_6	Community	Tourism Village Manager ( <i>Deswita</i> )
ST_7	Government	Pati Regency Youth, Sports, and Tourism Office ( <i>Dinporapar</i> )
ST_8	Government	Pati Regency Cooperative and MSME Office ( <i>Dinkop</i> )
ST_9	Government	Pati Regency Public Works and Spatial Planning Office (DPUPR)
ST_10	Media	Jawa Pos (Radar Kudus)
ST_11	Financial Institutions	Tourism Destination Investment and Funding Manager

Source: Data Processed, 2025

This research establishes ten primary objectives that all stakeholders must agree upon for subsequent incorporation into the MACTOR analysis. These objectives align with the sustainable tourism development pillars established by the Ministry of Tourism and

Creative Economy, a comprehensive literature review, and field observations conducted on each stakeholder and manager/owner of tourist destinations. The objectives are presented in Table 3.

**Table 3.** MACTOR Objectives

Label	Defined Objectives	Segmentation
O_1	Sustainable Management (Tourism Business)	Promotion
O_2	Ability to Innovate & Have Tourism Competitiveness	Promotion
O_3	Sustainable Economy (Socio - Economy)	Price
O_4	Capability and Competence of Human Resources	Product
O_5	Performance, Operations, and Institutionalization	Product
O_6	Integration of Culture and History in Tourism Destination Development (Local Wisdom)	Product
O_7	Tourism Sector Development Synergy	Product
O_8	Sustainable Environment (Management and Preservation)	Place
O_9	Implementation of CHSE (Cleanliness, Health, Safety & Environment Sustainable) Aspects)	Place
O_10	Natural Balance, Tourism Activities, and Profits	Place

Source: Authors Analysis, Processed (2025)

## RESULTS AND DISCUSSION

Halim et al. (2014) asserted that the considerable potential of the tourism sector in Pati Regency has not been fully utilized or

managed optimally. Ratnasari (2018) supported this view in her research, which concluded that tourist destinations in Pati have faced developmental challenges, partly due to the



pattern of stakeholder interests and the resulting lack of structured management. To promote sustainable tourism in Pati Regency, it is crucial to prioritize the involvement of stakeholders who can collaborate and support one another—namely the government, the private sector, and the community. These stakeholders, often referred to as the "three angels," play a pivotal role in advancing sustainable tourism development (Cahyo & Nuryanti, 2019; Handayani & Warsono, 2017; Khlaikaew, 2015; Lestari et al., 2023; Nugraha & Nurani, 2022; Pratama et al., 2023).

The Pati District Government established a regulatory framework for tourism development through Pati Regent Regulation No. 28 of 2022 concerning the Empowerment of Tourism Villages in Pati District. This regulation outlines key elements that require attention, including infrastructure, marketing, institutional strengthening (stakeholders), and collaborative partnerships. The regulation adopts the tourism development approach proposed by Cooper (2005), which emphasizes the 4A aspects that influence the development of the tourism sector. These aspects include: (1) Attraction, which encompasses the presence of natural, social, cultural, and artificial resources (Romadhan & Nugroho, 2021); (2) Amenity, in the form of tourist support facilities, such as accommodation (hotels or inns) and restaurants (Silitonga et al., 2023); (3) Accessibility, through the provision of adequate transportation infrastructure, which facilitates travel and affects tourist satisfaction (Handayani & Warsono, 2017); and (4) Ancillary (service institutions), including all supporting services that must be provided by the local government for both tourists and tourist actors (owners or managers) (Alfitriani et al., 2021). In their research, Yuliardi et al. (2021) and Silitonga et al. (2023) demonstrated that the 4A effectively identifies strategies to promote sustainable tourism development.

The government's efforts to develop sustainable tourism in Pati have been implemented by providing assistance, guidance, and training to relevant stakeholders. In this context, the Pati District Office of Youth, Sports,

and Tourism (*Dinporapar*) and the Pati District Office of Cooperatives and MSMEs (*Dinkop*) have provided support through several initiatives, including (1) managerial training; (2) network development training; (3) governance training; and (4) institutional quality and capacity strengthening. Additional forms of assistance have included program socialization, workshops, skills training, and financial support. The Pati District Public Works and Spatial Planning Office (DPUPR) has also played a pivotal role in supporting the local government's vision for sustainable tourism by providing essential facilities and infrastructure to meet the needs of tourists and tourism stakeholders.

Given these efforts, establishing collaborative relationships among stakeholders emerges as a crucial element in advancing the sustainable tourism sector in Pati. However, stakeholder interconnection and integration remain inadequate due to competing interests shaped by differing responsibilities, urgency levels, and priority scales. This condition is reflected in the funding allocations of each stakeholder (local government agency), which tend to focus on specific aspects of tourism development. Additionally, collaboration among regional partners within the PAKUDJEMBARA area (Pati, Kudus, Demak, Jepara, Rembang, and Blora) remains suboptimal, further constraining sustainable tourism development in the district.

In response, the realization of the implementation of Pati Regent Regulation No. 28 of 2022 for the current year (2024) has commenced, with each stakeholder optimizing their contributions. This was initiated by identifying the most pressing issues in advancing a sustainable tourism sector in Pati Regency through the Driven, Pressure, State, Impact, and Response (DPSIR) approach. The approach comprehensively describes the established indicators and facilitates stakeholder communication in formulating policies (Brunhara et al., 2023). The DPSIR approach has been employed to analyze urban ecological resilience (Zhao et al., 2021), rural sustainable development efficiency (Khan et al., 2021), and

plastic pollution (Miranda et al., 2020). The DPSIR approach to sustainable development has been successfully integrated into policy-making in several countries, including Brazil (Rodrigues et al., 2018), Tanzania (Kazuva et al., 2018), Maldives (Shadiya & Shareef, 2020), and South Africa (Nyika & Onyari, 2021).

In addition to infrastructure (Dharmawan et al., 2021; Putri, 2022; Shobirin & Ali, 2019) and accommodation (Soehardi et al., 2021), the aspect of attractions or uniqueness is of great significance in the pursuit of sustainable tourism development (Hermawan & Arifin, 2021; Syauket & Karsono, 2022; Widodo et al., 2018; Widodo & Silitonga, 2017). The tourism sector in Pati Regency has fully optimized the integration between tourists' needs for novel travel experiences and the local wisdom of each region. The distinctive characteristics of a tourist destination can create a novel impression for tourists and foster a positive image of the destination based on a favorable experience (Baruca & Čivre, 2022). The aspect of uniqueness encompasses several pivotal indicators, including novelty, excitement, uniqueness, prestige, socialization, and learning. These elements collectively improve overall welfare (Andrades & Dimanche, 2018).

In this case, the development of tourist destinations based on their potential is the responsibility of the local community and the manager of the tourist destination. The local community, in collaboration with the Department of Tourism, Culture, and Creative Economy of Pati Regency, has the potential to develop and manage the following tourism villages: (1) Jrahi Tourism Village (Pancasila Tourism Village); (2) Bakaran Wetan Tourism Village; (3) Kertomulyo Beach; (4) Tunggulsari Tourism Village; and (5) Talun Tourism Village. This partnership aims to enhance the community's capacity to explore and manage the local tourism sector. An increase in community competence primarily influences the optimization of the responsibilities of the Tourism Awareness Group (Pokdarwis), the Tourism Village Manager (Deswita), tourist destination owners, and local communities,

which serve as the fundamental unit in the development of local wisdom-based sustainable tourism.

The natural, cultural/historical, and religious tourism sectors in Pati District have the potential to be developed through the exploration of cultural utilization and the encouragement of sustainable tourism initiatives. As stated by Haukeland et al. (2023) and Ernawati (2019), natural and cultural tourism represent the most significant constituents of the sector. Conversely, culinary tourism plays a significant role in regional economic development, characterized by dynamism, growth, and robust tourism demand (Baah et al., 2020; Gozali & Wijoyo, 2022; Hasnah & Nugroho, 2021; Stone et al., 2019; Tsai & Wang, 2017). Religious tourism represents a sector with a relatively challenging development trajectory. This is because tourists who visit religious tourism destinations do so with a focus on certain beliefs and goals, which makes it challenging to implement updates that highlight the unique aspects of these destinations. The Jrahi Tourism Village (Pancasila Tourism Village) and Bakaran Wetan Tourism Village illustrate the diverse development patterns observed across various tourism sectors.

The Tourism Awareness Group (Pokdarwis) of Jrahi Tourism Village (also known as Pancasila Tourism Village) has thus far concentrated its efforts on the natural tourism sector, which encompasses several notable attractions, including the Grenjengan Sewu Waterfall, Jrahi Mini Embung, Gonggo Mino Chasm Cave, and Tanggulansi Peak. Meanwhile, the religious tourism sector, including Pancur Songo and Saddhagiri Monastery, is the responsibility of the tourist destination manager, who is tasked with the maintenance and upkeep of infrastructure and public services. The lack of significant development in the religious tourism sector can be attributed to tourists' motivations for visiting these destinations, which are primarily driven by their specific beliefs. Consequently, the appeal of these sites is no longer based on their distinctive features, novel experiences, or offerings but rather on their ability to facilitate worship and the

presentation of offerings following the tenets of their respective beliefs.

Meanwhile, efforts to develop sustainable tourism in Tunggulsari Tourism Village focus on the natural, educational, and artificial sectors. Mina Mangrove is the leading tourism sector in the village, supported by the availability of facilities such as homestays, educational tour packages, tourist attractions, and aquaculture. The natural tourism sector in the form of mangrove forests requires Tunggulsari Tourism Village to continue to preserve the environment and sustainability to maintain the existence of mangrove plants and cultivation areas from abrasion and land subsidence in coastal areas. The giant sea waves in the area require Pokdarwis, the village government, MSME players, and owners of artificial tourist destinations to reforest the shrinking mangrove plants.

A thorough examination of the responses and initiatives undertaken by all relevant stakeholders reveals that the efforts to advance the tourism sector in Pati Regency are centered on developing infrastructure, cultivating human resources, integrating local knowledge, and promoting collaboration among communities and stakeholders. However, the implementation and realization of policies have not been optimized due to overlapping responsibilities and structural conflicts. The inadequate optimization of the 4A aspects, the government's prioritization of the natural tourism sector, the absence of structured funding allocation due to the low tourism village classification indicators, and the lack of continuity between the local community and relevant stakeholders in marketing and promotion efforts demonstrate the suboptimal level of integration among stakeholders that has not been achieved in the development of the

tourism sector in Pati Regency. These issues primarily influence policy-making and related regulations, which, in reality, primarily benefit a small minority. Conversely, other stakeholders encounter financial setbacks due to policies and regulations implemented with excessive rigidity, resulting in their inability to be effectively realized. This phenomenon primarily leads to horizontal and vertical conflicts, each driven by disparate objectives.

A thorough analysis of the efforts made thus far reveals that the relevant stakeholders have not fully optimized the Promotion, Product, and Price segments within the tourism sector in Pati Regency. This phenomenon is predominantly influenced by fundamental issues related to the low synergy among stakeholders. The existence of these issues also has ramifications for the tourism development strategy that has been formulated based on MICMAC analysis, with implementation patterns that are heavily dependent on relevant stakeholders.

The identification of variables was validated by confirming each stakeholder following their respective functions, duties, and responsibilities concerning the acceleration of local wisdom-based sustainable tourism development in Pati District. As stated by Barati et al. (2019), using MICMAC enables the identification of variables in parallel, overriding the priority value of all variables. The transformation of numerical data is then employed as Matrix Direct Influence (MDI) data, with a value of 0–3 (low–high) and P (potential to exist in the future). It is essential to conduct the conversion effort with precision and thoroughness to ensure the generation of reliable data (Nopriani et al., 2022). The MDI data are presented in Table 4.

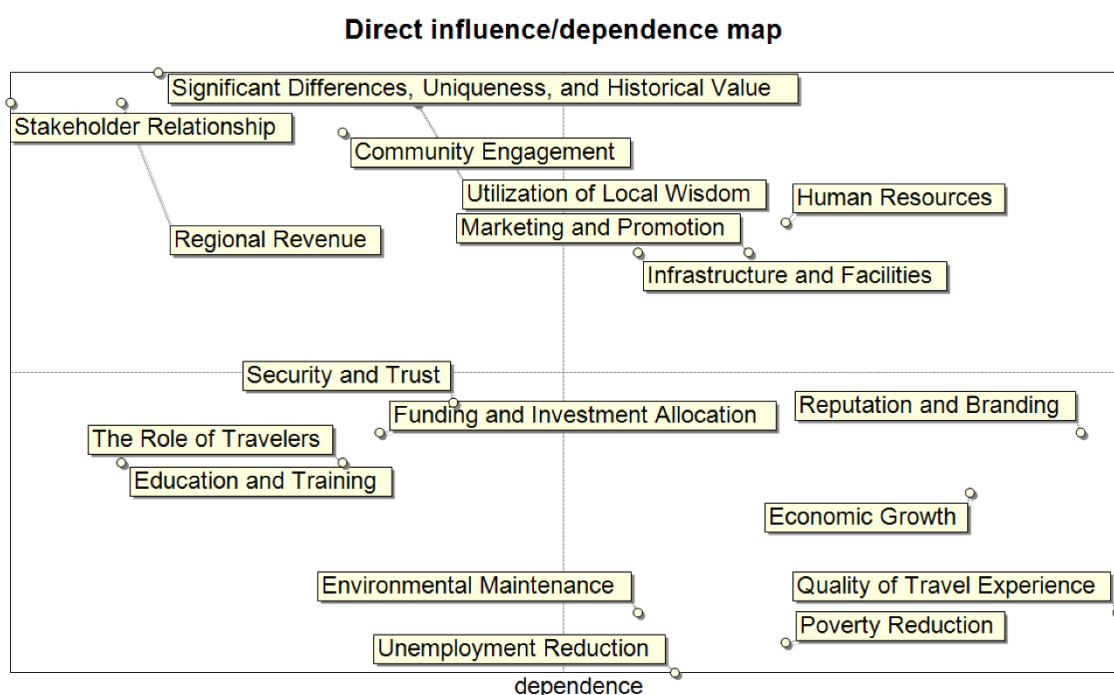
**Table 4.** Identification of Matrix Direct Influence (MDI) Values

	Var_1	Var_2	Var_3	Var_4	Var_5	Var_6	Var_7	Var_8	Var_9	Var_10	Var_11	Var_12	Var_13	Var_14	Var_15	Var_16	Var_17	Var_18
Var_1	0	3	3	0	0	2	3	3	3	0	P	3	P	3	3	3	3	3
Var_2	P	0	2	2	2	3	3	0	0	3	2	3	3	3	2	2	3	2
Var_3	2	3	0	1	3	2	3	0	3	0	3	3	2	3	1	3	3	1
Var_4	3	2	3	0	P	3	2	3	3	P	3	3	P	3	3	3	3	3
Var_5	3	3	P	0	0	1	0	3	3	0	2	3	2	2	P	3	3	1

	Var_1	Var_2	Var_3	Var_4	Var_5	Var_6	Var_7	Var_8	Var_9	Var_10	Var_11	Var_12	Var_13	Var_14	Var_15	Var_16	Var_17	Var_18
Var_6	3	3	3	3	P	0	3	0	3	1	3	3	3	3	1	3	2	2
Var_7	0	3	P	1	3	2	0	0	2	0	2	3	3	0	3	3	3	2
Var_8	2	3	3	2	P	0	2	0	2	1	3	P	3	1	0	3	2	1
Var_9	3	3	P	3	P	3	1	3	0	3	3	3	3	2	3	3	3	1
Var_10	3	3	3	1	3	0	2	3	3	0	P	3	3	3	3	3	3	1
Var_11	0	0	3	1	1	1	1	0	0	1	0	3	3	1	0	2	2	2
Var_12	2	0	3	P	2	2	1	2	0	2	2	0	3	2	0	3	3	0
Var_13	0	0	3	1	1	2	1	1	0	3	3	3	0	0	0	2	2	0
Var_14	3	3	2	0	1	0	1	0	2	1	P	2	0	0	1	3	2	2
Var_15	3	2	3	P	3	3	0	1	3	3	3	3	3	3	0	3	3	2
Var_16	3	2	2	0	3	0	2	0	0	0	3	2	2	0	0	0	3	1
Var_17	2	1	2	1	3	1	3	1	1	1	3	P	2	3	0	3	0	2
Var_18	2	3	3	1	2	1	1	0	0	1	P	3	3	2	1	2	3	0

Source: Data Processed, 2025

The data presented in Table 4, derived from the Matrix Direct Influence (MDI) model, can be utilized to delineate the variables within four distinct quadrants by applying the MICMAC analysis. The outcomes of this delineation are illustrated in Figure 3.



**Figure 3.** Direct Variable Influence and Dependency Quadrant

Source: Data Processed, 2025

As illustrated in Figure 3, the results of the MICMAC mapping can be used to classify variables according to their position in the input, stakes, output, and excluded quadrants. Quadrant 1 delineates the fundamental variables (inputs) instrumental in accelerating the development of local wisdom-based sustainable tourism in Pati Regency. The variables include

significant differences, uniqueness, historical value, regional revenue, stakeholder relationship, community engagement, and utilization of local wisdom. The variable of stakeholder relationship is of paramount importance, exerting a significant influence on the development of local wisdom-based sustainable tourism in Pati Regency. In this case, stakeholders may serve as

regulators (*Dinporapar* and *Dinkop*), implementers (DPUPR, tourism owners, MSME players, local communities, *Pokdarwis*, and *Deswita*), or evaluators (academics/IPMAFA, media/Jawa Pos, and investment and funding managers of tourist destinations).

Furthermore, Quadrant 1 identifies regional income as a core variable. This variable can potentially influence the allocation of funding by influencing the submission of financing and grants to related agencies, thereby supporting the same goal. Additionally, high regional income impacts the priority scale of regional financing in vital aspects of economic growth, including the tourism sector. Including regional income, variables substantiate the significance of fund allocation in fostering the Pati Regency tourism sector. The local government's substantial allocation of financial resources to the tourism sector indicates its commitment to fostering its growth and development.

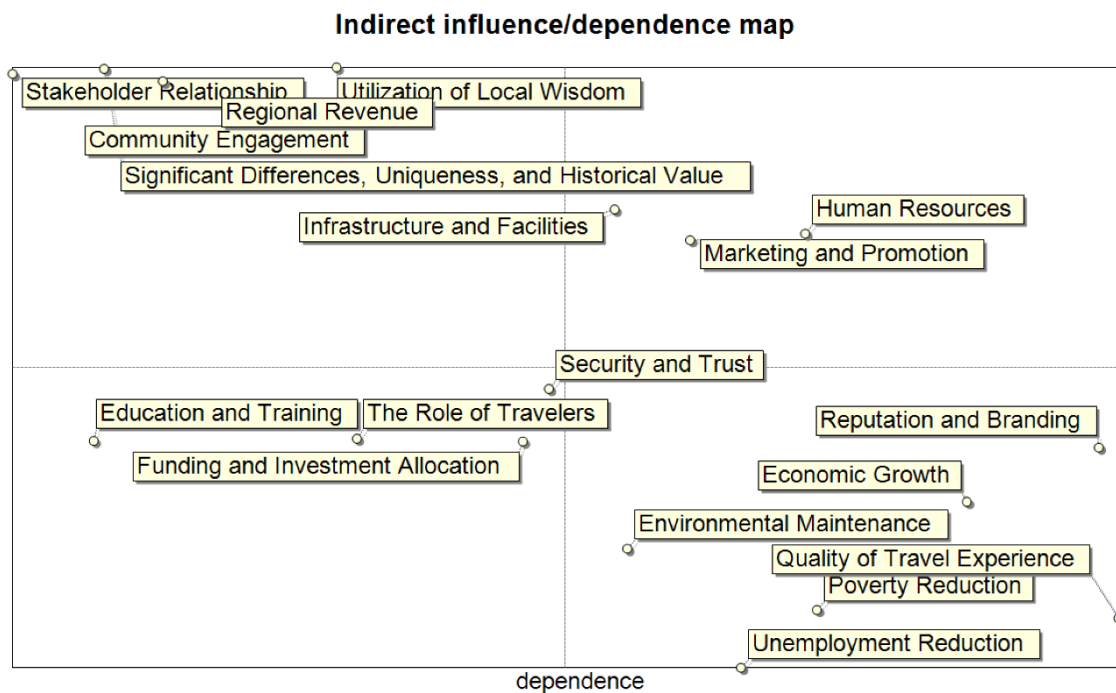
The Quadrant 2, as determined by MICMAC analysis, encompasses infrastructure and facilities, marketing and promotion, and human resources variables. These variables exert a significant influence, are highly sensitive, and exhibit instability (relay variables), necessitating particular attention to formulating strategies and policies (Elmsalmi & Hachicha, 2013). In this case, adequate infrastructure and facilities can facilitate efforts to accelerate tourism development (Kanwal et al., 2020; Kurihara & Wu, 2016; Li et al., 2019). Marketing efforts and adequate human resource competencies in each tourist destination are essential for achieving this goal (Chin et al., 2020; Giray et al., 2019; Maria et al., 2023).

Quadrant 3 (dependent variables) defines the variables of quality of travel experience, economic growth, reputation and branding,

poverty reduction, environmental maintenance, and unemployment reduction as variables with high dependency (influence) and little influence (dependent). The variables in Quadrant 3 are primarily defined as the objectives of accelerating the development of local wisdom-based sustainable tourism in Pati Regency. In this context, each variable is integrated and synergized to provide quality tourism experiences to tourists, encourage environmental maintenance, and create tourist destinations supported by the competence of local communities as a workforce, aiming to reduce unemployment and improve welfare.

In Quadrant 4, independent variables (excluded variables) are identified that exert considerable influence but are relatively independent of other variables. These variables include education and training, the role of travelers, funding and investment allocation, and security and trust. Each variable in Quadrant 4 can support Quadrant 1 and 2 in influencing variables in Quadrant 3. In this case, the role of the government and related agencies is of great importance to maximize the presence of variables in Quadrant 4. Furthermore, the influence of tourists on word-of-mouth (WOM) promotion schemes and assessments of tourist destinations can spark interest in more visits to the tourism sector.

The credibility and accountability of MDI data in the MICMAC analysis can be tested by determining the indirect effect on each variable (Sukwika, 2021). The test is conducted on the Matrix Indirect Influence (MII) through the MDI transitivity process (Nopriani et al., 2022). The absence of variable shifts in different quadrants indicates that the stability of MDI data is very high and vice versa. The results of MDI data stability testing are presented in Figure 4.



**Figure 4.** Indirect Variable Influence and Dependency Quadrant

Source: Data Processed, 2025

A comparison of the direct influence and dependency analysis (Figure 3) with the indirect influence and dependency analysis (Figure 4) indicates that the MDI and MII data are highly stable. The absence of variable shifts across different quadrants demonstrates this. It can be concluded that (1) the MDI and MII data are highly stable and credible, and (2) the sensitivity of each variable is low.

Each variable's influence and indirect dependence can also be demonstrated by the numerical data presented in the Matrix of Indirect Influences (MII) and Matrix of Potential Indirect Influences (MPII) analysis. The high value represented by the number in the analysis indicates a significant impact on other variables (Sukwika, 2021). The analysis indicates that the variable of local wisdom exerts the most significant influence on the quality of travel experiences. Furthermore, significant differences, uniqueness, and historical value variables, in addition to stakeholder relationships and regional revenue, exert influence on the same variable. In this case, stakeholder relationships are paramount in optimizing the creation of quality travel experiences through utilizing and

presenting local culture as a differentiating factor, with the amount of regional revenue funding allocated to the tourism sector as a supporting mechanism. The government, community, and private sector must collaborate to provide mutually supportive contributions, particularly in the provision of facilities, training, and coaching, and the analysis of the potential for local culture to be developed and preserved in a manner that supports sustainable tourism development (Chayradafia et al., 2023; Jenkins, 2020; Rattekarua & Hartono, 2023; Thetsane, 2019).

As indicated by the comparison of the preceding MICMAC analysis, implementing a stakeholder relationship is imperative for advancing the tourism sector in the Pati Regency. This underscores the significance of cooperation, synergy, and integration efforts in developing policies and implementing initiatives aligned with shared objectives.

Concurrently, other variables in Quadrant I of the MICMAC analysis demonstrate a congruence with the Stakeholder Relationship variable. The Community Engagement variable and the Significant Difference, Uniqueness, and

Historical Value variables, which are integrated with the Utilization of Local Wisdom variable, lend further support to this hypothesis. Each of these variables has been identified as a key strategy and plays a crucial role in developing the tourism sector in Pati Regency.

The government's involvement can facilitate the optimization of funding allocations and grants, thereby enabling the creation of suitable facilities. This is achieved through the support of local communities, who can manage tourist destinations effectively. This is evidenced by the high interest in participation in empowerment and training programs and the private sector's contribution to the commercialization and economic circularity at the regional level. The results of the MICMAC analysis corroborate the assertion that the development of the tourism sector in Pati Regency aligns with the concepts put forth by Cooper (2005), namely a focus on uniqueness, facilities, accessibility, and the services provided. The involvement of *Dinporapar*, *Dinkop*, and DPUPR, in collaboration with local communities and tourist destination managers, exemplifies the significance of stakeholder relationship variables, which are classified in Quadrant 1 in the MICMAC analysis.

Stakeholders can encourage promotional efforts, enhance facilities, develop community competencies through training and coaching, and allocate funding and grants to support each tourist destination in Pati Regency. The involvement of stakeholders can influence the formulation of policies that have an impact on key variables in a specific program (Omran et al., 2014). Considering stakeholders' dynamics, interests, interactions, and initiatives, it is crucial to analyze stakeholder synergy in sustainability development-based research (Bryant & Bousbaine, 2014).

The objective of employing MACTOR analysis is to buttress the findings of the MICMAC analysis that was conducted previously. The MACTOR analysis was conducted by transforming the interview data into numerical values in the Direct Influence Matrix (MDI) and the Direct and Indirect Influence Matrix (MDII) using a value scale of 0–4 (low–high). The value of "Li" in MDII indicates how much a stakeholder exerts influence over other stakeholders. In contrast, the value of "Di" in MDII represents the degree to which a stakeholder depends on other stakeholders. The MDI and MDII values are presented in Table 5 and Table 6, respectively.

**Table 5.** Matrix Direct Influence (MDI)

	MDI	ST_1	ST_2	ST_3	ST_4	ST_5	ST_6	ST_7	ST_8	ST_9	ST_10	ST_11
1.	ST_1	0	2	2	2	3	3	1	1	1	2	2
2.	ST_2	2	0	2	1	3	3	2	0	3	2	2
3.	ST_3	2	2	0	2	2	2	0	2	2	2	2
4.	ST_4	2	3	3	0	3	3	2	3	3	2	2
5.	ST_5	3	4	3	2	0	4	2	3	3	2	2
6.	ST_6	3	3	3	2	3	0	2	3	3	2	2
7.	ST_7	3	3	2	3	4	4	0	3	4	4	4
8.	ST_8	3	3	3	3	3	3	3	0	4	4	4
9.	ST_9	3	3	3	4	3	3	3	3	0	4	4
10.	ST_10	0	2	2	2	2	2	2	2	2	0	0
11.	ST_11	0	3	3	2	2	2	4	1	2	0	0

Source: Data Processed, 2025

**Table 6.** Matrix Direct and Indirect Influence (MDII)

	MDII	ST_1	ST_2	ST_3	ST_4	ST_5	ST_6	ST_7	ST_8	ST_9	ST_10	ST_11	Li
1.	ST_1	15	19	19	16	19	19	15	16	19	15	15	172
2.	ST_2	16	20	20	18	20	20	15	18	19	16	16	178
3.	ST_3	14	18	18	17	18	18	17	14	17	16	16	165
4.	ST_4	20	25	25	21	25	25	19	20	24	20	20	223
5.	ST_5	20	25	24	21	25	26	19	19	23	20	20	217
6.	ST_6	20	24	24	21	25	25	19	19	23	20	20	215
7.	ST_7	21	28	26	23	28	29	21	21	26	23	23	248
8.	ST_8	21	27	26	23	27	27	21	21	26	23	23	244
9.	ST_9	21	27	26	23	27	27	21	21	25	22	22	237
10.	ST_10	16	16	16	15	16	16	14	14	16	16	16	155
11.	ST_11	16	17	16	15	18	18	15	14	18	17	17	164
	Di	185	226	222	192	223	225	175	176	211	192	191	2218

Source: Data Processed, 2025

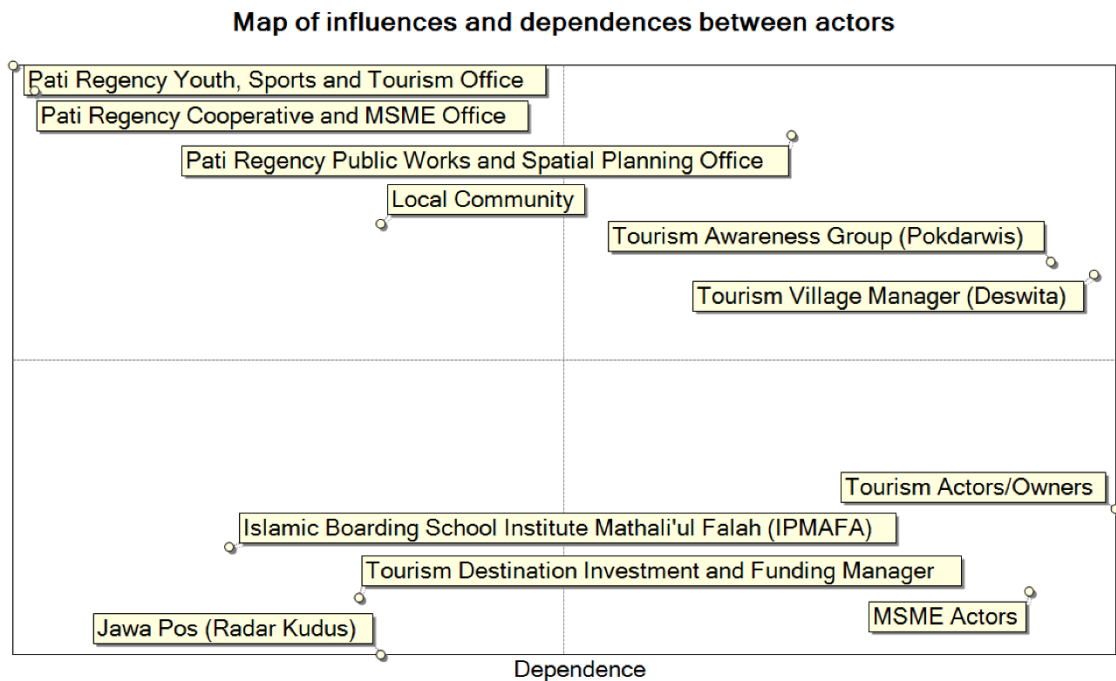
As indicated in Column "Li" of Table 6, the Department of Youth, Sports, and Tourism (*Dinporapar*) of Pati Regency (ST\_7) is identified as the most influential stakeholder in the optimization of local wisdom-based sustainable tourism development in Pati Regency. The primary responsibility of *Dinporapar* is to optimize the utilization of regional potential through collaboration with local communities and proprietors/managers of tourist destinations. The primary function of *Dinporapar* is that of a regulatory authority entrusted with the responsibility of fostering the growth of the tourism sector. This objective is pursued by leveraging all relevant stakeholders' expertise to achieve optimal outcomes across diverse criteria. In this instance, *Dinporapar* can directly influence the ministries, including *Dinkop* and *DPUPR*, to support a shared objective. The established policies can be realized through cooperation with the local community and relevant tourism destination managers. As stated by Jamaluddin et al. (2024), the presence of *Dinporapar* is a motivator, facilitator, and dynamic actor in efforts to develop the tourism sector. It is a facilitator, providing supporting facilities and infrastructure, and considers all aspects that affect national development (Padatu & Akib, 2018; Sanjaya et al., 2022).

Additionally, it functions as a dynamic actor, creating synergy between the government,

the community, and the private sector are assisted and guided by the government in their efforts to develop regional tourism (Armin et al., 2019; Asmara & Artisa, 2021; Hasyim et al., 2020; Muhtasom et al., 2019). In this instance, *Dinporapar* is responsible for optimizing the Pati Regent Regulation No. 28 of 2022 on the Empowerment of Tourism Villages in Pati Regency. The optimization of these regulations is undoubtedly contingent upon the prioritization of interests and responsibilities, meticulously tailored to each stakeholder and existing development focus.

In parallel, the "Di" column indicates how much tourism actors and owners rely on advancing the tourism sector. In this case, managers, actors, and owners of tourist destinations (ST\_2) serve as implementers and evaluators of policies and regulations set by the government. Consequently, implementing these policies and regulations can significantly impact the growth or decline of business activities within the tourism sector. Furthermore, the presence of the government and community (*Pokdarwis* and *Deswita*) can influence tourism managers and actors through empowerment activities, training, and coaching to enhance competence, particularly in the management and development of tourist destinations. The mapping of each stakeholder is presented in Figure 5.





**Figure 5.** MACTOR Analysis Stakeholder Mapping

Source: Data Processed, 2025

Figure 5 allows classifying each stakeholder that influences and depends on the efforts to optimize the development of local wisdom-based sustainable tourism in Pati Regency. In Quadrant 1, the Pati District Youth, Sports, and Tourism Office (*Dinporapar*), the Pati District Cooperative and MSME Office (*Dinkop*), and the local community are identified as the core stakeholders that exert the most significant influence and exhibit minimal dependency. This is based on the results of the MICMAC analysis, which indicates the necessity of establishing a connection between the stakeholders (government) and the community to accomplish the same objective. The influence of *Dinporapar* (government) and *Dinkop* (government) is manifested through promotional, training, and coaching initiatives in each tourist destination to provide tourists with experiences based on the region's distinctive characteristics and novel experiences.

Aligned with the identified strategic aspects, *Dinporapar* and *Dinkop* of Pati Regency have concentrated their efforts on enhancing the role of youth in entrepreneurship. These efforts aim to accelerate the regional creative economy,

improve tourism competitiveness, and strengthen the appeal of regional tourism destinations. The objectives are pursued through the implementation of several programs: (1) *Tourism attraction management*, which includes the procurement, maintenance, and rehabilitation of facilities and infrastructure at tourism destinations, the development of tourism human resource competencies, and the certification of tourism workers; (2) *Tourism marketing*, which involves facilitating domestic and international tourism marketing activities, providing tourism-related data, disseminating tourism information, and fostering cooperation and partnerships; and (3) *Creative economy development*, which focuses on coordinating, synchronizing, and implementing capacity-building initiatives for novice entrepreneurs, as well as supporting various stages of the creative economy—namely creation, production, distribution, consumption, and conservation.

Simultaneously, the involvement of local communities and businesses has catalyzed mobilizing and representing diverse regional stakeholders in developing the tourism sector. This engagement is reflected in the plurality of

creative economy sectors driven by local communities, which utilize indigenous commodities such as cloves, nutmeg, pepper, guava, and mangosteen. The added value of these agricultural and plantation commodities is realized through processing, packaging, and the production of derivative products that are accessible to a broader demographic. However, these commodities do not follow specialized marketing processes, particularly those emphasizing Gastronomic Diplomacy in Pati Regency. This condition is primarily attributed to the greater recognition of other processed products as local culinary specialties, overshadowing agricultural and plantation-based commodities.

Moreover, local communities have demonstrated significant influence in exploring, utilizing, and preserving local wisdom to reinforce regional identity. The presence of community-managed artificial tourist destinations, such as educational agro-tourism sites, exemplifies this optimization.

Quadrant 2 encompasses the Pati District Public Works and Spatial Planning Office (DPUPR) (government), the Tourism Awareness Group (Pokdarwis) (community), and the Tourism Village Manager (Deswita) (community). In this instance, the DPUPR provides and manages accessibility through roads and bridges at all tourist destinations. However, the DPUPR cannot oversee complex and fundamental tourism development initiatives, such as marketing, mentoring, or training programs for local communities. This is consistent with the role, duties, and responsibilities of the DPUPR in its efforts to develop sustainable tourism in the Pati Regency. The primary focus of these efforts is the realization of adequate infrastructure in the form of road conditions, directional signs, supporting tourism infrastructure, complementary information installations, and other supporting facilities. Concurrently, Pokdarwis and Deswita's involvement can catalyze local communities in exploring the potential of tourism and regional culture, facilitating its growth and development. Pokdarwis and Deswita have been designated

stakeholders with specialized expertise who can address all aspects of local community life in a specific manner. This phenomenon is primarily influenced by the presence of Pokdarwis and Deswita, which are tailored to the local community's needs in managing a specific tourist destination. The aforementioned management efforts are congruent with the classification of tourism sectors, including nature tourism, religious tourism, man-made tourism, and others, contingent on a particular region's customs or local wisdom.

Meanwhile, Quadrant 3 identifies MSME actors (businesses) and tourism actors/owners (businesses) as stakeholders with the most significant dependency (dependent stakeholders) on other stakeholders in Quadrants 1 and 2. These stakeholders are considered the most affected and are the destination stakeholders for efforts to optimize local wisdom-based sustainable tourism development in Pati Regency. The extent to which these stakeholders depend on government policies and regulations, the management efforts and solidarity of Pokdarwis and Deswita, and the promotional efforts carried out by local media in building engagement in the regional tourism sector are the primary factors influencing this phenomenon.

The MACTOR analysis identifies the Islamic Boarding School Institute Mathali'ul Falah (IPMAFA) (Academician), the tourism destination investment and funding manager (Financial Institutions), and *Jawa Pos* (Radar Kudus) (Media) as independent stakeholders located in Quadrant 4. These stakeholders support the influence exerted by stakeholders in Quadrants 1 and 2 over those in Quadrant 3. Stakeholders in Quadrant 4 primarily engage in research implementation and evaluation, service delivery, funding and financing activities, and information commercialization.

The maximum level of stakeholder influence—whether direct or indirect—is represented by the Matrix of Maxima Direct and Indirect Influences (MMDII) value. This value provides two key insights: (1) the maximum degree of stakeholder influence, indicated by the IMAXi column, and (2) the maximum degree of

stakeholder dependency, indicated by the influence that were not captured by the MDII DMAXi row (Nopriani et al., 2022). Notably, the analysis. The MMDII values are presented in MMDII analysis retains certain degrees of Table 7.

**Table 7.** Maxima Direct and Indirect Influences (MMDII)

MMDII	ST_1	ST_2	ST_3	ST_4	ST_5	ST_6	ST_7	ST_8	ST_9	ST_10	ST_11	IMAXi
1. ST_1	0	3	3	2	3	3	2	3	3	2	2	26
2. ST_2	3	0	3	3	3	3	3	3	3	3	3	30
3. ST_3	2	2	0	2	2	2	2	2	2	2	2	20
4. ST_4	3	3	3	0	3	3	3	3	3	3	3	30
5. ST_5	3	4	3	3	0	4	3	3	3	3	3	32
6. ST_6	3	3	3	3	3	0	3	3	3	3	3	30
7. ST_7	3	4	3	4	4	4	0	3	4	4	4	37
8. ST_8	3	3	3	4	3	3	4	0	4	4	4	35
9. ST_9	3	3	3	4	3	3	4	3	0	4	4	34
10. ST_10	2	2	2	2	2	2	2	2	2	0	2	20
11. ST_11	3	3	3	3	4	4	4	3	4	4	0	35
DMAXi	28	30	29	30	30	31	30	28	31	32	30	329

Source: Data Processed, 2025

As evidenced by the MMDII analysis in Table 7, the IMAXi column identifies *Dinporapar* of Pati Regency as the most influential stakeholder (directly or indirectly) in optimizing local wisdom-based sustainable tourism in Pati Regency. This is due to the significant responsibilities and tasks assigned to these stakeholders in shaping regulations and policies that support achieving the same goals. Furthermore, the presence of *Dinkop* as a regulator and driver of the creative economy and tourism infrastructure provides additional support. In contrast, the DMAXi line identifies the Tourism Village Manager (*Deswita*), DPUPR, and Jawa Pos (Radar Kudus) as actors (stakeholders) that are highly dependent on one another. The level of dependency on the DPUPR is primarily attributable to the allocation of funding to support tourism development, which

follows government policies and regulations. Consequently, optimizing the DPUPR's work is contingent upon the allocation of funding or grants provided. In addition, the involvement of *Deswita* and Jawa Pos (Radar Kudus) can be attributed to their significant reliance on government initiatives to advance the tourism industry, encompassing both managerial and promotional activities based on the commercialization of information.

Under the previously established objectives, the MACTOR analysis can delineate the degree of significance, accountability, and urgency associated with each objective, as determined by the Matrix 2MAO and 3MAO analysis. This information is presented in Table 8 and Table 9.

**Table 8.** Matrix 2MAO

2MAO		O_1	O_2	O_3	O_4	O_5	O_6	O_7	O_8	O_9	O_10	Absolute Sum
1.	ST_1	3	3	3	4	3	4	3	4	3	3	33
2.	ST_2	4	4	4	3	4	4	4	4	4	4	39
3.	ST_3	4	4	-2	3	3	4	4	4	4	4	36
4.	ST_4	-3	3	-2	3	3	4	-3	4	3	-3	31
5.	ST_5	4	4	3	4	4	4	4	4	4	4	39
6.	ST_6	4	4	3	4	4	4	4	4	4	4	39
7.	ST_7	4	3	4	4	4	4	4	4	4	4	39
8.	ST_8	3	3	3	4	3	4	4	4	2	3	33
9.	ST_9	3	3	3	4	3	4	4	3	4	3	34
10.	ST_10	2	2	2	2	3	3	3	2	2	2	23
11.	ST_11	1	1	2	1	2	2	2	1	2	1	15
Number of agreements		32	34	27	36	36	41	36	38	36	32	
Number of disagreements		-3	0	-4	0	0	0	-3	0	0	-3	
Number of positions		35	34	31	36	36	41	39	38	36	35	

Source: Data Processed, 2025

**Table 9.** Matrix 3MAO

3MAO		O_1	O_2	O_3	O_4	O_5	O_6	O_7	O_8	O_9	O_10	Mobilizations
1.	ST_1	2,5	2,5	2,5	3,3	2,5	3,3	2,5	3,3	2,5	2,5	27,2
2.	ST_2	3	3	3	2,3	3	3	3	3	3	3	29,6
3.	ST_3	2,7	2,7	-1,4	2,1	2,1	2,7	2,7	2,7	2,7	2,7	24,6
4.	ST_4	-3,6	3,6	-2,4	3,6	3,6	4,7	-3,6	4,7	3,6	-3,6	36,7
5.	ST_5	4,1	4,1	3,1	4,1	4,1	4,1	4,1	4,1	4,1	4,1	40,3
6.	ST_6	4	4	3	4	4	4	4	4	4	4	39,5
7.	ST_7	5,8	4,4	5,8	5,8	5,8	5,8	5,8	5,8	5,8	5,8	56,6
8.	ST_8	4,2	4,2	4,2	5,7	4,2	5,7	5,7	5,7	2,8	4,2	46,6
9.	ST_9	3,7	3,7	3,7	4,9	3,7	4,9	4,9	3,7	4,9	3,7	41,6
10.	ST_10	1,4	1,4	1,4	1,4	2	2	2	1,4	1,4	1,4	15,6
11.	ST_11	0,7	0,7	1,5	0,7	1,5	1,5	1,5	0,7	1,5	0,7	11,1
Number of agreements		32,2	34,3	28,2	37,8	36,5	41,8	36,3	39,2	36,3	32,2	
Number of disagreements		-3,6	0	-3,7	0	0	0	-3,6	0	0	-3,6	
Number of mobilizations		35,8	34,3	31,9	37,8	36,5	41,8	39,8	39,2	36,3	35,8	

Source: Data Processed, 2025

As illustrated in Table 8, the 2MAO (Matrix Actor-Objective) data underscores the pivotal role of stakeholders in achieving the established objectives. The value displayed in the absolute sum column represents the level of stakeholder interest, while the row with the number of positions depicts the objectives agreed upon by the stakeholders. Under the 2MAO analysis, the stakeholders most important to each objective to optimize tourism development are the tourism actors/owners, *Pokdarwis*, *Deswita*, and *Dinporapar*. The 3CAA analysis further proves the synergistic relationship between the

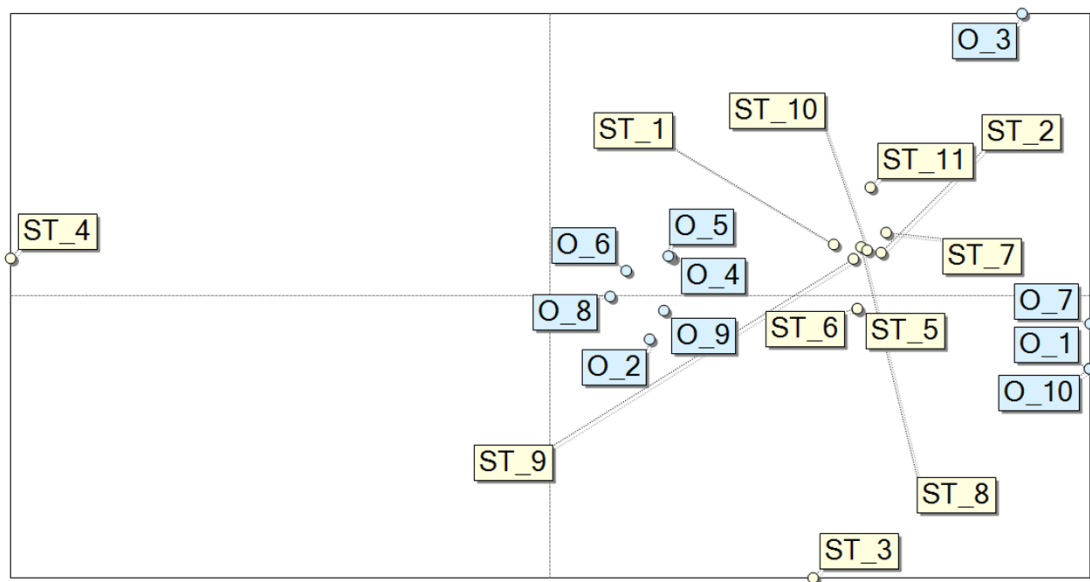
four stakeholders in achieving a common goal. Meanwhile, the row number of positions indicates that the integration of culture and history in the development of tourist destinations (local wisdom) (O\_6) and the formation of synergy in the development of the tourism sector (O\_7) are the objectives most agreed upon by each stakeholder. These findings corroborate the MICMAC analysis, which ascribes local cultural utilization variables and stakeholder linkages to Quadrant 1 (core variables). The 3MAO analysis further supports the 2MAO data, reaching the same conclusion.

However, disagreements in the 3MAO analysis yielded negative values for environmental management objectives (O\_1; O\_3; O\_7) and exploration of local cultural sustainability (O\_7; O\_10). The disapproval of these objectives by the local community is primarily due to the interests of local people, such as owners of fish farms (Tunggulsari Tourism Village), who are reluctant to alter their practices and relocate their ponds to support mangrove forest restructuring efforts. The issue is further compounded by the proliferation of freshwater infiltration wells, which have resulted from a shift in saltwater fisheries from milkfish to tilapia. This has led to an increase in groundwater consumption at the location. This has an impact on the area of mangrove planting, which is shrinking and has the potential to result in a decrease in land height. The lack of synergy, support, and integration between local communities as owners of fish farms and Pokdarwis, village governments, MSME players,

and owners of artificial tourist destinations exemplifies the fundamental challenges inherent in the paradigm of sustainable tourism development based on local wisdom in Pati Regency.

Furthermore, local communities, as regional cultural actors (Jrahi Tourism Village/Pancasila Tourism Village, Bakaran Wetan Tourism Village, and Talun Tourism Village), are less able to cooperate in tourism development due to the potential for cultural degradation and changing habits, as well as the urgency of presenting regional uniqueness to encourage tourist interest. Meanwhile, MSME players have expressed reservations about establishing a sustainable economic climate (O\_3) due to the additional costs associated with their responsibility and role in waste management and consumption. The degree of importance and influence of each stakeholder on the objectives set can be observed in Figure 6.

**Map of Actors/Objectives relationship**



**Figure 6.** Degree of Stakeholder Influence on Objectives

Source: Data Processed, 2025

Freeman's stakeholder theory (1984) reinforces the findings of the MICMAC and MACTOR analyses by illustrating the interdependence among stakeholders, who both influence and are influenced by one another, as

framed by the Hexahelix approach—comprising academia, business, community, government, media, and financial institutions. In this context, *Dinporapar* and *Dinkop* of Pati Regency and the local community function as core stakeholders

tasked with regulating, implementing, and evaluating tourism development policies. These stakeholders collectively bear comprehensive responsibilities, including executing duties and roles necessary to advance a sustainable regional tourism sector rooted in local wisdom.

Mitchell et al. (1997) identify three key attributes—power, legitimacy, and urgency—that shape stakeholder behavior. Within this framework, *Dinporapar*, *Dinkop*, and the local community are primary drivers in optimizing regional tourism development, particularly in response to the urgent need to preserve cultural heritage, the environment, and local wisdom. The application of MICMAC and MACTOR methodologies facilitates the classification of variable (factor) and stakeholder (actor) influence and dependency, thereby supporting the strategic acceleration of sustainable tourism development based on local wisdom in Pati Regency.

The study results indicate that the Hexahelix collaboration model (comprised of academia, business, community, government, media, and financial institutions) can be utilized to identify the key stakeholders who significantly influence sustainable tourism development in Pati Regency. The integration of mixed methods also enables the depiction of the efforts made by each stakeholder toward the development of the tourism sector, which is also used as data for MICMAC and MACTOR analysis. A review of the extant literature reveals a tendency among researchers to utilize qualitative methods exclusively or to employ MICMAC or MACTOR methods without integrating these approaches within a single study (Ariyani & Fauzi, 2019; Hindayani et al., 2021; Muntiyas et al., 2024; Puspita et al., 2024; Putra & Pramesti, 2019; Rosalinda et al., 2022). The study's results also focused on the stakeholders' objectives, which were analyzed through MACTOR. The results indicated that each stakeholder agreed with the objectives of integrating culture and history in tourism destination development (local wisdom) (O\_6) and tourism sector development synergy (O\_7). The application of MACTOR to the analysis of objectives has also been demonstrated to reveal instances of stakeholder

disagreement concerning certain established objectives. The research revealed that local communities have opposed tourism development efforts due to personal interests. This is undoubtedly incongruent with the government's endeavors to cultivate the tourism sector as a conduit for economic growth within the local community and the region. By focusing on the depth of information, the generality of stakeholder interests, and the integration of complex research methods, the study produced credible results that can serve as important information for stakeholders (regulators and implementers) in developing a grand design for tourism sector development strategies tailored to Pati Regency.

## CONCLUSION

This study examines efforts to accelerate sustainable tourism development based on local wisdom in Pati Regency. Following Pati Regent Regulation No. 28 of 2022 concerning the Empowerment of Tourism Villages, each stakeholder is expected to optimize their respective roles, duties, and responsibilities to support the objectives of regional tourism development. The development initiatives primarily adopt the DPSIR (Drivers, Pressures, State, Impacts, and Responses) framework. The strategic focus is oriented toward the 4A components: (1) *Attraction*, (2) *Amenities*, (3) *Accessibility*, and (4) *Ancillary* services.

The results of the MICMAC and MACTOR analyses facilitated the identification of the variables (factors) and stakeholders (actors) that influence—and are influenced by—the scope of tourism development objectives in Pati Regency. The MICMAC analysis identified five core variables positioned in Quadrant 1: (1) significant differences, uniqueness, and historical value; (2) regional revenue; (3) stakeholder relationships; (4) community engagement; and (5) the utilization of local wisdom. These findings highlight the necessity of establishing a distinct regional identity as a competitive advantage, ensuring stakeholder accountability, promoting active local community participation as the

foundation of development, accelerating the application of local wisdom, and optimizing funding and financial mechanisms through effectively allocating regional revenue towards tourism advancement.

In parallel, the MACTOR analysis identified the Pati District Youth, Sports, and Tourism Office (*Dinporapar*), the Pati District Cooperative and MSME Office (*Dinkop*), and the local community as the core stakeholders with the most significant influence. The involvement of related agencies in the tourism sector development effort primarily analyzes, evaluates, and determines strategic aspects as the primary concern in creating a common goal. Moreover, the local community, which serves as the primary driving force within the region, plays a pivotal role in the management of tourist destinations. These destinations are integrated into the Tourism Awareness Group (*Pokdarwis*) and Tourism Village Management (*Deswita*).

This study's limitations pertain primarily to identifying internal variables and stakeholders that exert influence and depend on efforts to develop the local wisdom-based regional tourism sector in Pati Regency. Integrating external variables or stakeholders based on different approaches, such as entrepreneurship and the creative economy, may yield disparate results. In light of these limitations, recommendations are put forth for future research endeavors to integrate external variables and stakeholders, including national economic conditions, political stability, international relations, and educational institutions, with a particular emphasis on developing an entrepreneurship-based tourism sector to foster the creative economy.

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