

Stakeholder Analysis In The Strategic Development Planning Of Batutulis Tourism Area, Bogor City

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Bambang Hengky Rainanto¹, Fitria Herawati², Siti Yasmin Salsabila Sunantoputri³, Charles Parnauli Saragi⁴, Abdul Talib Bon⁵, Jonathan van Melle⁶, Bambang Rudyanto⁷

^{1,2,3,4}*Department of Tourism, Faculty of Tourism and Informatics, Institut Bisnis dan Informatika Kesatuan, Bogor, Indonesia*

⁵*Department of Production and Operations Management, Universiti Tun Hussein Onn Malaysia, Parit Raja, Malaysia*

⁶*Avans School of Business and Entrepreneurship, Avans University of Applied Sciences, Hogeschoollaan, Breda, Netherlands*

⁷*Faculty of Economics and Business, Wako University, Tokyo, Japan*

Corresponding Email: bambang@ibik.ac.id

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ABSTRACT

Bogor, one of Indonesia's oldest cities, is renowned for its distinctive culture and rich historical heritage, including the Batutulis area. This area holds significant remnants of the Sundanese Kingdom's history and has been designated as a historical and cultural tourism destination in Bogor. Effective development of a tourism area necessitates collaboration among various stakeholders. However, in the case of Batutulis, insufficient communication and cooperation have led to misunderstandings among stakeholders. To address these issues, appropriate strategies are essential in the non-physical planning of the Batutulis Tourism Area, including stakeholder roles, tourism product development, and marketing strategies to ensure comprehensive and well-structured tourism planning. This research aims to identify, classify, and analyze the relationships between stakeholders involved in developing the Batutulis Tourism Area. A descriptive qualitative method was employed, integrating stakeholder and SWOT analyses. Data collection techniques included observations, interviews, and document reviews, with interviews conducted with stakeholders identified through the Pentahelix Strategy. The successful development of the Batutulis Tourism Area depends on strategic planning and collaboration among stakeholders, emphasizing the need for synergy in coordination, communication, and cooperation.

Keywords: Stakeholders, Pentahelix Strategy, Non-Physical Planning, Tourism Development, Historical and Cultural Tourism

INTRODUCTION

Indonesia's diverse cultural and natural wealth positions tourism as a key driver of foreign exchange. The nation offers a broad spectrum of attractions ranging from natural, social, to cultural tourism, extending from Sabang to Merauke. Cultural tourism, in particular, is enriched by historical sites, local arts, and traditions that captivate both domestic and international visitors (Muniroh et al., 2020). Among these treasures, the Batutulis area in Bogor City stands out for its historical significance tied to the legacy of the Sundanese Kingdom. As one of Indonesia's oldest cities, Bogor serves as an economic, scientific, and cultural hub, featuring landmarks such as the Batutulis inscription, which marks the site of the ancient Pakuan Pajajaran Kingdom (Preparation of Detailed Plans KSPK Batutulis, 2023).

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Designated as a Strategic Tourism Area under the Bogor City Regional Regulation Number 9 of 2016, the Batutulis area holds rich potential for historical and cultural tourism. Its strategic location near Jakarta enhances accessibility, attracting visitors to explore its heritage. However, the development of this area faces challenges, including traffic congestion, inadequate infrastructure, and limited stakeholder collaboration. Addressing these issues necessitates a structured approach that integrates stakeholder engagement and physical planning to preserve and enhance the site's cultural and historical value (Review RIPPARDA Kota Bogor, 2022).

The ongoing development of the Ageung Batutulis Pajajaran Earth Museum aims to transform the area into a premier educational and cultural destination. This museum will house replicas of heirloom artifacts, dioramas, and narratives of the Pajajaran Kingdom, fostering a deeper appreciation for Bogor's heritage. However, opposition from cultural communities highlights the need for inclusive planning processes that respect local traditions and align with regulatory frameworks (Susanti, 2023; Zakaria & Yulianto, 2023).

The Batutulis area and its surroundings hold significant historical evidence of the Sunda Kingdom's civilization. To highlight its historical and cultural value, the Ageung Batutulis Pajajaran Earth Museum is being developed as a primary tourist attraction in Bogor City. This initiative aims to safeguard the natural and cultural resources of the Sundanese people while considering the environmental carrying capacity of the site. Furthermore, it seeks to preserve local wisdom and restore Bogor City's identity as a Tourism City, Historical City, and Cultural City. Based on the historical and cultural heritage present in the area and the findings of the Bogor City RIPPARDA Review (2022), the Batutulis area and its vicinity have been designated as a City Tourism Strategic Area located in South Bogor District.

The development plan for the Batutulis area as a strategic tourism zone in South Bogor District necessitates a well-structured and systematic approach to tourism development. This ensures that the area's potential is fully realized and optimally utilized. Stakeholders play a critical role in this process, as their involvement is essential to maintaining the dynamics and growth of the tourism sector. Stakeholders may include communities, organizations, socio-economic groups, government entities, or institutions operating across various societal levels and dimensions (Masrurun & Nastiti, 2023).

Despite these challenges, the Batutulis area's potential as a historical and cultural destination remains promising. Effective collaboration among stakeholders, supported by comprehensive infrastructure improvements, is essential to realizing this vision. This research aims to analyze stakeholder roles and physical planning strategies to ensure the sustainable development of the Batutulis area as a leading cultural tourism destination in Bogor City.

Tourism development in historical sites has been shown to stimulate local economic growth while preserving cultural heritage (Timothy & Boyd, 2015). For instance, strategic tourism planning in heritage areas has proven successful in other regions by integrating stakeholder perspectives and aligning development with community needs (Aas et al., 2005). Such approaches are essential for the Batutulis area, where diverse stakeholders, including local government, cultural organizations, and private investors, must collaborate effectively.

Additionally, sustainable infrastructure development is critical to supporting tourism while minimizing environmental impacts (Jamal & Stronza, 2009). Improving transportation networks, creating accessible pedestrian pathways, and establishing environmentally friendly facilities can enhance visitor experiences and ensure long-term sustainability. For example, heritage sites in Southeast Asia have successfully balanced conservation with tourism growth by adopting similar strategies (Mason, 2016).

Bogor City's strategic position as a gateway for domestic and international tourists further underscores the importance of the Batutulis area in regional tourism development (Kusumo, 2021). Proximity to major cities like Jakarta provides an opportunity to attract weekend tourists while promoting cultural education. Developing interactive exhibits and

cultural performances in the Batutulis area can serve as both educational tools and tourist attractions, fostering a deeper connection between visitors and the heritage site.

However, unresolved issues such as inadequate drainage systems and traffic congestion require urgent attention to support tourism growth. Studies highlight that infrastructure bottlenecks often deter visitors and reduce site appeal (Wardhani & Rufina, 2022). Addressing these issues through integrated urban planning and stakeholder engagement is crucial for enhancing the area's accessibility and attractiveness.

Moreover, integrating local communities into the planning process is vital for sustainable tourism development (Chhabra, 2009). Empowering residents by providing economic opportunities and encouraging participation in cultural preservation initiatives ensures that tourism benefits are equitably distributed. In the Batutulis area, community-driven programs, such as cultural workshops and guided tours, can enhance the authenticity of the visitor experience while fostering community pride.

By synthesizing global best practices with local needs, the Batutulis area can emerge as a model for sustainable heritage tourism. This research will contribute to the growing body of literature on tourism development by offering actionable insights into stakeholder collaboration and physical planning strategies tailored to the unique context of Bogor City.

LITERATURE REVIEW

Tourism Planning

Tourism planning involves determining the most appropriate resources, programs, and activities by considering the needs of individuals or groups planning a tourist trip (Murdana et al., 2023). It serves as a guide for tourism actors, providing a means to anticipate unexpected events and direct tourism implementation towards achieving alternative solutions and goals. Planning also functions as a tool to measure tourism success, monitor or evaluate its effectiveness and efficiency, and provide feedback for future implementations (Barambae et al., 2019).

Tourism Strategic Areas

Tourism strategic areas are geographic regions with tourist attractions, facilities, and activities developed to draw visitors and support local economies. Law No. 10 of 2009 on Tourism defines a Tourism Strategic Area (Kawasan Strategis Pariwisata) as one with significant tourism development potential influencing economic, social, cultural, environmental, and security aspects. These areas are categorized into National Tourism Strategic Areas (KSPN), Provincial Tourism Strategic Areas (KSPP), and Regency or City Strategic Areas (KSPK).

Historical and Cultural Tourism

Historical tourism focuses on visits to historical places, cultural heritage sites, and monuments. Preserving and revitalizing historical areas is crucial for sustainable tourism and cultural identity (Khavari et al., 2023). Similarly, cultural tourism utilizes a region's cultural diversity to attract visitors, broadening their outlook on life by experiencing local traditions, customs, and arts (Pribadi et al., 2021). Cultural tourism, including culinary tourism and pilgrimages, fosters community involvement and promotes local economic growth (Utama, 2017; Kusumawidjaya et al., 2023).

Tourism Stakeholders

Effective tourism development involves diverse stakeholders, including academics, businesses, communities, governments, and media, operating within a pentahelix strategy (Hakim, 2022). Academics contribute theoretical frameworks and research; businesses create memorable experiences and value-added products; communities act as intermediaries; governments develop regulations and infrastructure; and media promote destinations, enhancing their visibility and attractiveness (Heslinga et al., 2019).

Sustainable Tourism Development

The emphasis in tourism development has shifted from mass tourism to sustainable practices, promoting ecological sustainability alongside economic and social

considerations (Sulistiyadi et al., 2021). Community-based tourism (CBT) and ecotourism are integral to this approach, fostering community participation and preserving natural environments. Sustainable tourism aims to enhance visitors' understanding of environmental processes and encourage conservation efforts.

Physical Tourism Planning

Tourism development requires robust infrastructure to accommodate visitors and support regional economic growth. Physical planning involves designing buildings, roads, and facilities that ensure functionality, comfort, safety, and environmental sustainability (Murdana et al., 2023). Infrastructure such as transportation, sanitation, and utilities is vital for facilitating accessibility and improving the tourist experience (Pratami et al., 2021).

Tourism Potential

Tourism potential encompasses natural, cultural, and artificial attractions that offer unique experiences for visitors. Identifying and developing these potentials involves understanding local resources and creating value-added services. Examples include leveraging natural landscapes, cultural heritage, and community-based initiatives to enhance the tourism experience and benefit local economies (Ismail, 2020; Apriyani, 2021).

Tourist Attractions

Tourist attractions are categorized into natural, cultural, and artificial types (Utama, 2014). Each destination requires six core components:

1. **Attraction:** Unique features like natural beauty or cultural heritage.
2. **Accessibility:** Transportation infrastructure and ease of travel (Suwena & Widyatmaja, 2017).
3. **Amenities:** Supporting facilities, such as accommodation and dining (Isdarmanto, 2017).
4. **Accommodation:** Lodging options ranging from hotels to campsites (Ashoer et al., 2021).
5. **Activities:** Experiences that engage tourists, creating lasting memories (Stange & Brown, 2015).
6. **Ancillary Services:** Support from government and organizations for destination management (Berutu, 2023).

METHOD

This study adopts a descriptive research design with a qualitative approach, supported by SWOT analysis and stakeholder analysis as described by Reed et al. (2009). The descriptive method with a qualitative approach enables research to be conducted in natural settings without introducing experimental treatments. This approach focuses on collecting emic data, which reflects the perspectives of the data sources rather than the researcher's interpretation (Sugiyono, 2019). By emphasizing naturalistic inquiry, this method ensures that the findings align closely with the lived experiences and viewpoints of the stakeholders involved.

The research focuses on stakeholders in the non-physical planning for the development of the Batutulis Tourism Area. Stakeholders are defined as individuals, organizations, and theories or phenomena relevant to the research topic. The subjects or informants in this study include human resources directly or indirectly connected to the Batutulis area and its surrounding environment. Their roles and perspectives are critical to understanding the dynamics of stakeholder involvement in tourism development planning.

Data collection in this research relies on both primary and secondary sources. Primary data are obtained through field observations and in-depth interviews with various informants and related agencies involved in the planning and development of the Batutulis Tourism Area. Secondary data are gathered from supporting documents such as the 2022 Ripparda Review, the Terms of Reference for the City Tourism Strategic Area of Batutulis, books, websites, academic journals, previous studies, and other relevant

media sources. These diverse data sources ensure a comprehensive understanding of the research context.

The methods utilized for data collection include observation, interviews, and documentation. Observations provide direct insights into the study area and its dynamics, while in-depth interviews offer detailed accounts from informants and stakeholders. Documentation serves as a supplementary tool to validate and enrich the findings, contributing to a robust analysis of the development strategies for the Batutulis Tourism Area.

Table 1: List of Research Informants

No	Keypersons	Remarks	Number
1	Head of Tourism and Culture Department	Interview	1
2	Bogor City	Interview	1
3	Head of South Bogor District	Interview	1
4	Head of Batutulis Subdistrict	Interview	1
5	Head of Lawanggintang Subdistrict	Interview	1
6	Founder of Bogor Historia Community	Interview	1
7	Founder of Bogor Historical Walk	Interview	1
8	Community	Interview	1
9	Head of Department of Tourism IBI	Interview	1
10	Kesatuan	Interview	1
11	Communications Lecturer Djuanda University	Interview	1
	Local Communities		
	Owner of Media Bogor 24 Update		
	Co-Founder Ekotifa		
Total			11

RESULT AND DISCUSSION

STAKEHOLDERS ANALYSIS

Identify Stakeholders

The identification of stakeholders in this study is conducted by analyzing the roles of each stakeholder involved in the planning and development of the Batutulis Tourism Area. This process utilizes the Pentahelix strategy, which emphasizes the systematic mapping of actors who play a role in the development efforts. Through this approach, the study aims to ensure that all relevant stakeholders are recognized and their contributions to the planning process are appropriately assessed.

Based on the stakeholder identification conducted using the Pentahelix strategy, the mapping process categorizes the involved stakeholders into five key groups: academics, businesses, communities, government, and media. Each of these groups represents a vital component in the planning and development framework, contributing specific expertise, resources, and perspectives to support the sustainable development of the Batutulis Tourism Area.

Table 2: Identification of Stakeholders in the Batutulis Tourism Area

Classification	Stakeholders	Role
	Tourism and Culture Department	Entities responsible for planning, constructing, developing, and overseeing the various tourism components within the Batutulis Tourism Area..
	Regional Planning Agency	Advisor and supervisor of regional policies and regulations.
Government	Parks and City Forests Department	Facilitating the provision of informational resources and supporting infrastructure to enhance the tourist experience in the Batutulis Tourism Area..

Classification	Stakeholders	Role
	Education Department	Catalyst for historical and educational tourism initiatives targeting students, as well as a contributor to the development of historical narratives within the Batutulis Tourism Area.
	Environmental Department	Planner for waste and garbage management systems within the Batutulis Tourism Area.
	Cooperatives Department	Administrator and mentor for MSMEs and tourism enterprises within the Batutulis Tourism Area.
	Public Health Department	The establishment or development of a comprehensive system to ensure security, safety, and health for tourists in the Batutulis Tourism Area.
	Regional Disaster Management Agency	Establish collaboration with the Health Service to develop and implement a comprehensive system ensuring security, safety, and health for tourists in the Batutulis Tourism Area.
	District	Overseer and administrator responsible for regional management within the Batutulis Tourism Area.
	Sub-district	Regional supervisor and manager in the Batutulis Tourism Area.
	Indonesian Red Cross	Work in partnership with the Health Service to design and implement a comprehensive system ensuring security, safety, and health for tourists visiting the Batutulis Tourism Area.
Academics	IBI Kesatuan	Conducting research and training programs alongside providing tourism-related services to the community.
	Elementary-high school	Implementing educational programs and organizing visits to tourist destinations.
Community	ASITA	Tourism market accelerator and integrator to develop and connect tourism services in the Batutulis Tourism Area.
	IHRA	Tourism market accelerator and integrator to develop and connect tourism services in the Batutulis Tourism Area.
	ITGA	Collaborating with the Department of Tourism and Culture as organizer of tour guide training in the Batutulis Tourism Area.
	Reka Community	Partners in developing the attractiveness of the creative economy sector
	Tourism Driving Community	Motivators and motivators of society towards tourist attractions
	Local Communities	Tourism human resources in the Batutulis Tourism Area.
	Bogor Historia	Validation of historical data and promotion of the Batutulis Tourism Area.

Classification	Stakeholders	Role
	Bogor Historical Walk	Validation of historical data and promotion of the Batutulis Tourism Area.
	Mojang Jajaka	Promotor and <i>content creator</i>
Business	Hotel	Provider of accommodation services, promoters and tour packages
	State-Owned Enterprise (SOE) BUMN	CSR Program
	Local Government-Owned Enterprise (LGOE) BUMD	CSR Program
	Rumah 30 Restaurant	Collaborate on tour packages
	UMKM around Batu Tulis	Supporting heritage tourism
Media	Influencer	Promotion
	Historical segmentation media	Data validation and promotion to target markets

Referring to Table 2 on stakeholder identification, tourism stakeholders involved in the development of the Batutulis Tourism Area are categorized into five groups based on the Pentahelix strategy: academics, businesses, communities, government, and media. Academic stakeholders include institutions such as IBI Kesatuan and elementary to high schools. Business stakeholders encompass hotels, state-owned enterprises (BUMN), regional-owned enterprises (BUMD), Rumah 30 Restaurant, and nearby MSMEs. Community stakeholders involve organizations and groups such as ASITA, IHRA, ITGA, Reka, the Tourism Driving Community, local community groups, Bogor Historia, Bogor Historical Walk, and Mojang Jajaka. Government stakeholders include agencies such as the Regional Planning Agency, Bogor City Tourism and Culture Office, Education Office, Cooperative and MSME Office, Environmental Office, City Parks and Forestry Office, Health Office, Indonesian Red Cross, Regional Disaster Management Agency, Cultural Heritage Experts, and local government units like districts and wards. Media stakeholders consist of influencers and media outlets with a focus on historical tourism.

Stakeholder classification was conducted by analyzing their roles and contributions in the planning and development of the Batutulis Tourism Area. The analysis classified stakeholders based on their involvement in specific functions, including:

- a. Formulating and determining tourism policies,
- b. Providing financial support,
- c. Conducting research or advocacy activities,
- d. Offering educational or technological facilities, and
- e. Developing tourism products.

Referring to Table 3, the roles of various stakeholders in the planning and development of the Batutulis Tourism Area can be identified. The Bogor City Tourism and Culture Office is noted as having the highest level of involvement. This conclusion is based on data and analysis of the office's primary tasks and functions, which encompass nearly every aspect of strategy formulation, policy direction, and program implementation. These roles include drafting tourism policies and regulations, developing tourism destinations and attractions, involving communities in tourism initiatives, encouraging tourism investments, and managing the impacts of tourism development. Additional stakeholders with significant roles include the Education Service, IBI Kesatuan, the Regional Development Planning Agency, Cultural Heritage Experts, and the Environmental Service. Conversely, stakeholders with relatively low involvement in the area's development include the Health Service, Indonesian Red Cross, sub-districts and villages, elementary and high schools, Rumah 30 Restaurant, and influencers.

Effective development of the Batutulis Tourism Area necessitates a strong commitment from all stakeholders, particularly those with influence and interest in the area.

Table 3: Identification of Stakeholders in the Batutulis Tourism Area

Pentahelix	Stakeholders	Tourism Policy	Funding Support	Study /Advocacy	Technology Facilitation /Training	Tourism Product Development
		Influence			Interest	
Pemerintah	Regional Planning Agency	4	3	4	1	2
	Tourism and Culture Department	4	4	4	4	4
	Education Department	1	1	4	2	1
	Cooperatives Department	1	2	1	1	4
	Environmental Department	3	3	1	1	1
	Parks and City Forests Department	1	2	1	1	2
	Public Health Department	1	1	1	1	1
	Indonesian Red Cross	1	1	1	1	1
	Regional Disaster Management Agency	1	1	1	2	1
	Cultural Heritage Expert	3	2	1	1	4
	District	1	1	1	1	1
Sub-district	1	1	1	1	1	
Academics	IBI Kesatuan	1	1	4	3	3
	Elementary-high school	1	1	1	1	1
Community	ASITA	1	1	1	2	3
	IHRA	1	1	1	2	3
	ITGA	1	1	1	2	1
	Reka Community	1	1	1	1	3
	Tourism Driving Community	2	1	2	1	4
	Local Communities	1	1	1	1	3
	Bogor Historia	1	1	2	1	4
	Bogor Historical Walk	1	1	2	1	4
Mojang Jajaka	1	1	1	2	3	

Business	Hotel	1	1	1	2	1
	BUMN	1	2	2	1	1
	BUMD	1	2	2	1	1
	Rumah 30 Restaurant	1	1	1	1	1
	UMKM around KSPK	1	1	1	1	3
Media	Influencer	1	1	1	1	1
	Historical segmentation media	1	1	2	1	1

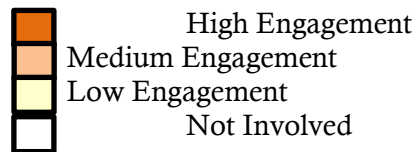
Information:

4 = Very Involved

3 = Involved

2 = Slightly Involved

1 = Not Involved



Stakeholder classification is carried out by analyzing the matrix of influence and interest as described by Brison (2015). Stakeholders are categorized into four groups: key players, subjects, context setters, and the crowd. Key players are those with the most significant roles and involvement in tourism management, encompassing planning, implementation, management, and utilization of the tourism system. Subjects are stakeholders with strong interests but limited influence; they require collaboration with other stakeholders to enhance their impact. Context setters are those with limited interest but considerable influence on tourism development. Lastly, the crowd refers to stakeholders with minimal interest and influence in the tourism sector. The classification results for stakeholders involved in the non-physical planning of the Batutulis Tourism Area are presented in quadrant form, providing a clear visualization of their respective roles and levels of involvement.

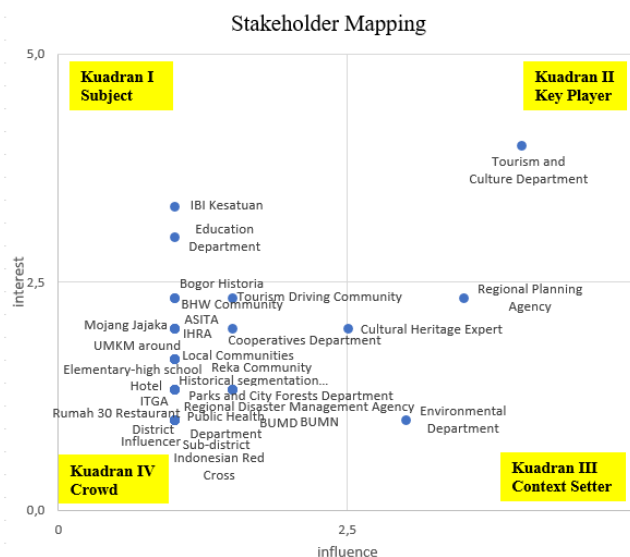


Figure 1. Stakeholder Classification in the Development of the Batutulis Tourism Area

1. Key Player

Based on the stakeholder mapping categorization, the Bogor City Tourism and Culture Office is identified as the sole key stakeholder in Quadrant II for the development of the

Batutulis Tourism Area. This stakeholder demonstrates high influence and interest in the area's development due to its authority to formulate tourism policies. These policies are designed to align with and accommodate the interests of all other stakeholders involved in the planning and management of the Batutulis Tourism Area.

2. Subject

The stakeholder mapping analysis categorizes the Education Service and IBI Kesatuan as subjects in Quadrant I. These stakeholders possess significant interest but have limited influence in the development process. The Education Service plays a crucial role in enriching the narrative material of each cultural heritage site, contributing to educational objectives. Meanwhile, IBI Kesatuan focuses on conducting research, designing programs, and creating tour packages for the Batutulis Tourism Area, highlighting their strategic importance despite their limited influence.

3. Context Setter

In Quadrant III, the Regional Development Planning Agency, Environmental Service, and Cultural Heritage Experts are classified as context setters. These stakeholders exert substantial influence but have low interest and involvement in the development of the Batutulis Tourism Area. The Regional Development Planning Agency reviews tourism policies and implements monitoring and evaluation systems. The Environmental Service develops waste management and cleanliness policies, while Cultural Heritage Experts contribute to deepening cultural heritage narratives, establishing institutional frameworks, and fostering cooperation for historical and tourism asset management. Encouraging these stakeholders to increase their involvement is essential for fostering synergy in development efforts.

4. Crowd

The stakeholders categorized in Quadrant IV as the crowd include a wide range of actors, such as community organizations (e.g., Bogor Historia, Tourism Observer Community, Bogor Historical Walk), associations (e.g., ASITA, IHRA, ITGA, Mojang Jajaka), public institutions (e.g., Cooperatives and MSME Service, City Parks and Forest Service, Health Service), local businesses (e.g., Rumah 30 Restaurant, MSMEs, hotels), and others, including influencers and the Indonesian Red Cross. While their influence and interest are currently minimal in aspects such as funding, policy formulation, research, and product development, they still play a complementary role in the overall development framework of the Batutulis Tourism Area.

Stakeholder Relationships

The development of the Batutulis Tourism Area involves stakeholder collaboration based on the Pentahelix strategy, which encompasses academics, businesses, communities, government, and media. Academic stakeholders include IBI Kesatuan and elementary to high schools. Business stakeholders include hotels, state-owned enterprises (BUMN), regional enterprises (BUMD), Rumah 30 Restaurant, and MSMEs near the area. Community stakeholders involve organizations such as ASITA, IHRA, ITGA, Reka, Bogor Historia, Bogor Historical Walk, and Mojang Jajaka. Government stakeholders include the Bogor City Tourism and Culture Office, Education Service, Cooperatives and MSME Service, City Parks and Forest Service, Health Service, and Regional Disaster Management Agency, among others. Media stakeholders comprise influencers and historical media outlets. The relationships among these stakeholders, as detailed in Table 4, highlight their interconnected roles and contributions to the Batutulis Tourism Area's development.

Table 4: Relations between stakeholders in the Batutulis Tourism Area

No	Strategy	Program	Main Stakeholders	Cooperation
1	Formulating Tourism Policies and Regulations	Establishing a monitoring and evaluation system for policy implementation	Regional Development	Tourism and Culture Department

No	Strategy	Program	Main Stakeholders	Cooperation
			Planning Agency	
2	Tourism Destination Development	<ol style="list-style-type: none"> 1. Conducting marketing analysis and branding material development 2. Assessing tourism market potential around the Batutulis KSPK 3. Creating promotional and informational materials 	Bogor City Tourism and Culture Department	ASITA, IHRA, Cooperatives and MSME Department
3	Enhancing Tourist Attractions	<ol style="list-style-type: none"> 1. Organizing local tour guide training and traditional arts workshops 2. Conducting research and curatorial planning in collaboration with local history and cultural experts to enrich narratives 3. Developing historical education programs, integrated tourist routes, and special interest tourism plans 	Tourism and Culture Department	Education Department, TACB, Academics, ASITA, IHRA
4	Encouraging Community Involvement in Tourism Development	<ol style="list-style-type: none"> 1. Establishing a management team for the Batutulis Tourism Area and providing institutional training 2. Conducting organizational management training and developing institutional strategic plans 3. Creating collaborative planning forums and participatory planning workshops 4. Developing and designing training curricula 	Tourism and Culture Department	TACB, Local Communities, ITGA
5	Promoting Tourism Investment	<ol style="list-style-type: none"> 1. Collaborating with various stakeholders and fostering business partnerships 2. Hosting tourism business workshops and mentorship programs 	Tourism and Culture Department	TACB, Local Communities, Cooperatives and MSME Department

No	Strategy	Program	Main Stakeholders	Cooperation
		for business plan development 3. Planning initiatives to empower Micro, Small, and Medium Enterprises (MSMEs)		
6	Mitigating Tourism Development Impacts	1. Developing crisis mitigation plans for tourist areas 2. Designing evacuation routes	Tourism and Culture Department	Education Department, BPBD, PMI

Based on Table 4, stakeholders from academics, businesses, communities, government, and media demonstrate interconnected relationships with varying interests. Table 4.1 highlights the collaboration between the Regional Development Planning Agency and the Bogor City Tourism and Culture Office in formulating tourism policies and regulations. This partnership resulted in the creation of a monitoring and evaluation system aimed at assessing the implementation of tourism programs and establishing regular evaluation sessions to track progress in developing the Batutulis Tourism Area.

Table 4 no. 2 illustrates the collaboration between the Bogor City Tourism and Culture Department, ASITA, IHRA, and the Cooperatives and MSMEs Department in developing tourism destinations. This partnership yielded several initiatives, including marketing analyses, strategic planning for branding materials, and profiling tourism market potential. Promotional and informational materials were also created to enhance the visibility of the Batutulis Tourism Area through multimedia content, active social media management, and partnerships with local influencers and media.

In Table 4 no.3, the Bogor City Tourism and Culture Department worked with the Education Department, TACB, academics, and ASITA to develop tourist attractions. This collaboration focused on training local tour guides, conducting traditional arts workshops, and curating cultural narratives with local experts to enrich visitor experiences. Additional programs included historical education initiatives, integrated tourist route planning, and the development of special interest tourism packages involving cultural and historical sites.

Table 4 no.4 outlines the strategies for community involvement, where the Bogor City Tourism and Culture Office collaborated with TACB, community groups, and ITGA. Key programs included forming a management team for the Batutulis Tourism Area, providing institutional training, and developing strategic plans for community organizations. Collaborative planning forums and vocational training curricula for historical tourism guiding were also established to enhance local engagement and capacity-building.

In Table 4 no.5, the Bogor City Tourism and Culture Department partnered with TACB, community groups, and the Cooperatives and MSMEs Department to promote tourism investment. This collaboration facilitated business partnerships, conducted workshops, and developed mentorship programs to improve the quality of business plans. Additionally, MSME empowerment initiatives included needs analysis, training programs, and the establishment of digital platforms to enhance financial access and networking.

Table 4 no.6 describes the efforts to control tourism development impacts, involving partnerships between the Bogor City Tourism and Culture Department, the Health Service, BPBD, and PMI. Programs included developing crisis mitigation

strategies for tourist sites and designing evacuation routes. Educational sessions were held to familiarize stakeholders with emergency procedures and ensure preparedness.

SWOT Analysis of the Batutulis Tourism Area Development

A SWOT analysis was conducted to identify internal and external factors influencing the development of the Batutulis Tourism Area in South Bogor District.

Strengths:

1. The area is home to numerous historical sites that serve as tourist attractions.
2. The local community provides sociological support for tourism.
3. Development efforts are strongly backed by the Bogor City Government and relevant agencies.
4. A thriving tourism industry surrounds the Batutulis area.

Weaknesses:

1. The Batutulis Tourism Area lacks distinctive tourist attractions.
2. Historical site information remains incomplete.
3. Many human resources are not yet certified in tourism-related competencies.
4. Local communities lack unique cultural identities and characteristics.
5. Awareness of tourism among some residents is limited.

Opportunities:

1. The potential to develop tour packages for the Batutulis area.
2. Collaboration with investors to enhance tourism products.
3. Job creation opportunities through tourism development.
4. Improvements in the local economy.
5. Increased tourist visits and recognition of cultural sites.
6. Integration of Batutulis' history into school curricula.
7. Prospects for Batutulis to become a leading historical and cultural destination in Bogor.

Threats:

1. Disagreements among community members, cultural groups, and the government regarding development plans.
2. Many cultural sites remain unverified under current government policies.
3. Limited funding for the continued development of the tourism area.

SWOT Analysis of the Batutulis Tourism Area

Internal Factors

Strengths (S):

1. The area contains numerous historical sites that serve as potential tourist attractions.
2. Sociological support from the local community strengthens tourism efforts.
3. Development initiatives are fully supported by the Bogor City Government and related Regional Apparatus Organizations.
4. A robust presence of tourism-related businesses in the Batutulis area contributes to its growth.

Weaknesses (W):

1. The area lacks distinctive or unique tourist attractions.
2. Information about the historical sites remains incomplete.
3. Tourism-related human resources have not yet received adequate certification.
4. The local community lacks unique cultural identities or characteristics.
5. Limited public awareness of tourism exists among some community members.

External Factors

Opportunities (O):

1. Potential to develop and market comprehensive tour packages for the Batutulis area.
2. Opportunities to collaborate with investors to enhance tourism products.

3. Creation of new employment opportunities in the tourism sector.
4. Improvement of the local community's economic conditions.
5. Increased visitor numbers, leading to greater recognition of Batutulis cultural sites.
6. Integration of Batutulis' historical content into school curriculums.
7. Potential to establish the area as a leading historical and cultural destination in Bogor.

Strength-Opportunity Strategies (SO):

1. Utilize the area's abundant historical sites to create attractive tour packages.
2. Leverage the thriving tourism business network to attract investors for development projects.
3. Expand job opportunities by enhancing tourism, which will subsequently improve the local economy.
4. Increase tourist visits by optimizing historical attractions in the Batutulis area.
5. Establish Batutulis as a premier destination for historical and cultural tourism in Bogor.

Weakness-Opportunity Strategies (WO):

1. Complete and validate historical site information to include it in educational curriculums.
2. Provide professional training and certification for local human resources to improve area management.
3. Foster local cultural identity to attract more tourists.
4. Enhance public awareness of tourism to boost repeat visits.
5. Develop detailed and accurate information on historical sites to position the area as a key cultural tourism destination in Bogor.

Threats (T):

1. Conflicting perspectives among cultural observers and external communities regarding development plans.
2. Numerous cultural sites remain unverified under government policies.
3. Insufficient funding for continued development of the Batutulis Tourism Area.

Strength-Threat Strategies (ST):

1. Increase public and community engagement in planning efforts for the Batutulis area.
2. Implement policies to verify and protect cultural sites, ensuring their preservation.
3. Collaborate with investors to secure funding for tourism development.
4. Use the thriving tourism businesses in the area to attract funding and partnerships for development.

Weakness-Threat Strategies (WT):

1. Expedite the validation and documentation of historical sites to align with government policies for preservation.
2. Enhance public tourism awareness to minimize the influence of conflicting external opinions.
3. Develop unique and specialized tourist attractions to draw more visitors and generate additional funding for tourism development.

The SWOT summarizes the formulation of non-physical planning strategies for the Batutulis Tourism Area. This is constructed based on data gathered through observations, interviews, and documentation, reflecting the logical conditions of internal factors (strengths and weaknesses) and external factors (opportunities and threats) within the tourism area. The compilation of these data points, combined with supporting information, allows for informed decision-making. Consequently, the SWOT serves as a foundational reference for policy formulation, program development, and ongoing evaluation to ensure effective non-physical planning of the Batutulis Tourism Area.

CONCLUSION

Based on the findings of this research, several conclusions can be drawn:

1. This research was conducted to support the development of the Batutulis Tourism Area as a Strategic Tourism Area in South Bogor District, Bogor City. The study analyzed the roles, involvement, and relationships of various stakeholders in the development process. The findings are expected to enhance collaboration among stakeholders, enabling them to jointly transform the Batutulis Tourism Area into a premier historical and cultural tourism destination in Bogor.
2. The development of the Batutulis Tourism Area requires extensive support from diverse stakeholders. Using the pentahelix strategy, stakeholders are categorized into the following groups:
 - **Key Player:** Bogor City Tourism and Culture Office.
 - **Subject:** Department of Education and IBI Kesatuan.
 - **Context Setter:** Regional Development Planning Agency, Environmental Service, and Cultural Heritage Experts.
 - **Crowd:** Bogor Historical Community, Tourism Observer Community, Bogor Historical Walk Community, ASITA, IHRA, Mojang Jajaka, Cooperatives and MSMEs Department, surrounding MSMEs, elementary and high schools, community groups, Reka Community, hotels, ITGA, BPBD, BUMD, BUMN, City Parks and Forest Service, Rumah 30 Restaurant, influencers, Health Service, subdistricts, villages, and the Indonesian Red Cross.
3. The analysis of stakeholder relationships identified six collaborative strategies:
 - Developing tourism policies and regulations.
 - Enhancing tourism destinations.
 - Creating and improving tourist attractions.
 - Promoting community involvement in tourism development.
 - Fostering tourism investment.
 - Managing the impacts of tourism development.
4. The Batutulis Tourism Area has significant potential to become a leading historical and cultural tourism destination in Bogor. Achieving this goal involves optimizing the existing historical sites and other tourism resources within the area. Efforts to enhance development include:
 - Strengthening the quality of human resources through training and professional certification for local communities and managers.
 - Designing attractive tour packages to increase tourist visits and improve the local economy.
 - Building partnerships with investors to secure funding and support for sustainable development initiatives in the Batutulis Tourism Area.

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