

IMPLEMENTATION OF COLLABORATIVE MARKETING ACTIVITIES FOR INTERNATIONAL TOURISM MARKET

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Abstract. The COVID-19 Pandemic gave the biggest challenge to the tourism industries and actors in the world during 2020 – 2021. In early 2022, several countries opened their borders, and in 2023 all countries opened their borders indicating international tourists can and have choices to visit other countries. In 2023 or post-pandemic, every country also carried out again their international tourism marketing to reach the number of international tourists visiting their countries, especially destination marketing which has impact on package sales. International tourism events were being held again and filled with NTO (National Tourism Organization) booths as well as tourism industries, tourism actors also held B2B meetings to do business contact and contracts, and destination introduction also resumed. Indonesia tourism, without exception, also resumed its marketing strategy in the target market countries to promote tourism packages. However, the financial resources for tourism marketing, which falls as the scope of work of Deputy of Marketing, Ministry of Tourism and Creative Economy, have not returned to pre-pandemic level. In 2023, the government of Indonesia was still focusing on infrastructure and education. One of the strategies that can be applied in tourism marketing is Collaborative Governance (CG). This concept prioritizes multi-stakeholders' collaboration which can be viewed as governance in tourism as well as in public policy. Its implementation also discusses domain in it. This research will discuss the implementation of collaboration between the government and tourism stakeholders and the effectiveness of international tourism marketing collaboration in increasing international tourists visit. The result of this study shows that Deputy of Marketing can implement collaborative governance model through multi-stakeholder's role approach. However, this concept has several challenges which come from the willingness of the leader and the technical unit implementing the model, partner who has the will and resources to collaborate, the trust of the stakeholder as collaboration partner, stakeholders who have the resources, destinations which is in accordance with the form of marketing collaboration that can be implemented.

Keywords: Collaborative Governance; Collaborative Marketing; Tourism Marketing

1. INTRODUCTION

The COVID-19 pandemic during the 2020–2021 period posed the greatest challenge to the tourism industry and its stakeholders worldwide. The United Nations agency overseeing international tourism, UN Tourism, recorded that all 217 global destinations-imposed travel restrictions for international travelers to reduce the spread of the Coronavirus (COVID-19).

However, conditions gradually improved at the beginning of 2022, with several countries reopening their borders. Subsequently, by the post-pandemic period in May 2023, all countries had fully reopened their territories. This development had a significant impact on the increase in international travel across the globe.

According to UN Tourism in its World Tourism Barometer, the full reopening of borders by nearly all countries led to an estimated 1.286 billion international tourist arrivals worldwide in 2023, representing a 34% increase compared to 2022. In 2023, international tourism was reported to have recovered to 88% of pre-pandemic levels, driven by strong travel demand following prolonged restrictions during the COVID-19 pandemic. Furthermore, in the period from January to September 2024, global tourism continued its recovery, recording an 11% increase compared to the same period in 2023, reaching approximately 98% of 2019 (pre-pandemic) levels. During this period, an estimated 1.1 billion international tourist arrivals were recorded globally.

Indonesia's tourism sector, located in the Asia-Pacific region, also experienced a gradual recovery. In 2023, Statistics Indonesia (BPS) reported 11,677,825 international tourist arrivals. Cumulatively, tourist arrivals from January to December 2023 increased by 98.30% compared to the same period in 2022. However, this figure remained at 72.5% of the 2019 (pre-pandemic) level. In the period from January to October 2024, international tourist arrivals to Indonesia reached 9,092,856, an increase of 20.4% compared to the same period in 2023, but still at 84.9% of the pre-pandemic level.

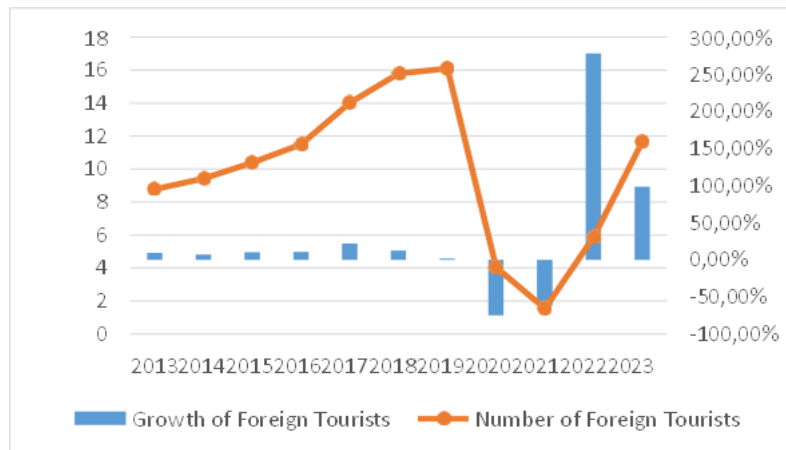


Figure 1. Growth and Number of International Tourists to Indonesia, 2013–2023
(Source: Processed from Statistics Indonesia data)

Based on data from a UN-WTO survey distributed during the UN Tourism Panel of Tourism Experts on the impact of COVID-19, 46% of countries have already reached pre-pandemic levels. Meanwhile, 20% of countries expect to recover to pre-pandemic conditions by the end of 2024, and the remaining 34% take a more realistic view, anticipating full recovery by 2025.

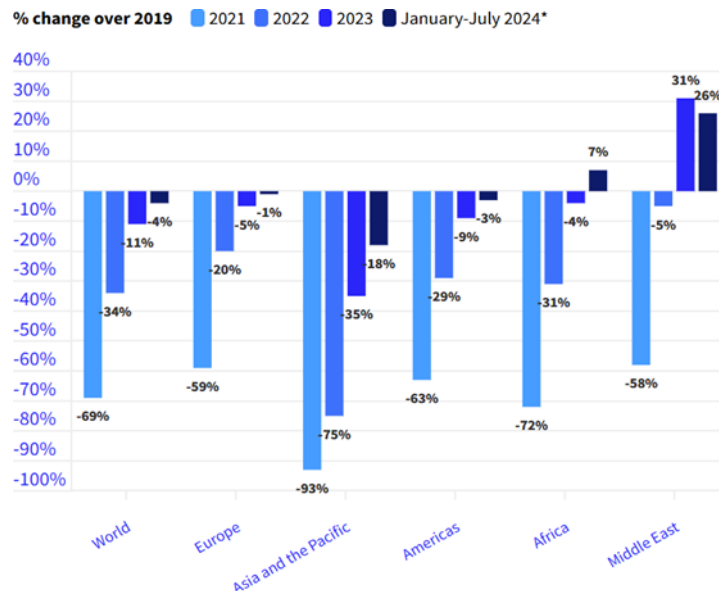


Figure 2. Number and Growth of International Arrivals Worldwide, 2021–2024
(Source: UNWTO, 2024)

To recover to pre-pandemic conditions, countries that prioritize tourism as a key sector in attracting international visitors are competing to become top of mind by implementing various destination and tourism product marketing activities in international markets. This is also the case for Indonesia's competitors in Southeast Asia—namely

Singapore, Malaysia, and Thailand. These three countries have been actively participating in and organizing tourism promotion activities to achieve their international visitor targets.

In the technical implementation of international tourism marketing policies, the Deputy for Marketing of the Ministry of Tourism and Creative Economy/Tourism and Creative Economy Agency (MoTCE) utilizes budgetary resources from the State Budget (APBN) as outlined in the Ministry's Budget Implementation List (DIPA). Over the past five years (2018–2023), the allocation of resources for implementing tourism marketing policies has experienced a significant decline and has yet to return to pre-pandemic levels.

This decline in budget allocation for the technical implementation of tourism marketing policies during the 2018–2023 fiscal years has led to a reduction in both the quantity and quality of Indonesia's tourism marketing activities. Consequently, the Deputy for Marketing is required to innovate in the technical implementation of tourism marketing policies to meet the targeted indicators of tourism development, especially in the aftermath of the global tourism crisis caused by the COVID-19 pandemic.

According to the official websites of each country, in 2023, Malaysia allocated a tourism promotion budget of approximately IDR 5.3 trillion, while Thailand's tourism marketing budget reached IDR 1.7 trillion. In comparison, Indonesia's tourism marketing budget in 2023 was significantly lower, amounting to only IDR 297 billion. This figure has not yet returned to its pre-pandemic level.

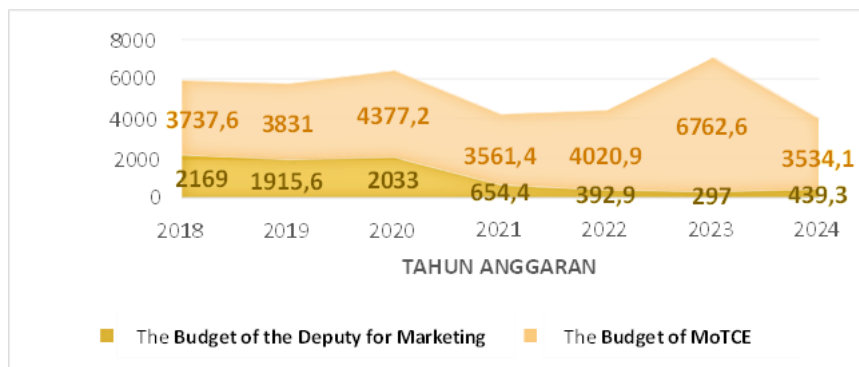


Figure 3. Budget Allocation of the Ministry of Tourism and Creative Economy and the Deputy for Marketing, 2018–2024
(Source: Processed from the Budget Implementation List (DIPA) of the Ministry of Tourism and Creative Economy, 2018–2024)

To address the highly competitive environment and limited resources—while ensuring that tourism marketing activities continue as needed—Indonesia's Minister of Tourism and Creative Economy has directed that, for the period of 2022–2024, post-pandemic tourism policy formulation should be guided by three core values: innovation, adaptation, and collaboration. Based on this directive, in the post-pandemic period of 2023, the Deputy for Marketing of the Ministry of Tourism and Creative Economy initiated the International Tourism Collaborative Marketing Program, a strategic initiative involving multiple stakeholders from both the public and private sectors.

The Deputy for Marketing implements this program through interactive processes of idea and expertise exchange, as well as the pooling of resources to achieve shared objectives—following the framework of collaborative governance. Collaborative marketing in a government system that adopts collaborative governance is essential to strengthen people-cantered development. This paradigm prioritizes mechanisms and processes that articulate public and group interests, mediate differing views, and uphold both rights and responsibilities.

This model aligns with the Collaborative Governance paradigm, which refers to policy and service delivery mechanisms shifting from a purely state- or private-led approach to one that involves joint responsibility in policy formulation and implementation (Voets et

al., 2021). Collaborative Governance involves public institutions and relevant stakeholders engaging in consensus-based policymaking and program implementation. As a result, the outcomes of these policies and programs become a shared responsibility—not solely that of the government. These policies and programs may vary widely, as long as they pertain to the public domain—including tourism marketing policy, which is the focus of this study.

Law No. 10 of 2009 concerning Tourism also supports collaborative arrangements among stakeholders in tourism policy. The law emphasizes the importance of fostering a conducive climate for collaboration, enabling active engagement and facilitation among stakeholders in the tourism sector (Law of the Republic of Indonesia, 2009).

Therefore, this study posits that the responsibility for international tourism marketing policy—specifically the organization of international tourism marketing activities by the Deputy for Marketing—no longer lies solely with the central government. Instead, it requires collaboration with various actors and stakeholders. In line with the evolution of the collaborative governance concept, a broader and more participatory involvement of multiple parties is now feasible, particularly in the realm of tourism marketing policy. With proper mapping and identification, this multi-stakeholder collaboration has the potential to significantly scale up international tourism marketing efforts by leveraging the diverse resources of involved parties.

This study also explores how stakeholders make decisions to engage in collaboration. Hence, the focus of this research is to examine how the Deputy for Marketing implements international collaborative tourism marketing activities and to analyse the roles of various actors in the decision-making process to collaborate.

2. LITERATURE REVIEW

2.1 The Concept and Application of Collaborative Governance in International Tourism Marketing Activities

Collaborative Governance initially emerged during the governance paradigm era, coinciding with advancements in technology and human resources, which posed increasingly complex challenges that governments could not address alone without involving stakeholders or actors outside the public sector. In this context, Charalabidis and Loukis stated that Collaborative Governance arose to address public issues that the government could not resolve independently due to time constraints. Hence, a collaborative working model involving non-governmental actors in public policy processes became necessary (Charalabidis & Loukis, 2012).

Ansell and Gash define Collaborative Governance as a governing arrangement in which one or more public agencies directly engage non-state stakeholders in a formal, consensus-oriented, and deliberative collective decision-making process aimed at making or implementing public policy or managing public programs or assets.

This concept is a development of research and practice in public administration. While some scholars regard Collaborative Governance as a model of governance, others view it as a regulatory approach for public decision-making (Emerson & Nabatchi, 2015). For the purposes of this study, Collaborative Governance is considered a governance model, particularly in the context of managing tourism-related activities.

2.2 Collaborative Marketing in Tourism Marketing Governance

Aligned with the Strategic Plan of the Ministry of Tourism and Creative Economy (MoTCE), a key element in tourism marketing strategy is the development of marketing partnerships among tourism stakeholders—including the central government, local governments, and private sector tourism industry players. These partnerships take the form of Collaborative Marketing, or joint participation in tourism promotion efforts, which help broaden market reach, enhance performance quality, and improve cost-efficiency in implementing promotional activities.

Although originating from different disciplines, the concepts of Collaborative Governance and Collaborative Marketing are deeply interconnected—particularly in

today's complex and interconnected business environment. Collaborative Marketing is a strategy that involves cooperation between two or more entities to achieve mutually beneficial marketing objectives.

The actors involved in this collaboration synergize in policymaking, designing tour packages, and providing tourism services, such as food, souvenirs, and other amenities (Mirza et al., 2017). In this context, tourism policy is a multi-sectoral and borderless process, requiring intensive coordination and policy integration to achieve national tourism development goals. These include accelerating tourist arrivals, increasing foreign exchange earnings, and boosting local economic contributions to empower communities. However, it is also crucial to address the potential lack of role clarity and consensus among stakeholders, along with the need for shared administrative frameworks and regulations (Mafaza & Setyowati, 2020; Yasintha, 2020).

Therefore, the collaboration framework is essentially about enabling the government to form partnerships with various stakeholders. In other words, the government must not rely solely on its internal capacities to implement policies and programs (Purwanti, 2016). Limitations in capabilities, resources, or networks encourage the government to cooperate with fellow government institutions, the private sector, and civil society communities, thereby forming collaborative partnerships to achieve policy objectives. Additionally, communication patterns must be carefully designed to minimize unaccommodated public participation and aspirations (Tongkotow et al., 2021).

In Marketing in the Public Sector, Philip Kotler and Nancy Lee discuss how marketing principles can be applied in the public sector to enhance the effectiveness and efficiency of government services. They emphasize how public organizations can collaborate with stakeholders—government entities, communities, and the private sector—to develop more responsive programs and services.

Kotler and Lee stress the importance of a collaborative approach in governance to tackle complex social issues. By applying structured marketing approaches, public institutions can better understand citizen needs and preferences, design more relevant programs, and foster greater public participation. This includes identifying target audiences, implementing appropriate promotional strategies, and developing policies that go beyond regulations to reflect public aspirations.

Collaborative governance also involves forming partnerships with the private sector to expand resources and capabilities in addressing societal challenges, such as public health, environmental issues, and education. Such partnerships are expected to enhance program implementation through marketing strategies oriented toward public needs.

2.3 Key Components of Collaboration in Collaborative Governance and Marketing

From the concepts of Collaborative Governance and Collaborative Marketing, seven key components of collaboration can be identified, as emphasized by various scholars:

1. Shared Goals

Gray (1989), in *Collaborating: Finding Common Ground for Multiparty Problems*, asserts that collaboration can only succeed if all parties have clear, common objectives. Without shared goals, collaboration may lack direction and fail to achieve optimal outcomes.

2. Trust

Ansell and Gash (2008), in *Collaborative Governance in Theory and Practice*, emphasize that trust among collaborating parties is fundamental. Trust minimizes conflict and reinforces cooperation.

3. Effective Communication

Mattessich and Monsey (1992) highlight that open, transparent, and consistent communication is essential for successful collaboration. Poor communication can lead

to misunderstandings and hinder progress. Frequent and open communication is especially important during implementation.

4. Collaborative Leadership

Chrislip and Larson (1994), in *Collaborative Leadership*, stress that leaders must be capable of facilitating discussions, resolving conflicts, and encouraging inclusive participation from all parties.

5. Resources and Capacity

Huxham and Vangen (2005), in *Managing to Collaborate*, argue that collaboration requires contributions of resources—financial, temporal, or expertise—from all parties to be sustainable.

6. Alignment of Values

Waddock (1989) explains that collaboration necessitates value and vision alignment among participants. Misalignment can lead to conflict and diminish the effectiveness of the collaboration.

7. Evaluation and Learning

Bryson, Crosby, and Stone (2006) emphasize that ongoing evaluation of collaboration outcomes enables all parties to learn and improve future cooperative efforts. Several studies serve as references for the researcher in examining this study. One such study is by Patadjenu, Silitonga, and Asropi, which discusses the Collaborative Governance of Tourism Development in Likupang, North Minahasa Regency. The findings of the study indicate that tourism development in Likupang involves both governmental and non-governmental actors. The collaborative governance model in this case focuses on the collaboration process as the core of the partnership. Furthermore, institutional legal frameworks help clarify the division of tasks, enabling each party to contribute to the achievement of partnership goals.

Another relevant study is conducted by Kismartini and Bambang Pujiyono on the Collaborative Management Model of Tanjung Lesung Tourism in Pandeglang District, Banten Province, Indonesia. The study finds that community welfare, social potential development, and environmental preservation are key indicators of successful tourism management. Collaboration between the government, private sector, and the community is a crucial concept in tourism governance.

3. RESEARCH METHODS

This study employs a qualitative research approach. According to Creswell (2014:100), “Qualitative research focuses on both the process that takes place and the resulting product or outcome.” Creswell (2013:267) further explains that qualitative research involves the collection of various types of data and makes optimal use of time through direct field engagement.

The data sources in this research are divided into two types: primary data and secondary data. Primary data in this study pertains to the Collaborative Marketing Activities for the International Tourism Market carried out by the Deputy for Marketing, and is obtained through a series of discussions and interviews with the technical team within the Marketing Deputy. To support the primary data, interviews were also conducted with Tourism Associations, Tourism Industry representatives, and Regional Tourism Offices involved in the implementation.

Meanwhile, secondary data was gathered through analysis and review of existing documentation and records related to collaborative marketing activities targeting the international tourism market.

The research analysis was conducted using qualitative analysis methods to obtain a more comprehensive understanding of the collected data. The research findings are then compiled and presented in descriptive form.

4. RESULTS AND DISCUSSION

International tourism marketing activities under the Deputy for Marketing are carried out by two Echelon II units, namely:

1. Directorate of Regional Tourism Marketing I, and
2. Directorate of Regional Tourism Marketing II, with the division of operational areas as follows:

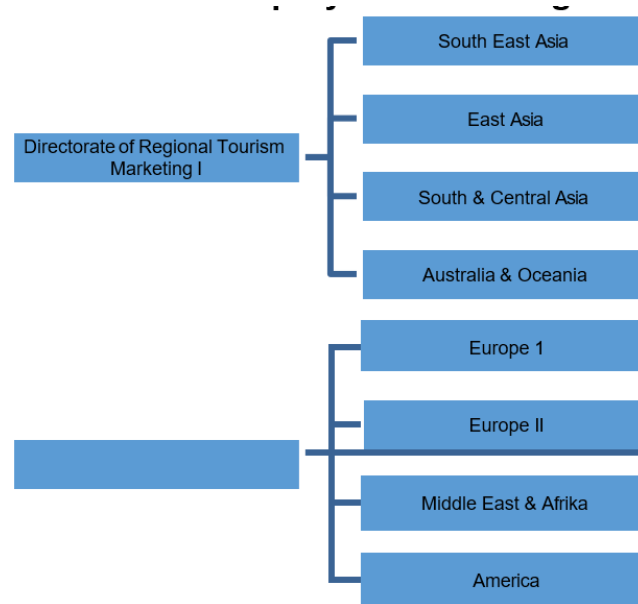


Figure 4. Division of International Tourism Marketing Regions under the Deputy for Marketing
(Source: Deputy for Marketing number SK/10/OT.00.01/D.5/2024)

Referring to the implementation guidelines prepared by the two Echelon II Units, collaborative marketing activities for international tourism markets consist of three (3) types of activities, as follows:

a. Tourism Fairs are promotional activities for Indonesian tourism abroad, conducted either in a B2C format (directly engaging with the public) or B2B (between Indonesian tourism industry stakeholders and travel agents/tour operators in target markets).

b. Sales Missions are promotional activities aimed at connecting Indonesian tourism industry players—either directly or indirectly—with tourism stakeholders (B2B) in target markets during a specific period.

c. Familiarization Trips (Fam Trips) are programs that invite business providers or selected groups of individuals on curated travel itineraries designed to introduce and promote Indonesia's tourism destinations.

The implementation guidelines state that these three activities are international tourism marketing efforts focused on promotion and/or generating potential visitors (pax). Promotional activities that generate potential visitors refer to those that have a direct influence on international tourist arrivals by offering specific tourism packages to Indonesia.

Each working region implements different types of collaborative marketing activities. In the Europe and Middle East & Africa regions, only Tourism Fairs have been implemented under the collaborative marketing scheme up to 2024.

“In Region 2, the only activity conducted using the collaborative marketing scheme is

the tourism fair, specifically ITB Berlin. Sales missions have not yet adopted the collaborative marketing scheme. So far, it's just ITB Berlin. And since it is an annual event, we always participate.” - *Ayu Amelia, Head of the Europe Region II Working Team*

“As for collaborative marketing in exhibitions, in the Middle East and Africa region, we have an activity called the Arabian Travel Market (ATM Dubai). This has been implemented under the collaborative marketing scheme for two consecutive years, in 2023 and 2024.” - *Indera Dewantho, Head of the Middle East & Africa Working Team*

However, in the South and Central Asia region, all three activities—Tourism Fairs, Sales Missions, and Familiarization Trips—have been implemented. In the Australia region, Sales Missions and Familiarization Trips have also been carried out.

“There are actually quite a few activities we conduct, including participating in tourism fairs, conducting roadshows and sales missions by bringing industry players to target markets to promote and sell their products. For famtrips, for example, when the available budget only allows us to accommodate 5–10 industry participants, through the collaborative scheme we aim to increase that number to 20–30.” - *Nobel Pardamean, Head of the South and Central Asia Working Team*

In the implementation of International Collaborative Tourism Marketing, the involvement of multiple stakeholders is essential, including:

1. Activity Organizers, who are responsible for facilitating all parties involved in international collaborative tourism marketing to optimize promotional efforts;
2. Collaborative Partners, who coordinate and/or manage all or part of the collaborative marketing process to enhance promotional effectiveness;
3. Collaborative Participants, who contribute resources to achieve common objectives and improve the overall impact of tourism marketing efforts.

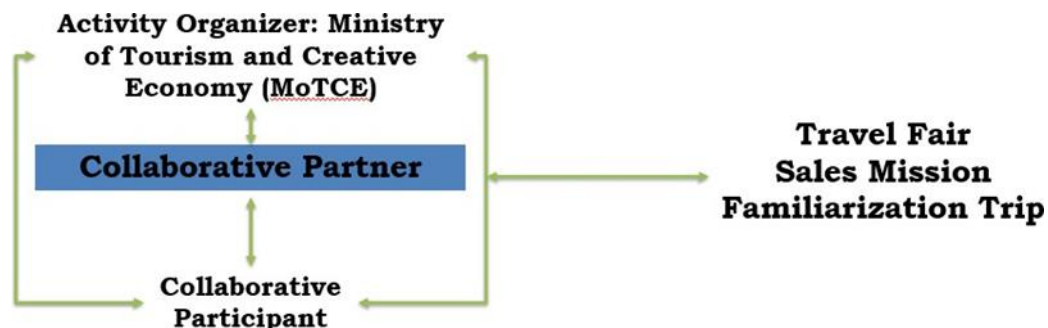


Figure 5. Governance Structure of International Collaborative Tourism Marketing Activities
(Source: Processed based on the Implementation Guidelines for International Collaborative Tourism Marketing Activities)

The types of collaborative marketing activities include:

1. Cost-Sharing: A form of cooperation between the Activity Organizer and the Collaborative Participant in which both parties contribute financial resources of equal value, mutually agreed upon by all involved parties.
2. Special Financing: A broader form of cooperation between the Activity Organizer and relevant parties involving a financial resource contribution with a value greater than the cost-sharing model, as agreed upon by the parties.
3. In-Kind Contribution (Activation): A form of cooperation between the Activity Organizer and the Collaborative Participant in which contributions are made in the form of products, services, and/or other resources owned by stakeholders.

The primary background for implementing international collaborative tourism marketing activities by the Deputy for Marketing at the Ministry of Tourism and Creative Economy (MoTCE) is the limited budget availability. The following is an excerpt from an interview with a key informant:

“Collaborative marketing is currently very much needed and is being carried out by MoTCE — I believe almost in all deputy units. Firstly, although it may sound cliché, the main reason is budget limitations post-pandemic. We have to find new innovations within a limited budget, yet still be able to execute activities with pre-pandemic quality — both in terms of implementation and outputs. Because the targets, especially international market targets, in my opinion, are not aligned with the amount of budget allocated by the government. Hence, we must look for innovations that allow us to continue delivering activities at the same standard and quality as before the pandemic.” - *Laura Hudayati, Head of the Australia and Oceania Regional Working Team*

4.1 Collaborative International Tourism Marketing Activities

Both Echelon II Units responsible for collaborative marketing activities targeting international markets have prepared draft technical guidelines to serve as a reference in the implementation of such initiatives. These draft guidelines already include several fundamental elements:

1. Objectives, Goals, and Targets;
2. Legal Basis;
3. Scope of Activities;
4. Stakeholders Involved in International Tourism Collaborative Marketing; and
5. Types of Collaborative Marketing.

The technical guidelines clearly emphasize that the Ministry of Tourism and Creative Economy (MoTCE) is the initiator and lead organizer of the collaborative marketing activities. Subsequently, MoTCE enters partnership cooperation with all relevant tourism stakeholders. It is crucial that MoTCE, as the lead institution, holds ownership of the collaborative marketing activities.

By assuming ownership, MoTCE also assumes a leadership role in the implementation of collaborative marketing. According to Chrislip and Larson in *Collaborative Leadership: How Citizens and Civic Leaders Can Make a Difference*, collaborative leadership entails several roles:

1. Facilitator – managing discussions and helping diverse parties reach consensus;
2. Conflict Mediator – identifying potential conflicts and resolving them before they disrupt the process;
3. Connector – linking stakeholders from different backgrounds and interests; and
4. Motivator – maintaining the enthusiasm and focus of all parties toward shared objectives.

Despite the development of technical guidelines, interviews with one of the collaborative partners revealed the absence of a clear Standard Operating Procedure (SOP) regarding the roles of collaborative partners. The partner stated that there is no uniform standard across technical units concerning the roles and functions of collaborative partners:

“From the events I’ve handled using collaborative marketing, there has not been a clear SOP yet. There’s no clear description of responsibilities, tasks, or obligations. So we mostly just ‘play it by ear’ depending on the specific event.” - *Naomi, PT KCC*

To facilitate implementation—particularly concerning the roles and functions of collaborative partners—it is recommended that an SOP outlining the Duties and Functions of Collaborative Partners be developed and adapted to the types of activities being undertaken.

4.2 Seven Key Components of Collaboration

4.2.1 Shared Goals

The implementation of collaborative international tourism marketing activities refers to the seven key components of collaboration as proposed by experts. According to Gray (1989) in *Collaborating: Finding Common Ground for Multiparty Problems*, clearly defined shared goals are critical to successful collaboration. Without mutually agreed-upon goals, collaborative efforts lack direction and effectiveness.

In practice, stakeholders have been involved in defining shared goals for international tourism marketing activities. During scheduled trade fair participations, consensus on shared goals is reached during the preparation stage, including the allocation of resources, selection of themes, and agreement on execution.

For non-routine activities, where there is flexibility in marketing strategy, the shared goals are defined from the expected outputs and type of activity selected. For example, in the Sales Mission to Australia, cities were jointly selected by MoTCE and stakeholders. Targets were also discussed during initial planning.

In South and Central Asia markets, forums were held to determine which activities to join. Prior to international fair participation, meetings were held to assess the strengths and weaknesses of proposed events. An online poll was distributed to stakeholders to finalize the decision. This joint decision-making process not only helps achieve targets but also fosters shared ownership of activities.

In both Australia and South-Central Asia markets, city selection was based on potential for inbound tourism to Indonesia. Shared goals between MoTCE and stakeholders center around achieving tourist arrival targets and sales outcomes.

4.2.2 Trust

Ansell and Gash (2008), in their article *Collaborative Governance in Theory and Practice*, identify trust as a foundational element for successful collaboration. Trust fosters a supportive environment, minimizes conflict, and strengthens cooperation.

Trust in international tourism collaborative marketing has developed through established partnerships between MoTCE and tourism stakeholders. The Wonderful Indonesia brand also serves as a guarantee of commitment to promoting tourism and attracting international visitors.

Although post-pandemic budget allocations have not returned to pre-pandemic levels, stakeholders have responded positively to collaborative activities. This is matched by transparency in sharing resource information and additional needs. Such openness reinforces trust and stakeholder ownership of activities.

4.2.3 Effective Communication

According to Mattessich and Monsey (1992) in *Collaboration: What Makes It Work*, frequent and open communication is essential for building mutual understanding and maintaining workflow harmony. Poor communication can lead to misunderstandings, damage relationships, and hinder progress.

MoTCE has established communication channels to coordinate international tourism collaborative marketing with stakeholders. These range from formal email correspondences to real-time updates via messaging apps. Coordination meetings—virtual or in-person—are also held prior to activity implementation. Communication is maintained continuously from preparation through execution.

4.2.4 Collaborative Leadership Structure

Chrislip and Larson (1994) emphasize that collaborative leadership involves the ability to facilitate inclusive, transparent, and productive partnerships. Leaders focus not only on outcomes but on relationship-building throughout the process.

The technical guidelines not only assign leadership to MoTCE but also define a clear structure of responsibilities. MoTCE acts as the activity owner and leader, supported by collaborative partners and participants. However, further clarification is needed to distinguish between collaborative partners and participants to avoid overlaps and

misinterpretations among technical units and stakeholders.

4.2.5 Resources and Capacity

In collaborative marketing, the clear division of resources is vital for ensuring sustainability. Huxham and Vangen (2005) in *Managing to Collaborate* stress the importance of well-defined contributions—be it financial, time, or expertise.

The technical guidelines outline three resource-sharing models: cost-sharing, special funding, and in-kind contributions. MoTCE allows flexibility for collaborators to choose based on their available resources. The resource-sharing process is conducted transparently, from budgeting to reporting, ensuring all parties are fully informed.

4.2.6 Alignment of Values

Waddock (1989) argues that successful collaboration requires aligned values and vision. Shared values provide a foundation for uniting diverse actors. Misaligned values can lead to conflict and reduce collaboration effectiveness.

In practice, MoTCE opens discussions to capture the aspirations and values of collaborators. While some technical units gather input informally, others use formal tools such as questionnaires to collect stakeholder input, which informs decision-making.

4.2.8 Evaluation and Learning

According to Bryson, Crosby, and Stone (2006) in *The Design and Implementation of Cross-Sector Collaborations*, continuous evaluation is key to improving cross-sector collaboration. It helps stakeholders learn from experience, identify gaps, and refine their strategies.

MoTCE consistently evaluates its activities. Evaluations occur in two stages: initial feedback via forms assessing activity effectiveness, followed by a deeper evaluation session to discuss improvements for future implementation.

CONCLUSION

Collaborative international tourism marketing between MoTCE and tourism stakeholders has proven to be an effective and efficient approach for achieving shared goals. By pooling resources and aligning objectives, both MoTCE and stakeholders can deliver more impactful programs. Sources agree that collaborative marketing leads to improvements in both quantity and quality of activities due to the clear division of roles and resources. It can be concluded that the practice already reflects principles of both Collaborative Governance and Collaborative Marketing.

However, in its implementation, there are several notes to consider to ensure that future Collaborative International Tourism Marketing Activities are conducted more effectively in line with the principles of Collaborative Governance and Collaborative Marketing. Based on the findings and discussions presented above, the author would like to offer several recommendations that may serve as input for the working units responsible for implementing Collaborative International Tourism Marketing, as follows:

1. The existing draft of the technical guidelines should be disseminated, particularly to the relevant working units, namely the Directorate of Regional Marketing I and the Directorate of Regional Marketing II under the Deputy for Marketing at the Ministry of Tourism and Creative Economy (Kemenparekraf). This dissemination is necessary to ensure a shared understanding among technical units regarding the implementation of Collaborative International Tourism Marketing activities by Kemenparekraf. The dissemination process may also open opportunities for evaluation, adjustments, or additions related to the implementation of these activities;
2. The current draft of the technical guidelines does not include an attachment for the Standard Operating Procedures (SOP) for Collaborative Partners. The role of Collaborative Partner has emerged as an intermediary function between the activity owner—Kemenparekraf—and the stakeholders participating in the collaboration. A clear SOP is essential as a reference for Collaborative Partners in carrying out their roles and responsibilities

effectively; 3. In general, the implementation of Collaborative International Tourism Marketing activities has aligned with the seven key components of collaboration as outlined by experts. However, there are several notes for improvement: a. The process of defining shared goals should ideally begin with the selection of activities. Even for activities that are already part of the annual agenda, it would be beneficial to reintroduce them to the forum as part of shared governance practices; b. The establishment of shared values is still considered suboptimal. Although communication forums are available for collaborative partners and participants, there is a need for a dedicated meeting specifically focused on gathering inputs from all relevant parties to strengthen the sense of collective ownership; 4. Collaborative International Tourism Marketing should not solely focus on the equitable distribution of resources among the parties involved. It must also adhere to the principles of equity and fairness. Tourism marketing activities should consider destinations that require greater facilitation, particularly those still in the development phase. Rather than being included in collaborative marketing activities, such emerging destinations may benefit more from full support and facilitation to enhance their visibility and attract international tourists.

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