

Dynamic governance model in tourism village development: Soft systems methodology approach

Sri Roekminiati^{1*},  Abubakar Eby Hara²,  Dina Suryawati³,  Panca Oktawirani⁴

^{1,2,3,4}Faculty of Social and Political Sciences, Universitas Jember, Indonesia; sri.roekminiati@unitomo.ac.id
2309301010@unej.ac.id (S.R.) Ebyhara@unej.ac.id (A.E.H.) dinasuryawati@unej.ac.id (D.S.) panca.fisip@unej.ac.id (P.O.).

Abstract: The development of tourism villages is an important strategy for improving the welfare of rural communities through the sustainable utilization of local potential. However, the ever-changing environmental dynamics, fluctuations in tourist visits, and the complexity of inter-actor relationships necessitate adaptive and responsive governance. Ketapanrame Tourism Village, Mojokerto Regency, is one of the destinations that has experienced rapid growth but still faces various governance issues, such as the absence of standard operating procedures, limited human resource capacity, and weak integration of external networks. These conditions highlight the need to formulate a governance model capable of navigating the complexity and uncertainty in tourism village management. This study aims to develop a dynamic governance model for Ketapanrame Tourism Village using the Soft Systems Methodology (SSM) approach. This approach helps understand unstructured problem situations, map stakeholder perspectives, and formulate a conceptual model that is systematically desirable and culturally acceptable. Data were collected through in-depth interviews, field observations, document analysis, and focused discussions with the village government, BUMDes, KUB, destination managers, and the community. The study's findings indicate that the root causes of governance problems in tourism villages are primarily due to three aspects: weak adaptive policies, low adaptive capacity of implementers, and suboptimal external networks. Based on the SSM analysis, the study proposes the A2ER (Adaptive Policy, Adaptive Capabilities, and External Reliance) model as a dynamic governance framework. This model offers guidance for strengthening data-driven policies, enhancing innovation and human resource capacity, and fostering cross-sector collaboration. The research contributes to the theoretical understanding of tourism village governance and provides practical recommendations for sustainable tourism village management.

Keywords: A2RE, Adaptive policy, Dynamic governance, Ketapanrame, Soft systems methodology, Tourism village.

1. Introduction

The global tourism sector is currently entering a phase of rapid recovery after being impacted by the COVID-19 pandemic. An official UN Tourism report shows that "tourism has recovered to 88% of pre-pandemic levels, demonstrating its strong resilience" [1]. This recovery not only indicates the resurgence of tourist mobility but also marks the return of tourism as an important pillar of the world economy. Global statistics show that tourism contributed to more than 10% of global income before the pandemic, and this figure is projected to return to near-normal conditions in 2024–2025. In this context, Indonesia is one of the countries with the fastest tourism recovery in Southeast Asia. BPS 2024 data recorded a 16.19% increase in the number of foreign tourists in January 2024, which demonstrates great potential for accelerating the national economy.

Indonesia is a country rich in cultural diversity, nature, and traditional heritage, making it a leading tourist destination. According to Marpaung et al. [2], "tourism in Indonesia not only drives economic growth but also plays a major role in strengthening rural social structures and cultural identity." This indicates that tourism in Indonesia is not merely an economic activity but also a part of social

transformation in rural areas. Additionally, the contribution of the tourism sector to increasing the income of local communities living in tourist villages has been proven to be significant, making this sector one of the government's priority regional development strategies.

In the context of rural development, the concept of tourist villages has become a key approach to developing a community-based local economy. According to Ariyani and Fauzi [3], "rural tourism is a strategic instrument for rural economic diversification and reducing structural unemployment." By developing tourist villages, rural communities are given the opportunity to play a leading role in managing local resources to generate economic added value. The Indonesian government, through the Ministry of Tourism and Creative Economy, has recorded a significant increase in tourist villages, reaching 6,069 villages in 2024, which shows the country's seriousness in promoting community-based tourism.

Although the number of tourist villages has increased, the quality of governance in most tourist villages remains a significant issue. Many tourism villages possess great tourism potential but are not yet capable of managing their destinations professionally. Singgih et al. [4] explain that "village tourism governance is often fragmented, with decision-making processes lacking structure and long-term orientation." This indicates that governance issues are a critical challenge because they can affect the sustainability of tourism villages, from planning and attraction development to policy evaluation.

Ketapanrame Village, Trawas District, Mojokerto Regency, is one of the rapidly developing tourist villages that has gained national recognition through the 2023 ADWI award. This village has two main tourist destinations, namely Taman Ghanjaran and Wisata Sawah Sumber Gempong, and implements a crowdfunding innovation involving the participation of more than 500 families. However, Roekminiati and Oktawirani [5] emphasize that "Ketapanrame faces inconsistencies in governance, especially in operational standards and role distribution." This indicates that, despite its popularity, the village's governance structure is not yet fully mature.

One of the fundamental problems is the sharp fluctuation in tourist visits in recent years. Data shows that visits to Taman Ghanjaran decreased from 359,889 visitors in 2021 to 162,954 visitors in 2023. Martín Martín et al. [6] emphasize that "destinations with weak governance are more vulnerable to external shocks and demand fluctuations." This phenomenon indicates that the Ketapanrame tourist village requires a long-term, data-driven strategy to anticipate changes in the tourism market.

The next problem is the unclear structure of authority between BUMDes and Joint Business Groups (KUB) in managing tourist destinations. Pratidina et al. [7] emphasize that "clear regulatory frameworks are essential to ensure accountability in rural tourism management." The absence of standard operating procedures (SOPs) in operational management has led to overlapping authorities, coordination errors, and uncertainty in the management of village assets. This is a major obstacle in developing accountable and professional governance.

Human resource capacity is also a serious challenge. In Ketapanrame, most tourism managers still hold multiple positions and have limited digital literacy, attraction management, and data analysis skills. Chang and Wang [8] state that "the adaptive capacity of tourism managers is a key determinant of destination resilience and innovation." In the context of tourism villages, human resource capacity not only determines operational sustainability but also the ability to innovate to attract tourists.

These issues emphasize that tourism village governance is a complex phenomenon, full of uncertainty, and involves many actors with different interests. Neo and Chen [9], through the theory of Dynamic Governance, emphasize that modern government must be able to "think ahead, think again, and think across to navigate uncertainties." This means that tourism village governance must have anticipatory, adaptive, and collaborative capabilities, not just administrative ones.

However, the implementation of Dynamic Governance at the village level in Indonesia is still very limited. Lubis et al. [10] state that most research on tourism villages in Indonesia still focuses on "community involvement and marketing strategies rather than adaptive governance." Thus, there is a

significant research gap, especially in understanding how villages can develop governance that is responsive to changes in the tourism market.

Previous studies in Ketapanrame Village have also not offered a comprehensive governance model to deal with the dynamics of tourism. Salouw and Widodo [11] state that “policy models for rural tourism governance are still underdeveloped and require systematic methodological frameworks.” Much of the research is still descriptive and does not yet look at issues from a systemic approach that can explain the interactions between actors in tourism village governance.

Soft Systems Methodology (SSM) is a relevant approach for understanding complex and unstructured situations. Checkland and Poulter [12] explain that SSM “helps researchers explore messy problems and develop feasible changes that stakeholders can accept.” This approach allows researchers to identify the root causes of problems, analyze stakeholders, and formulate change models that can be applied in the socio-cultural context of villages.

To that end, this study developed a conceptual model called A2ER (Adaptive Policy, Adaptive Capabilities, and Resilience External). This model combines three main elements of dynamic governance: (1) adaptive policies that are responsive to change, (2) adaptive capacities of policy implementers, and (3) external resilience through network collaboration. Roekminiati and Oktawirani [5] states that “integrating adaptive policy with community capabilities is essential for sustainable village tourism governance.”

The A2ER model is expected to address governance issues in Ketapanrame systematically. Martín Martín et al. [6] emphasize that “institutional responsiveness is vital for tourism destinations to remain competitive under uncertainty.” Thus, this model serves as a framework that can help village governments and tourism managers improve the resilience, professionalism, and competitiveness of tourism villages.

Based on this overall context, research on dynamic governance is crucial because it offers both theoretical and practical contributions to the development of tourism villages. Wang et al. [13] emphasize that “tourism governance must evolve continuously to meet dynamic market demands.” Therefore, this study not only provides a scientific basis for the development of tourism village governance theory but also offers evidence-based recommendations to improve the quality of Ketapanrame Village governance sustainably.

2. Materials and Methods

2.1. Type and Approach of Research

This research employs a qualitative methodology, intending to explore, understand, and interpret the phenomenon of dynamic governance in Ketapanrame Tourism Village in depth. A qualitative approach was selected because the focus of the research is on interpreting meanings and social processes that cannot be reduced to statistical figures. The dissertation explains that qualitative research aims to “understand the subjective reality of humans in the context of everyday life” [14], making this approach relevant for revealing the complex social dynamics, policies, and practices of tourism village management.

The research design uses a case study, referring to Yin [15], who states that case studies are necessary when phenomena and contexts cannot be clearly separated, so that researchers must examine phenomena holistically and deeply in a real-world context. Ketapanrame Tourism Village was chosen as a typical case and extreme case because, on the one hand, this village is developing rapidly and has gained national recognition, but on the other hand, it faces various governance problems, such as the absence of SOPs, dual positions for human resources, dependence on certain attractions for income, and the weak adaptive capacity of its management actors.

2.2. Research Location

The research was conducted in Ketapanrame Tourism Village, Trawas District, Mojokerto Regency. The location was selected purposively because this village is a leading tourist destination that has

experienced rapid development after receiving national awards. However, this development has also been accompanied by various governance issues, such as fluctuations in visitor numbers, a decline in mutual fund dividends, weak innovation in local MSMEs, and the absence of SOPs, which has led to a gap between formal policies and practices in the field. These conditions make Ketapanrame the ideal location to study dynamic governance models, particularly to understand how adaptive policies, actor capabilities, and external networks work or encounter obstacles in the development of tourism villages.

2.3. *Research Focus*

The focus of this research is an in-depth analysis of the dynamic governance of Ketapanrame Tourism Village, focusing on three main interrelated elements, namely adaptive policy, adaptive capabilities of policy implementers, and resilience of external networks. These three components are the focus because initial findings show that tourism village policies are still administrative and reactive in nature, the capacity of implementers has not been systematically institutionalized, and external collaboration networks have not been optimally utilized. These three findings then resulted in the A2ER Model (Adaptive Policy – Adaptive Capabilities – Resilience External), which is the main contribution of this study in providing a governance framework that is in line with the dynamics of Ketapanrame tourism villages.

2.4. *Types and Sources of Data*

The data used in this study consists of primary and secondary data. Primary data was collected through in-depth interviews with key actors involved in tourism village management, such as the village head, BUMDes administrators, Joint Business Groups (KUB), ecotourism attraction managers, MSME actors, ASIDEWI, and relevant local government agencies. Field observations were also part of the primary data collection to directly observe destination management patterns, interactions between actors, and the operational dynamics of the tourism village. Meanwhile, secondary data was obtained from official documents such as the Village Regulation on Tourism Village Management, BUMDes financial reports, tourism visit data, and cooperation documents with BRI, ASTRA, UBAYA, and ASIDEWI, which act as external networks supporting the development of tourism villages.

2.5. *Data Collection Techniques*

Data collection techniques were carried out through in-depth interviews, field observations, and documentation. In-depth interviews were conducted in a semi-structured manner to explore informants' understanding of policy issues, management, actor dynamics, and governance practices in Ketapanrame. Field observations were conducted to understand the real context of the tourist village's operations and to see how policies, SOPs, and coordination between actors work in practice. Documentation was carried out by examining policy documents, operational reports, administrative archives, and statistical data to reinforce the findings. This documentation technique was also an important part of the data triangulation process to increase the validity of the research, as explained in the file that documentation was carried out to systematically trace the research steps through an audit trail.

2.6. *Data Validity and Reliability (Trustworthiness)*

Data validity was maintained using the four criteria of trustworthiness according to Lincoln and Guba, namely credibility, transferability, dependability, and confirmability. Credibility was maintained through triangulation of sources, methods, and time, as well as member checking with informants to ensure that the researchers' interpretations were consistent with the meanings conveyed by the sources. Transferability is maintained by providing a detailed description of the research context so that it can be applied to other tourist villages with similar characteristics. Dependability is ensured through the preparation of an audit trail that systematically documents the entire research process, from the planning

stage to the analysis and conclusion, as explained in the document. The audit trail is used to ensure the consistency of the research process when repeated in a similar context. Confirmability is achieved through the storage of original data (interview transcripts, observation notes, and documents), as well as the researcher's reflection to control subjective bias so that the research results truly reflect empirical data, not the researcher's personal opinions.

2.7. Data Analysis Method

Data analysis was performed using Soft Systems Methodology (SSM) developed by Peter Checkland. SSM was chosen because it is capable of addressing complex, unstructured problems involving many actors, as is the case with the management of tourism villages. SSM consists of seven stages, starting from understanding the problem situation, describing a rich picture, compiling root definitions using CATWOE, building a conceptual model, comparing the model with actual conditions, formulating culturally appropriate changes, and compiling recommendations for improving the tourism village management system. In this paper, the SSM stages only go up to six stages. This is because the seventh stage cannot yet be implemented, as the model recommendations have not been implemented. Thus, SSM provides a holistic analytical framework for identifying core issues, developing an ideal governance model, and designing change strategies that are in line with the realities on the ground in Ketapanram Tourism Village.

3. Results

Through a systematic literature review, this study systematically sorts out and summarizes the influencing factors of users' continuance adoption intention. Existing research indicates that the decision-making process of users' continuance adoption behavior is jointly shaped by multi-dimensional factors, which can be categorized into core influencing factors and boundary moderating factors.

3.1. Problem situation considered problematic

Ketapanrame Village faces a number of interrelated problems, ranging from a 40-50% decline in tourist visits, increased competition among destinations in the Trawas area, to weakening revenues for BUMDes, KUB, MSMEs, and fund dividends. Internally, challenges arise from inadequate human resource capacity, declining work ethic, and a lack of digital marketing specialists, which hinder optimal promotion strategies. Governance issues are also evident in weak regulations and SOPs, including a BUMDes–KUB MoU that is too long at 15 years, reducing policy flexibility. Additionally, collaboration between village governments, BUMDes, KUB, MSMEs, communities, and external partners has not been maximized, resulting in ineffective responses to market dynamics, attraction innovations, and organizational learning in supporting the overall resilience of tourism villages. The following is an overview of the issues facing Ketapanrame Tourism Village.

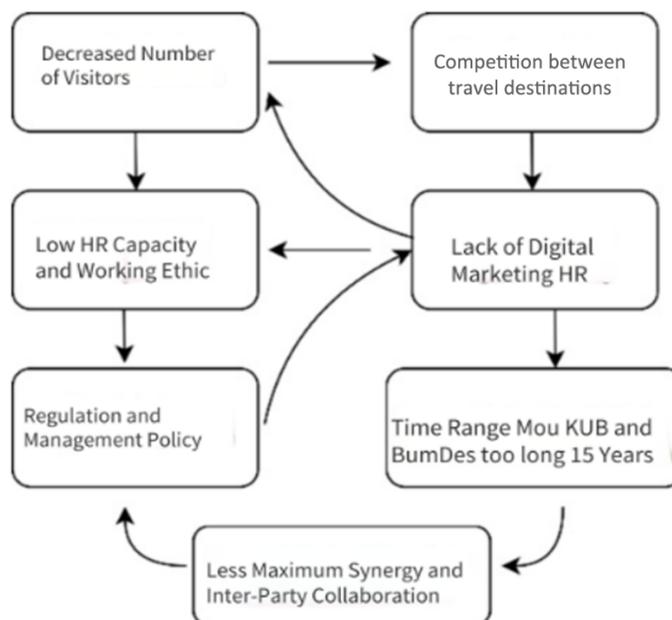


Figure 1.
Problem situation in Ketapanrame Tourism Village.

3.2. Problem Situation Expressed

The second stage of Soft Systems Methodology (SSM) serves to explore the problem situation comprehensively (rich picture). At this stage, researchers structure the problem situation by examining data and information related to the process. This means that the problem situation explored in the first stage can be categorized into key issues. The 40-50% decline in visitor numbers since 2024 has had a direct impact on the decline in revenue for all economic units in the tourist village, especially BUMDes, KUB, MSMEs, and investor dividends. The decline in visits has eroded the daily turnover of rides and food courts, causing a significant drop in KUB dividend distribution, which previously reached IDR 1.5 million per IDR 10 million, but has now fallen dramatically to below IDR 200,000/month/IDR 10 million. This situation is exacerbated by fierce competition among tourist destinations in Trawas, especially the emergence of many nature cafes, new thematic tours, and more varied family attractions. Ketapanrame has lost its competitive edge in terms of differentiation and attraction innovation, resulting in decreased competitiveness.

In addition, low human resource capacity and work ethic, dual positions, and the lack of institutionalized organizational learning have caused managers to respond slowly to market changes. The lack of digital marketing human resources has also resulted in suboptimal, inconsistent, and non-data-oriented promotion, making it difficult for tourist villages to reach new tourists. In terms of policy, there are weaknesses in regulations and SOPs, including the unclear division of authority between BUMDes and KUB. The KUB-BUMDes MoU, which lasts for up to 15 years, is considered too long, limiting the scope for policy corrections. The weak regulatory structure has resulted in poor coordination and led to a “trial and error” approach to management. In terms of collaboration, synergy between parties has not been maximized. External networks such as the government, universities, creative communities, and business actors have not been utilized strategically, resulting in tourist villages lacking resilience in the face of fluctuations in visitor numbers and economic pressures. The following are the conclusions of the problems.

Furthermore, to understand the interrelationship between policies, the roles of actors, and the sources of problems as a whole, the Rich Picture approach is used to visualize the network of relationships, policy

flows, and socio-economic dynamics in Taman Ghanjaran as a single system that influences each other. The following is the Rich Picture of Ketapanrame Tourism Village.

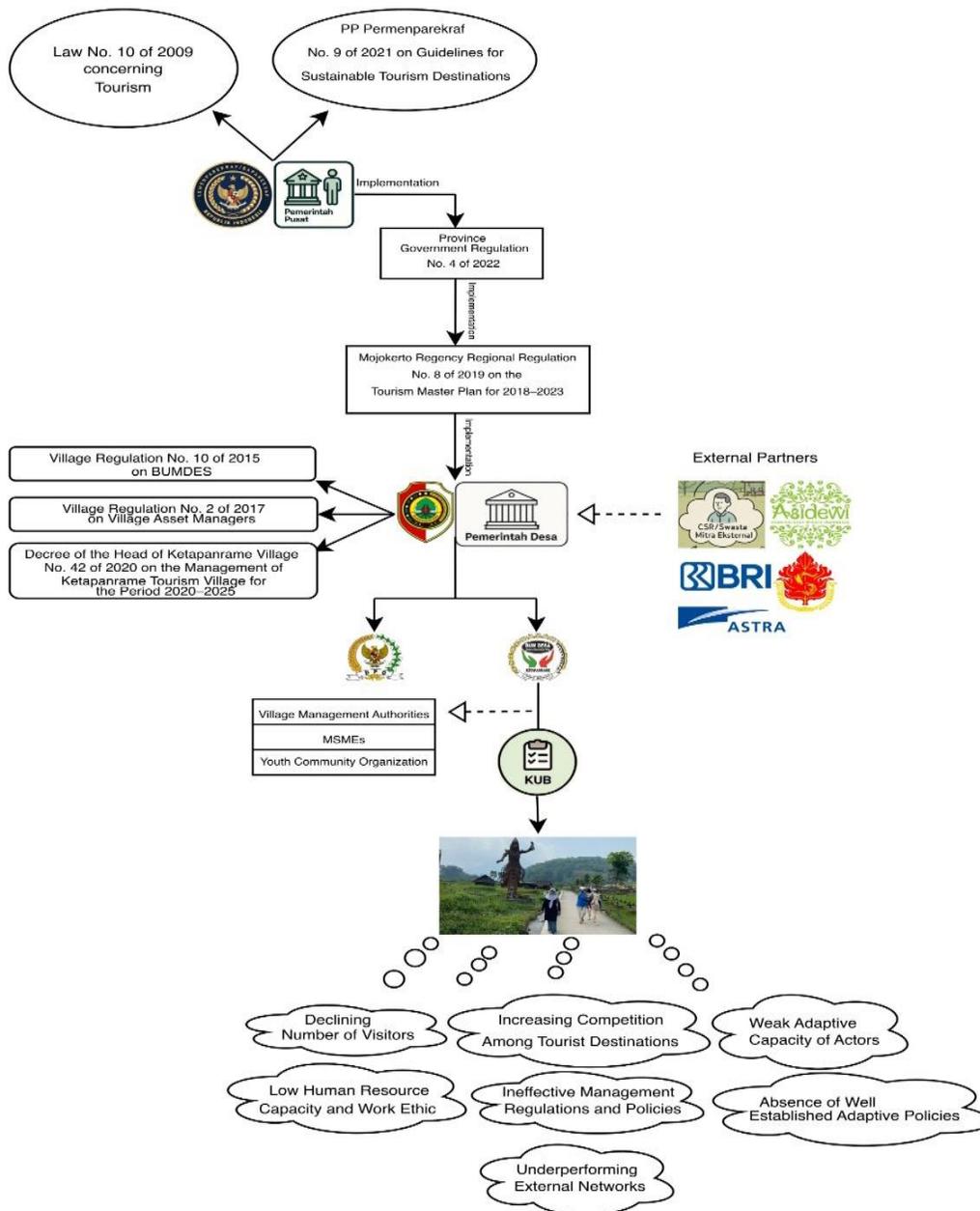


Figure 2.
Rich Picture of the Ghanjaran Park Problem Situation.

From the seven problem situations in Ketapanrame Tourism Village, it can be concluded that the main problems are that policies are not translated into concrete work systems, and there is a lack of human resources and external partners.

3.3. Root Definitions of Relevant Purposeful Activity Systems

In understanding policies that are not translated into concrete work systems and the lack of human resources and external partners, CATWOE analysis (Client, Actors, Transformation, Worldview, Owners, Environment) is a relevant approach to mapping the involvement of parties, the desired change process, and the environmental dynamics that influence policy implementation. Summary table of CATWOE analysis of concrete work systems and the lack of human resources and external partners.

Table 1.
CATWOE Analysis of Concrete Work Systems and Lack of Human Resources and External Partners.

Components	Summary
C – Clients	The community, BUMDes, KUB, MSMEs, and tourists are affected because policies are not effective, services are unstable, and economic benefits are declining.
A – Actors	The village government, BUMDes, tourism managers, and KUB are the policy implementers, but limited human resource capacity makes it difficult to translate policies into a real working system.
T – Transformation	The shift from administrative policies to operational policies through SOPs, workflows, role distribution, and strengthening of human resources and external networks.
W – Worldview	Tourism villages can only develop if policies are implemented as an adaptive living process; without a concrete work system, villages remain reactive and vulnerable to declining visitor numbers.
O – Owners	The Village Government and BUMDes have the authority to improve regulations, strengthen institutions, develop SOPs, and build strategic collaborations.
E – Environment	Tourism competition in Trawas, economic fluctuations, lack of digitalization, weak regulations, and suboptimal external networks are constraints that affect policy effectiveness.

Various research findings show that the governance of Ketapanrame Tourism Village still faces structural and functional challenges that hinder the sustainability of village tourism development. Dependence on past successes as a first-mover advantage has made the village less sensitive to changes in the regional tourism landscape, especially with the emergence of new, more innovative destinations in the Trawas, Pacet, and Batu areas. A significant decline in visitor numbers since 2023 has had a direct impact on the weakening of BUMDes (village-owned enterprises) revenue, a decline in MSME (micro, small, and medium enterprises) activity, and a decrease in crowdfunding program dividends.

In terms of policy, the study found that tourism village planning documents have not been updated based on the latest data. Policies are not supported by systematic monitoring and evaluation mechanisms, making it difficult for villages to read visitor trends or changes in tourist preferences. This is exacerbated by the absence of operational SOPs that serve as a reference in destination management, causing field practices to be based on individual experience rather than professional standards.

The adaptive capabilities of actors are also a crucial issue. Many managers hold multiple positions and lack data literacy, innovation skills, and digital promotion skills. This condition causes villages to operate on "autopilot" without a strategic direction. When visits decline, villages do not have mitigation strategies based on market analysis or benchmarking of competing destinations.

External networks, which should be sources of learning and innovation, have also not been optimally utilized. Relationships with BRI, UBAYA, ASTRA, ASIDEWI, and the Tourism Office are still one-way (passive), limited to training without ongoing collaboration or data exchange. Villages do not yet have boundary-spanning mechanisms to absorb knowledge from outside into their management systems.

Through the SSM process, the research successfully formulated the A2ER Model, which describes the integral relationship between adaptive policies, adaptive capacity, and external resilience as pillars of dynamic tourism village governance. This model not only confirms the root causes of the problems but also provides a direction for change that can be implemented systematically and in accordance with the village's institutional culture.

All these findings emphasize that tourism village governance requires a systemic transformation from administrative work patterns to dynamic governance. To address this issue, the A2ER model was

formulated as a result of the research, with three main foundations: Adaptive Policy, Adaptive Capabilities, and External Resilience. This model emphasizes that tourism villages can only excel if these three dimensions work in an integrated and sustainable manner.

4. Discussion

The results of the study show that the issues facing Ketapanrame Tourism Village cannot be explained by a single factor, but rather are the result of interactions between policy, human resource capacity, external networks, and tourism market dynamics. This complexity illustrates the nature of social systems that are difficult to analyze using a linear approach. These findings are consistent with research showing that tourism villages are complex adaptive systems that require continuous adaptation mechanisms [16]. In the context of rural tourism, the success of a destination does not only depend on its natural potential, but mainly on governance that is capable of responding quickly to changes.

Research reveals that tourism village management policies are not yet adaptive due to the lack of data usage, the absence of standard operating procedures, and the lack of regular updates. This causes villages to be slow to respond to declines in visits and changes in tourist preferences. Research shows that responsive tourism governance must be based on evidence-based policy [17]. Village governments need to develop an adaptive policy cycle that includes monitoring, evaluation, and learning, as highlighted by the dynamic policy capability theory [18]. Without this, tourism villages risk being stuck in a reactive policy pattern.

Reliance on intuition and past experience indicates a weak adaptive capacity of human resources in managing tourism villages. Many actors lack skills in market analysis, digital literacy, attraction innovation, and visitor research. Previous studies confirm that human resources are the most crucial factor in the success of tourism villages, more important than physical infrastructure [19]. When human resources are not adaptive, it is difficult for villages to innovate and respond to changes in tourist preferences. This condition is clearly seen in Ketapanrame, which has been slow to adapt to trends in family-based educational tourism and experiential tourism.

Research shows that Ketapanrame is highly dependent on one main attraction (Taman Ghanjaran). This undiversified attraction development model makes the village vulnerable to economic downturns. The literature indicates that destinations with single-attraction dependency are highly vulnerable to market volatility [20]. When competing villages begin to offer experience-based, adventure, or educational attractions, tourism villages that do not innovate will fall behind. Ketapanrame exhibits these symptoms because it still relies on the concept of visual recreation, not experience-based recreation.

Findings show that the village's external networks, with universities, the private sector, creative communities, banks, and tourism associations, have not yet become sources of learning, innovation, or capacity building. Collaboration tends to be ceremonial and unsustainable. In fact, the theory of network-based governance in tourism emphasizes that tourism villages can only develop through strong networks and cross-sector knowledge exchange [21]. Weak boundary-spanning capability prevents villages from utilizing partnerships as catalysts for innovation [22].

The 50% decline in tourists has directly contributed to a decrease in MSME turnover, BUMDes income, and investor dividends from crowdfunding schemes. This condition shows that villages do not yet have an economic resilience model. Research shows that tourism villages must have diversified income to avoid market shocks [23]. When village income depends solely on tourist tickets or parking fees, villages lose their long-term economic stability. A recommended model is the Adaptive Policy – Adaptive Capabilities – External Resilience (A2ER) model.

4.1. Conceptual Model for the Development of Tourism-Based Villages (A2ER)

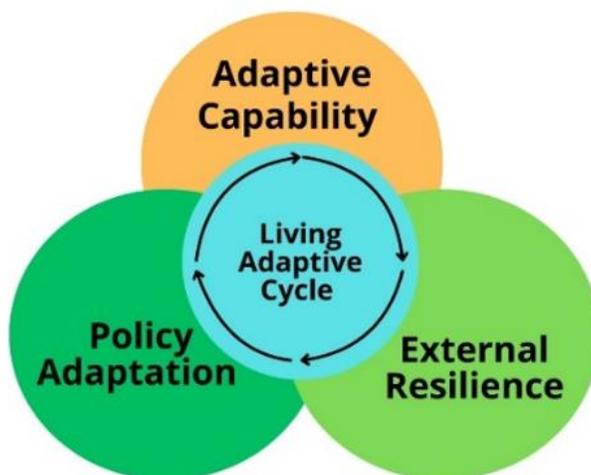


Figure 3.
A2ER Conceptual Model.

The A2ER model explains that tourism villages must be managed dynamically and be able to adapt to changes in the market, technology, and socio-ecological conditions. This model consists of three main elements. Adaptive Policy emphasizes that policies must be updated regularly and function as a living process to remain relevant. Adaptive Capability emphasizes the importance of internal capacity, human resource competencies, effective management, innovation, and organizational learning in responding effectively to change. External Resilience emphasizes the need for strong external networks with government, academia, the private sector, and communities to obtain resource support and resilience in the face of external pressures.

These three elements work in a cycle of continuous adaptation, where environmental changes drive policy revisions, internal capacity building, and strengthened external collaboration. Thus, the success of a tourism village is largely determined by its ability to adapt through flexible policies, strong organizational capacity, and solid external networks. The following is a visualization of the A2ER activity model.

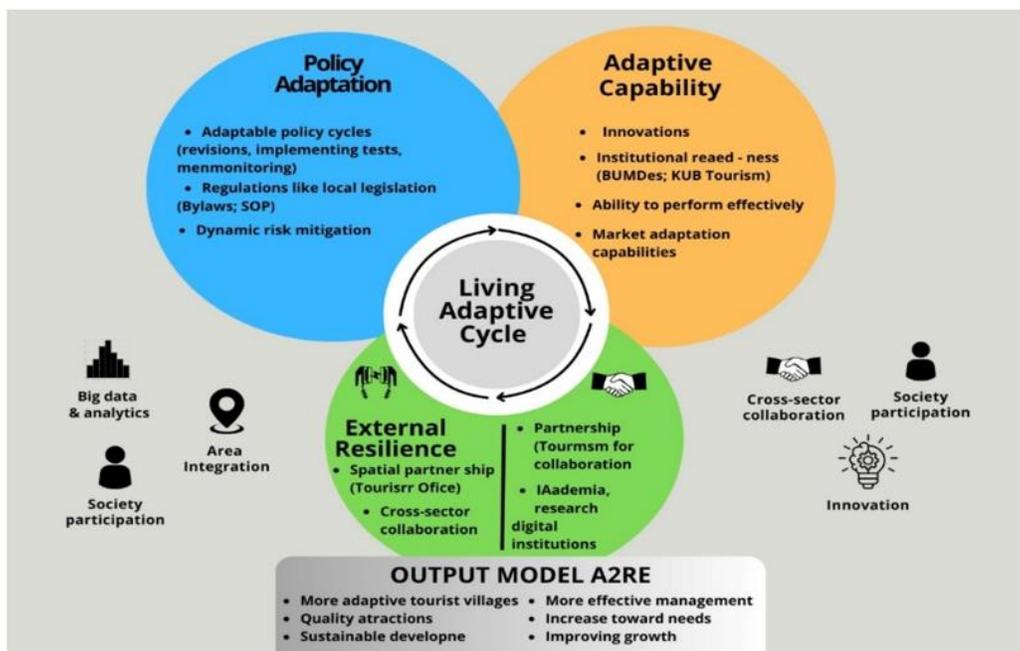


Figure 4. Activity Model Adaptive Policy Model – Adaptive Capabilities – External Resilience (A2ER).

4.2. Comparison of Models and the Real World

This comparison stage aims to identify gaps between the conceptual model and actual practices in Ketapanrame Tourism Village. This process is not intended to judge whether the model is right or wrong, but rather to map the level of suitability (feasibility and cultural fit) and find contextual areas for improvement. Comparison between the A2ER conceptual model for tourism villages and the problems in the field reveals that the model, which consists of Adaptive Policy, Adaptive Capabilities, and External Resilience, provides an ideal framework for developing tourism villages that are responsive, continuously learning, and capable of utilizing external networks. However, a comparison with field conditions indicates that these three components are not yet functioning optimally. In terms of Adaptive Policy, the model requires policies to be updated regularly based on market data and tourism trends, as well as alignment across government levels. In practice, policy changes are still slow, reactive, and not based on visitor data, and SOPs are rarely updated. Therefore, an annual policy review cycle, the establishment of a data-based analysis unit, and regulatory alignment between villages and the Department of Culture and Tourism are necessary. Regarding Adaptive Capabilities, the model emphasizes foresight, routine evaluation, stakeholder collaboration, human resource competencies, and rapid innovation. However, in reality, anticipatory planning remains weak, evaluations are irregular, collaboration is not systematic, human resource capacity is limited, and attracting innovation is slow. Improvements needed include establishing a foresight unit, a monthly evaluation forum, strengthening regional collaboration, developing a Tourism Village Academy, and forming a destination innovation team.

Meanwhile, in terms of External Resilience Practices, ideally, villages should build multi-stakeholder networks, mobilize external resources, and conduct regular benchmarking. However, in practice, partnerships are still ad hoc, access to CSR is low, regional networks are not orchestrated, and benchmarking is rarely conducted. To strengthen resilience, a Trawas-Pacet regional collaboration forum, professional assistance, an integrated external promotion strategy, the integration of local products such as coffee into the tourism system, and the development of a tourism early warning system are needed. Overall, the gap between the A2ER model and the conditions on the ground confirms the

need for policy transformation, institutional capacity building, and strengthening of external networks so that Ketapanrame Tourism Village can develop in an adaptive, collaborative, and sustainable manner.

4.3. Changes: Systematically Desirable and Culturally Feasible

After gaining an understanding of the gap between the two, steps are needed to formulate the desired changes, namely a form of transformation that is not only systematically appropriate in improving governance effectiveness but also culturally acceptable to the local community. The A2ER model directs the development of tourism villages towards the formation of a system that is not only able to move with change but also able to reorganize itself sustainably. The core of the expected transformation is the creation of a tourism village with a flexible policy structure, intelligent and responsive internal capacity, and an external network capable of strengthening the destination's resilience. These three components are combined so that the changes that occur remain in line with the social and cultural values that exist in the village. The following table summarizes the changes targeted by the A2ER model in a concise and systematic manner.

Table 2.
Conclusions on Systematic and Culturally Appropriate Changes in the A2ER Model for Tourism Villages.

Desired Systematic Change	Cultural Feasibility
Tourism village policies are developed as a dynamic process, updated regularly, and adapted to market dynamics and socio-economic conditions. Policies serve as a mechanism for direction, not merely as administrative documents.	Policy adjustments are made through a deliberative mechanism, so that changes are accepted as part of the village's collective practices and do not cause social tension.
Strengthening the internal capacity of villages involves anticipatory thinking, the ability to reevaluate practices, openness to new learning, and agile, solution-oriented human resources. Adaptation becomes part of everyday work.	Capacity building is carried out through shared learning, mutual cooperation, and a gradual approach that respects the social rhythm of the village community.
Establishment of stable and productive external networks: access to knowledge, market opportunities, expert assistance, and resource support from external actors. Villages do not stand alone but are connected to a broader ecosystem.	The integration of external knowledge and support is carried out by filtering it through local cultural values so that outside innovations remain in harmony with the village's identity and do not disrupt the balance of the community.

The A2ER model is relevant to the empirical conditions of Ketapanrame. This model emphasizes that adaptive policies must be the foundation, adaptive human resource capacity must be the engine of change, and external networks must be the source of resilience. A similar model is also proposed in the literature on dynamic governance, which emphasizes the integration of flexible policies, organizational learning, and sustainable innovation [24, 25]. By adopting the A2ER model, villages can develop systems that are more responsive to the dynamics of tourism.

The use of Soft Systems Methodology (SSM) is effective in identifying the problems of Ketapanrame Tourism Village because this approach is able to map the relationships between actors and understand complex social dynamics. SSM has been proven successful in various tourism contexts, particularly in the case of tourism villages, to identify problems that are difficult to define technically [26, 27]. Thus, SSM helps formulate changes that are culturally appropriate and realistic to implement in the field.

5. Conclusion

Based on the results of the study, it can be concluded that the governance of Ketapanrame Tourism Village still faces fundamental challenges that are systemic and interrelated, ranging from the lack of adaptive data-based policies, limited human resource capacity in reading market dynamics and innovating, weak coordination between village institutions, to the suboptimal use of external networks as a source of capacity building and destination development, all of which contribute to a decline in visitor numbers, village income, and local economic stability. Therefore, this study recommends the need for periodic

updates to tourism village management policies through structured monitoring and evaluation mechanisms, strengthening the adaptive capacity of human resources through continuous training in areas such as destination management, digital marketing, development of experience-based attractions, and visitor data literacy, diversification of attractions and tourism products so as not to depend on one main destination, preparation of clear operational SOPs to increase institutional professionalism, and building strategic and sustainable external networks with universities, the private sector, financial institutions, creative communities, and tourism village associations through long-term collaboration patterns that include mentoring, joint research, innovation incubation, and knowledge exchange, so that the A2ER Model can be effectively implemented as a dynamic governance framework capable of increasing the competitiveness, economic resilience, and sustainability of Ketapanrame Tourism Village in the long term.

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Transparency:

The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

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