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Collective Action In Marketing Of Batu Busuak Ecotourism Padang Janiah In Padang City

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Abstract– Padang Janiah batu busuak ecotourism has the potential to increase local people's income through sustainable tourism, but it is still constrained in business development and creativity of community groups, so a coordinated marketing strategy is needed through collective action to increase product competitiveness, expand market reach, and accelerate sustainable local economic growth by utilizing the advantages of distinctive culture and natural resources (Goreti *et al.*, 2020). This collective action involves the collaboration of various stakeholders, including local governments, local communities, academics, the private sector, and non-governmental organizations, to create synergy and collective action in the development, development, and management of ecotourism destinations (Junarto & Salim, 2022).

This study aims to examine the implementation of collective action in ecotourism marketing strategies in Batu Busuak Padang Janiah, focusing on how collaboration between various stakeholders can increase the effectiveness of destination promotion and management. The research method used is a qualitative approach, which allows an in-depth exploration of social and cultural phenomena related to collective action in ecotourism marketing.

Keywords: Action; Destination; Collaboration; Community; Promotions

I. INTRODUCTION

Ecotourism is a sustainable tourism paradigm that emphasizes the protection of the local environment and culture, while providing economic benefits to the local community. In the context of regional development, ecotourism has a strategic role in increasing local income (Mebri *et al.,* 2022). Therefore, marketing is a key element in attracting tourists and increasing visits to ecotourism destinations (Arini, 2022). However, ecotourism marketing practices still face various obstacles, such as unintegrated promotional strategies, limited supporting infrastructure, and weak coordination between stakeholders.

Collective action is a strategic approach to respond to these challenges through collaboration between governments, local communities, the private sector, academics, and non-governmental organizations in developing and promoting ecotourism in a sustainable manner (Akbar *et al.,* 2022). This approach is relevant because ecotourism development ideally integrates the socio-cultural aspects of local communities to improve welfare while maintaining environmental and cultural sustainability (Opod *et al.,* 2023).

Batu Busuak Padang Janiah is a destination that has the potential for ecotourism based on nature and local culture. Tourism has a strong appeal to various levels of society (Cayarini *et al.,* 2022) and is supported by a national legal framework through Law

Number 10 of 2009 concerning Tourism (Alian *et al.,* 2022). However, this potential has not been optimally utilized due to limitations in destination management and marketing.

The development of natural tourism requires careful planning, the provision of supporting facilities, and management synergy at the local level (Putra *et al.,* 2023). The success of tourism development is also highly determined by the active participation and empowerment of local communities as the main actors (Kinasih *et al.,* 2020). In addition, tourism plays a role in promoting local products and strengthening the identity of destinations based on local wisdom (Latifah & Damayanti, 2016). The *Community Based Tourism approach* has proven to be effective in encouraging the sustainable development of tourist destinations while respecting local cultural and customary values (Maryani *et al.,* 2022).

II. Theoretical Framework

The development of ecotourism requires an integrated approach that considers environmental sustainability, community participation, and effective marketing strategies. In the context of community-based tourism, collaboration among stakeholders plays an important role in supporting sustainable tourism development and improving the economic benefits for local communities. Therefore, understanding the relationship between ecotourism development, tourism marketing, community participation, and collective action becomes essential in analyzing the management of tourism destinations.

This study uses several theoretical perspectives to explain the implementation of collective action in ecotourism marketing. These include the concepts of ecotourism, tourism marketing, community-based tourism, and collective action among stakeholders. These theories provide a conceptual foundation for understanding how collaboration among local communities, government institutions, academics, and other stakeholders can contribute to the development and marketing of ecotourism destinations.

Based on these perspectives, the theoretical framework in this study aims to explain how collective action can support more effective marketing strategies and sustainable management of ecotourism destinations.

1. Ecotourism Development

Ecotourism is widely recognized as a form of sustainable tourism that emphasizes environmental conservation, cultural preservation, and economic benefits for local communities. The concept of ecotourism integrates ecological sustainability with tourism development by promoting responsible travel to natural areas while maintaining biodiversity and supporting the well-being of local residents.

According to Mebri et al. (2022), ecotourism plays a strategic role in regional development because it can increase local income while preserving natural resources. In addition to economic benefits, ecotourism also functions as an educational medium that encourages environmental awareness among visitors and communities.

Furthermore, sustainable ecotourism development requires balanced integration between environmental protection, socio-cultural preservation, and community participation. Without proper management and coordination among stakeholders, tourism development may lead to environmental degradation and social inequality. Therefore, collaborative governance and participatory approaches are essential elements in ensuring the sustainability of ecotourism destinations.

2. Tourism Marketing

Tourism marketing refers to the strategic activities undertaken to promote destinations, attract visitors, and increase tourism demand. Effective marketing strategies are essential to enhance destination competitiveness and to communicate the unique value of tourism products to potential tourists.

Buhalis (2000) in Nariswari et al. (2023) explained that destination development and marketing are influenced by several key components known as the **6A framework**, which includes attractions, amenities, accessibility, ancillary services, activities, and available packages. Attractions represent the core appeal of a destination, while amenities and accessibility provide supporting infrastructure that enhances tourist experiences. Ancillary services involve institutional support such as tourism organizations and management structures, whereas activities and tourism packages contribute to enriching visitor experiences.

In the context of ecotourism, marketing strategies not only focus on destination promotion but also emphasize sustainability values, environmental conservation, and authentic cultural experiences. Therefore, marketing communication must integrate ecological narratives and community-based experiences to attract responsible tourists.

3. Community-Based Tourism (CBT)

Community-Based Tourism (CBT) is an approach that places local communities at the center of tourism development and management. The main objective of CBT is to empower local communities by enabling them to participate actively in tourism activities while ensuring that economic benefits are distributed fairly among community members.

Maryani et al. (2022) stated that CBT contributes to strengthening local economic resilience by encouraging community participation in tourism management, service provision, and cultural preservation. Through this approach, communities become not only tourism service providers but also decision-makers and stakeholders in tourism development.

CBT also promotes social empowerment and strengthens local identity through the integration of traditional knowledge, cultural heritage, and natural resource management. By involving communities in tourism planning and management, CBT ensures that tourism development aligns with local values and environmental sustainability.

4. Collective Action in Tourism Development

Collective action refers to collaborative efforts among individuals or groups to achieve common goals that cannot be effectively accomplished individually. In the context of tourism development, collective action involves cooperation among multiple stakeholders such as governments, local communities, private sectors, academics, and non-governmental organizations.

According to Arfan et al. (2023), collective action plays an important role in improving coordination, communication, and cooperation among stakeholders in managing shared resources. In tourism development, collaborative networks allow stakeholders to share responsibilities in planning, managing, and promoting tourism destinations.

Moreover, collective action contributes to strengthening institutional capacity, enhancing social trust, and facilitating participatory decision-making processes. These elements are particularly important in ecotourism development, where sustainability goals require the active involvement of diverse stakeholders.

5. Collective Action in Ecotourism Marketing

The application of collective action in ecotourism marketing enables stakeholders to develop integrated strategies for promoting destinations while maintaining sustainability principles. Collaboration among communities, government institutions, academics, and non-governmental organizations allows the sharing of knowledge, resources, and networks that strengthen marketing effectiveness.

Nuraini et al. (2024) emphasized that successful ecotourism management depends on strong collaboration among stakeholders to balance conservation objectives with economic development. Through collective action, marketing activities such as destination promotion, tourism campaigns, and digital communication strategies can be implemented more effectively.

Additionally, collaborative marketing efforts help build destination identity and strengthen the branding of ecotourism areas as sustainable tourism destinations. By integrating community participation and environmental narratives into marketing strategies, ecotourism destinations can attract environmentally conscious tourists while supporting local economic development.

6. Theoretical Relationship

Based on the theoretical perspectives discussed above, this study conceptualizes that ecotourism development requires a collaborative governance framework supported by community participation and collective action among stakeholders. The integration of ecotourism principles, community-based tourism approaches, and collective action mechanisms forms the foundation for effective tourism marketing strategies.

Through collective action, stakeholders can coordinate promotional activities, improve destination management, and enhance visitor experiences. As a result, effective marketing strategies based on stakeholder collaboration are expected to increase tourist visits, strengthen local economic benefits, and support the long-term sustainability of ecotourism destinations.

III. RESEARCH METHODS

This research is designed as an exploratory case study with a qualitative approach to comprehensively investigate how collective action is realized and impacts ecotourism marketing in Batu Busuak Padang Janiah. The qualitative approach was chosen because it allows researchers to delve deeply into the perspectives, experiences, and knowledge of various stakeholders involved in ecotourism development.

For goal 1, which is to describe how collective action can be effectively implemented in ecotourism marketing in Batu Busuak Padang Janiah, with a focus on identifying key factors that affect the success of collaboration between stakeholders, data collection will be carried out through a combination of techniques, namely in-depth interviews, participatory observation, and document analysis. In-depth interviews will be conducted with a wide range of stakeholders, including local government representatives, community leaders, tourist destination managers, local business actors, academics, and representatives of non-governmental organizations. Meanwhile, participatory observation will be carried out to directly observe the interaction and dynamics between various stakeholders in the process of planning, developing, and managing ecotourism.

For goal 2, namely to analyze how marketing strategies based on collective action can increase tourist visits and have a positive impact on the local economy, the data collected is in the form of quantitative data, such as the number of tourist visits, tourism sector income, and accommodation occupancy rates, as well as in-depth qualitative data, including tourists' perception of the quality of the destination, satisfaction with services, and experiences felt during travel.

Passive participation observation will be applied to observe the research object without being directly involved in community activities, focusing on the real conditions of ecotourism at the research site (Dewi & Idajati, 2022). The purposive sampling technique will be used to select informants who are considered to have knowledge and experience relevant to the research topic *(Bahagia et al.,* 2021).

Document analysis will be carried out on various related documents, such as strategic plans for regional tourism development, regional regulations related to ecotourism, reports on marketing activities, and studies related to the potential of ecotourism in Batu Busuak Padang. The collected data will be analyzed using an interactive model that includes data collection, data reduction, data presentation, and conclusion drawing (Puspadewi & Natalia, 2023).

IV. RESULTS AND DISCUSSION

The farmer group Budi Sepakat is a farmer group that has been established since 1994, this group is a farmer group whose members all members of the group cultivate rice plants. This group was originally chaired by Mr. Munir Hb, but in 1998 this group was no longer active and even the members of the group no longer existed. Seeing that the Budi Sepakat group experienced this problem, the father of Adang Muslim who is a community within the Budi Sepakat group empathized to build a Budi Sepakat farmer group to develop again. In addition, KUT (provision of agricultural credit) assistance is one of the government policies aimed at helping farmers' capital in applying recommended technology so that farmer productivity and farmer income can be increased. KUT assistance can be obtained if you join a farmer group. To rebuild the Budi Sepakat farmer group, Mr. Muslim Adang met Mr. Munir to discuss the Budi Sepakat farmer group and ran to become the chairman of the Budi Sepakat farmer group. Until now the chairman of the Budi Sepakat farmer group is Pak Muslim Adang. This farming group started to be active again in 2000.

The results of this study are presented based on the three main pillars of the development of Batu Busuak Padang Janiah ecotourism, namely: (1) the factual condition of ecotourism management, (2) the potential of ecotourism as a capital for sustainable development, and (3) the implementation of collective action in ecotourism marketing. These three pillars represent an interrelated process between ecological, socio-economic, institutional, and communication aspects between stakeholders.

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Pillar 1: Factual Conditions of Ecotourism Management of Batu Busuak Padang Janiah

The results of the study show that the management of Batu Busuak Padang Janiah Ecotourism is based on the Community Forest (HKm) scheme with an area of around ±250 hectares in protected forest areas. HKm status provides a legal basis for communities to manage the area in a limited and responsible manner, while placing the community as the main actor in forest resource management. This legality is a key factor in building social and institutional legitimacy for ecotourism development.

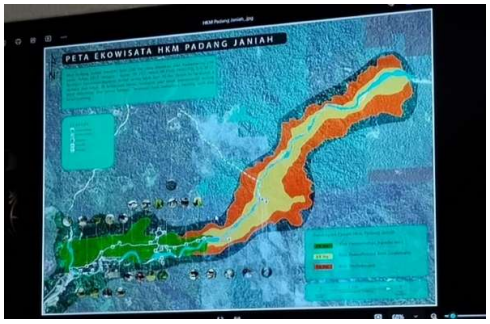

Figure 1. Padang Janiah Ecotourism Map

The Padang Janiah HKM map depicts the division of areas based on ecological and social functions, which aims to support sustainable community-based forest management. The three main zones are marked with different colors, each having a strategic role in maintaining a balance between conservation and utilization.

1. Core Zone (Orange)

   It is the heart of a strictly protected ecosystem. In this zone, human activities are severely restricted to maintain biodiversity and ecological functions. Only research and monitoring activities are allowed. Natural vegetation and wildlife thrive undisturbed, making it a pristine conservation area.

2. Buffer Zone (Yellow)

   Serves as a core zone protector from external pressure. Here, the community can carry out limited conservation activities such as planting vegetation and monitoring. This zone is also an important transition space to maintain ecosystem stability.

3. Utilization Zone (Green)

   It is a space for the community to carry out environmentally friendly productive activities, such as ecotourism, forest plant cultivation, and environmental education. The icons on the map show potential tourist points such as trekking trails, viewpoints, and educational facilities.

Ecologically, the Batu Busuak area has relatively maintained environmental conditions. Forest cover is still quite good, rivers flow naturally with water quality that supports the existence of endemic fish, and biodiversity is the main attraction of ecotourism. The zoning of the area applied—including core zones, buffer zones, and utilization zones—shows that there are efforts to control the impact of tourism activities on the ecosystem. However, the results of the study found that the public's understanding of zoning and boundaries of area use is still uneven.

From the social aspect, the research revealed a gap in community participation. Although ecotourism is developed with a community-based approach, only about 20% of the community is actively involved in ecotourism management and supporting activities. This low participation is influenced by several factors, including limited human resource capacity, low access to information, and social dynamics in the form of jealousy and resistance of some residents who feel that they have not received direct benefits from ecotourism activities.

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Economically, the initial condition of ecotourism management is still gradual and not completely stable. People's income from the ecotourism sector has not yet become the main source of income, but it is still additional. This shows that ecotourism management is still in the transition phase from the initiation stage to institutional strengthening and economic sustainability.

From an institutional perspective, the Social Forestry Business Group (KUPS) plays a key role in the management of forest-based business units, including ecotourism, agroforestry, forest honey, and ethnobotany. However, the results of the study show that the role of KUPS is still more dominant in the operational aspects of the economy, while strategic functions such as marketing communication, cross-actor coordination, and collective decision-making have not run optimally.

Organizational structure

The organizational structure of Padang Janiah ecotourism was formed as a forum for coordination between the community, the government, and partners in managing community forest areas (HKm) in a sustainable manner. This organization functions to ensure that ecotourism activities run according to the principles of conservation, community empowerment, and improvement of local welfare.

Main goal: Maintain a balance between the use of natural tourism potential and the preservation of the Padang Janiah forest ecosystem.

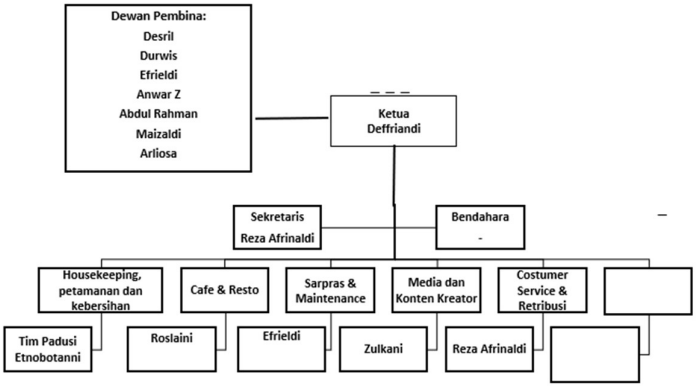

Figure 2. Organizational Structure of Padang Janiah Ecotourism

Based on figure 2, the duties and responsibilities of the management are explained (Table 1)

Table 1. Authority and responsibilities of the management

Organizational Structure	Authority	Responsibilities
Chairman	Establish strategic decisions and organizational policies through deliberation	Coordinating all fields, ensuring the implementation of programs, and accounting for the running of the organization to members
Secretary	Designing administrative policies with the chairman	Manage the organization's administration, documentation, and work procedures in an orderly manner and report activities to the chairman
Treasurer	Designing financial policies with the chairman and management	Manage the organization's finances and assets transparently and hold them accountable through deliberative forums
Media, Documentation and Marketing Section	Organize media, documentation, and marketing activities	Coordinate publications, promotions, sales data management, and maintain the organization's image through

		social media
Public Relations and Partnership Cooperation Section	Carry out public relations functions and build partnerships	Become an organizational spokesperson, expand cooperation networks, and build positive relationships with communities and partners
Housekeeping and Landscaping Section	Managing the maintenance of the glamping cabin and garden	Maintain cleanliness, neatness, and maintenance of facilities regularly and report the condition of the facility to the chairman
Tourist Attractions and Infrastructure Section	Developing tourist attractions and managing facilities and infrastructure	Inventory tourism assets, prepare SOPs for the use of facilities, and ensure that tourist facilities are maintained and attractive
Restaurant Consumption, Production, and Logistics Section	Organizing restaurant consumption, production, and logistics	Prepare SOPs for catering, controlling product quality, and ensuring the availability of raw materials and restaurant menus
Service and Levy Section	Organizing guest services and ecotourism levies	Provide clear information, serve the needs of tourists, and maintain the comfort and safety of visitors

The management of Padang Janiah Ecotourism is the result of multi-stakeholder collaboration involving the government, non-governmental organizations, academics, and local communities. The Forestry Service plays an important role in the institutional development of HKm and KUPS, the provision of infrastructure, and the capacity building of managers through training and comparative studies. This support is the foundation for strengthening governance and institutional readiness in ecotourism development.

The World Resources Institute (WRI) has contributed from the early stages through mentoring, funding, the construction of glamping facilities, and strengthening the mindset of the community towards conservation and sustainability-based ecotourism management. In addition, WRI also supports technical aspects, including the preparation of the zoning of the HKm Padang Janiah area, which is the basis for sustainable management of the area.

The Natural Resources Conservation Center (BKSDA) plays a role in ensuring that ecotourism activities run in accordance with conservation area regulations. BKSDA's support is realized through the construction of facilities, strengthening the community's economy in buffer areas, and legal advocacy for community activities that exceed the limits of HKm permits.

The contribution of academics, especially Hatta University, strengthens aspects of education, research, and ecotourism promotion through community service activities, the implementation of KKN, and student involvement in field-based learning. The presence of academics also expands the promotional network and reaches the younger generation as a potential tourism segment.

At the local level, ecotourism managers and the community are the main motor for the development of Padang Janiah. The community is directly involved in operations, tourism services, and community-based marketing strategies through social media and cooperation with various parties. The synergy of all these actors forms a sustainable ecotourism management model supported by diverse business potential and infrastructure investments, thereby strengthening Padang Janiah's position as an ecotourism destination as well as a means of economic empowerment for local communities.

Pillar 2: The Ecotourism Potential of Batu Busuak Padang Janiah

The second pillar reveals that Batu Busuak Padang Janiah has a very strong and diverse ecotourism potential, both from natural, cultural, and social aspects. Main Attractions

- Special Cabin: The glamping location that faces directly the clear river with endemic gariang fish is unique in itself. The existence of this endemic species not only increases aesthetic value, but also emphasizes the importance of river

ecosystem conservation.

- Jungle Tracking: The tracking trail in the Bukit Barisan protected forest offers an exploration experience of the flora and fauna typical of West Sumatra. This activity opens up conservation education opportunities for tourists and strengthens the role of local guides.
- Healing: Healing activities are a distinctive attraction because they offer calm and physical and mental recovery, in line with the increasing trend of special interest tourism.
- Maunian Durian: The tradition of waiting for durian to fall is a form of attraction based on local culture. In addition to providing a unique experience, this activity is a means of education about local wisdom and traditional garden management.
- Natural Panorama: The Beauty of the Panorama of Bukit Tabuk, Bukit Ubi, and Lubuk Gadang strengthens the character of the destination as a tourist area that is close to nature, far from the hustle and bustle of the city.
- Ethnobotanical Education and Enjoying Traditional Herbs: KUPS Padusi Ethnobotany was born from the awareness of women who lived along the path to the HKm Padang Janiah area, Kampung Batu Busuk.

The existence of *river glamping* located on the banks of the natural river is the main icon of the destination. This attraction offers a travel experience that combines comfort with natural feels, while taking advantage of the area's ecological advantages without overexploitation. In addition, *camping grounds* and *jungle tracking trails* in protected forest areas provide an alternative adventure tourism experience based on conservation education.



Figure 3. River Glamping Rotten Stone

Cultural potential and local wisdom are also an important part of ecotourism development. The tradition *of durian maunian*, healing tourism, and ethnobotanical education managed by KUPS Padusi Ethnobotany enriches the narrative of ecotourism and strengthens the local identity of the destination. This activity not only provides a unique experience for tourists, but also serves as a medium for the transmission of local knowledge and the strengthening of women's role in the community economy.

From the economic side, the results of the study show an increase in public income as the number of tourist visits increases. Revenue comes from glamping and camping services, ecotourism cafes, guide services, and motorcycle taxi transportation. The local economic turnaround is beginning to take shape and has a positive impact on small business actors around the region. However, the mechanism for distributing economic benefits is still uneven and not fully transparent. Data on visits and income at Padang Janiah Ecotourism show a positive trend with fluctuations in certain aspects (Figure 4)

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Figure 4. Number of overnight visits in 2024

Visits continue to increase from 18 people (January) to 53 people (July 2024). A significant increase has been seen since April, as the destination has been promoted and known.

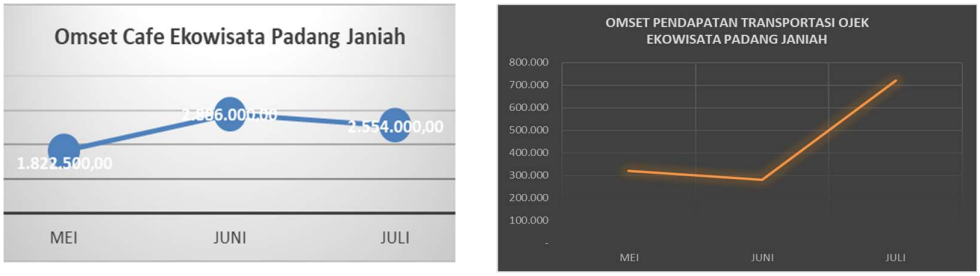

Figure 5. Café Turnover and Transportation of Padang Janiah Ecotourism Motorcycle Taxis

Café revenue also shows a similar pattern. From IDR 1,822,500 (May) it rose to IDR 2,886,000 (June), before falling slightly in July (IDR 2,554,000). The June surge was in line with an increase in visits (42 people) which then stabilized in July, although turnover corrected slightly. The income of tourist motorcycle taxis is relatively small but shows sharp growth. From around IDR 320,000 (May) it dropped to IDR 280,000 (June), then jumped to IDR 720,000 (July). This increase was triggered by an increase in overnight tourists who needed transportation services to glamping and tourist spots.

Overall, these three data illustrate that the increase in the number of visitors has a direct impact on the economic growth of the surrounding community, both through café services and motorcycle taxi transportation. Despite a slight decline in café turnover in July, the trend in the number of visits and transportation revenue still shows positive growth. This confirms the great potential of Padang Janiah Ecotourism as a sustainable destination with real economic impacts for the local community.

Tourists' perception of a destination is greatly influenced by the quality of service and experience they feel during their visit. The level of service satisfaction is an important indicator in assessing the success of destination management, while a memorable travel experience will determine the loyalty and recommendations of tourists to other parties. Thus, understanding of service satisfaction and tourism experience becomes a strategic basis in increasing the attractiveness and sustainability of destinations. The results of the research related to tourists' perception of the quality of services and tourist experiences in Batu Busuk can be seen in Table 2.

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Table 2. Tourists' perception of the quality of services and tourist experience

Components	Respondent Perception	Interview Quotes
Atraksi (Attractions)	Tourists experience tranquility, peace and a different atmosphere from conventional inns. The beauty of nature provides an experience of relaxation and closeness to the environment.	Informant 9 & 13: *"Glamping in this beautiful nature provides a tranquility and experience that is different from the usual lodging. The place is very nice, beautiful, and calming."*
Amenitas (Amenities)	Glamping facilities are considered comfortable and adequate. The existence of rivers around the location is an additional attraction for playing in the water, swimming, and enjoying the natural atmosphere.	Informant 9 & 11: *"The river behind glamping can be used for water play or just to enjoy the atmosphere. The water is clear and the air is fresh."*
Accessibility	Road access to the location is considered quite challenging, but the trip provides a pleasant experience with cool air and beautiful forest views.	Informant 12: *"The trip to the location felt refreshing because of the cool and calm atmosphere of the forest."*
Ancillary Services	The surrounding community is considered friendly and friendly, so that tourists feel welcome, safe, and comfortable while in the tourist area.	Informant 11 & 12: *"The people around the area are also very friendly, making me feel welcome and comfortable."*
Activities	Tourists enjoy various activities such as playing in the water, taking pictures, relaxing, glamping, and educational activities related to the environment. This activity provides entertainment while increasing environmental awareness.	Field respondents: river activities, glamping, nature photography, and environmental education.

Analysis of the potential for ecotourism in Batu Busuak Padang Janiah shows that this destination has a strong foundation to be developed as sustainable ecotourism. The main advantages lie in the richness of natural resources, local cultural traditions, active community involvement, and growing economic opportunities. The increase in tourist visits is consistently an indicator that ecotourism is able to function as a driver of the local economy without ignoring the principles of environmental conservation.

In addition to the economic aspect, Batu Busuak ecotourism also has great potential in the dimensions of education and conservation. Tourism activities not only provide a recreational experience, but also act as a means of environmental learning, where tourists gain an understanding of the importance of preserving forests, rivers, and biodiversity. This potential is a strategic capital in building the image of the destination as a learning-based ecotourism.

To maintain the sustainability of destination development, managers need to ensure the strengthening of aspects of supervision, improving service quality, and empowering local communities in a sustainable manner so that the tourism experience offered remains of quality and environmentally friendly. This is in line with the view of Buhalis (2000) in Nariswari et al. (2023) who emphasized that the development of tourist destinations must pay attention to the interconnectedness of various main components, including attractions as the main attraction, amenities as facilities to support tourist comfort, accessibility to the location, ancillary services, tourist activities, and the availability of tour packages that facilitate visit planning.

Although accessibility to the Batu Busuak area is still quite challenging, tourists consider the trip to be a refreshing experience and enrich tourist visits. This condition shows that limited access has not become a significant obstacle, but it still needs to be improved to expand the reach of the tourism market. In addition, the hospitality of the local community is a non-material factor that has a great influence in shaping comfort and acceptance for tourists. Thus, tourists' positive perceptions of attractions, amenities, accessibility, additional services, and tourist activities indicate that there is great potential for the development of sustainable ecotourism based on the synergy between nature, society, and destination management.

Pillar 3: Collective Action in the Marketing of Batu Busuak Ecotourism in Padang Janiah

Collective action is a concept that describes how a group of individuals or organizations work together to achieve common goals that cannot be achieved individually (Arfan *et al.,* 2023). In the context of tourism, collective action can refer to collaboration between various stakeholders, such as governments, local communities, the private sector, and non-governmental organizations, to develop and promote tourist destinations in a sustainable manner.

The results of the research on the Third Pillar confirm that the marketing of Batu Busuak Padang Janiah Ecotourism is the result of a collective action process involving various stakeholders. The main actors involved include local communities, KUPS, community leaders, local governments, non-governmental organizations (WRI), academics, and the private sector through CSR programs.

Communication forums such as village deliberations, group discussions, and Focus Group Discussions serve as the main space for building understanding, resolving conflicts, and formulating joint decisions. Through this forum, various interests are negotiated and harmonized, so that a relatively conducive form of cooperation is created. These findings show that communication is the main foundation in building collective action and social trust.

Empowerment of local communities can be the main foundation in strengthening the marketing of Padang Janiah ecotourism—especially in the Batu Busuak area—through a collective action approach. This approach not only aims to increase the capacity of the community, but also ensures that they become the main actors in the management as well as the value owners of the ecotourism activities that take place in their area.

Community empowerment strategy through collective action in the context of ecotourism marketing, with an emphasis on local capacity building and the development of community-based initiatives. This includes skills training, the formation of tourism awareness groups (pokdarwis), and the facilitation of collaborative networks between various stakeholders to create shared value in the ecotourism supply chain. The importance of collective action in ecotourism marketing, especially in coastal border areas, is emphasized through the role of communities as owners and managers of natural resources, as well as the need for synergy between the government, communities, and ecotourism actors to achieve the goals of environmental conservation and economic empowerment.

Collective action is effectively implemented in ecotourism marketing in Batu Busuak Padang Janiah, with a focus on identifying key factors for successful collaboration between stakeholders. Batu Busuak ecotourism was not born from physical development alone, but from a long process of social assistance, community organizing, and cross-institutional policies (according to table 3).

Table 3. Collaboration Network between Actors in the Development of Batu Busuk Ecotourism.

Actors	**The Leading Role in Collective Action**
World Resources Institute (WRI)	1) Training to increase the capacity of community human resources; 2) Social assistance in ecotourism management; 3) Initial financial support for ecotourism development
Natural Resources Conservation Agency (BKSDA)	1) Economic assistance and supporting facilities; 2) Advocacy of the legality of activities in conservation areas; 3) Monitoring and strengthening of conservation aspects
Forestry Service	1) Institutional development of HKm and KUPS; 2) Exploration and mapping of natural resource potential; 3) Technical support in area management
Local Figures (Mr. Defriyadi/PMU)	1) *Door-to-door approach* to residents; 2) Motivate community participation; 3) Maintain the spirit and collective cohesion
Social Forestry Business Group (KUPS)	1) Management of ecotourism units; 2) Development of honey, agroforestry, and ethnobotanical products; 3) Local economic motor based on community forests
Batu Rotuk Community	1) Active participation in management; 2) Provision of tourism services (guides, glamping, cafés, motorcycle taxis); 3) Protect the area and preserve the environment
CSR / Company	1) Infrastructure development assistance; 2) Destination promotion support; 3) Economic empowerment of local communities

WRI plays an important role in social assistance, community capacity building, and facilitation of communication between actors. BKSDA and the Forestry Service play a role in ensuring aspects of legality, conservation, and institutional development of HKm. Local figures are the main link between the mentoring program and the community, through an interpersonal communication approach that is persuasive and sustainable.

However, the results of the study also show that collective action in marketing still faces various obstacles. Marketing strategies have not been systematically integrated and still depend on the initiatives of specific individuals or groups. Destination promotion is carried out on a limited basis through social media and informal networks, without a consistent collective narrative about the value of conservation and community empowerment. Support flowed from WRI, BKSDA, the Forestry Service, the Forest Management Unit (KPH), Hatta University, and community leaders such as Mr. Defriyadi. The investment almost reached IDR 1 billion, including the construction of roads, bridges, glamping, information television, and honey cultivation assistance. The transformation of Batu Rotuk into an ecotourism destination is beginning to be seen. However, the biggest challenge comes from

human resources. The results show that the quality of service and community participation is still low, with only about 20% of residents actively involved. In accordance with research (Rahmawati, D. A. M., & Cintamulya, I. 2020). Social dynamics such as jealousy of other regions that received great assistance also tested the collective spirit.

The absence of strong marketing institutions, such as optimally functioning Pokdarwis, is one of the main inhibiting factors. In addition, the low marketing communication capacity and digital literacy of the community also limits the effectiveness of promotions. As a result, the great potential of destinations has not been fully converted into sustainable marketing competitiveness.

To overcome this, door-to-door mentoring strategies, institutional consistency, and the role of local leaders continue to be carried out. The following is a diagram of the collaboration network between actors in the development of rotten stone ecotourism (table 3). This diagram confirms that:

- WRI plays a role as a coach of the mindset and capacity of the community.
- BKSDA strengthens financial support as well as legality advocacy in conservation areas.
- The Forestry Service assists HKm and KUPS with institutional guidance and technical support.
- Local figures such as Mr. Defriyadi mobilized residents directly.
- KUPS becomes the motor of the local economy through ecotourism, honey, agroforestry, and botanical products.
- The Batu Bosuk community is the center of the ecosystem, with active participation and tourism services.
- CSR/Company adds support through infrastructure, promotion, and economic empowerment

The marketing success of Padang Janiah Ecotourism is mainly determined by community empowerment through collective action. Increasing the capacity of local human resources, the existence of tourism awareness groups (Pokdarwis) that function effectively, and the formation of a strong collaboration network between the community, government, and tourism actors are strategic foundations in the development of ecotourism. Such synergies between stakeholders ensure that ecotourism is not only oriented towards increasing economic benefits, but also contributes to environmental preservation and strengthening local cultural identity (table 4).

Table 4. Summary of the Collaboration Forum on Batu Rotuk Ecotourism

Forum Aspects	**Main Activities**	**Stakeholders Involved**	**Output**
Communication / Dialogue	Community discussions, FGDs, field trips, national exhibitions	WRI, BKSDA, Forestry Service, UBH, KUPS, community leaders	Ecological awareness, promotion of local potential
Coordination	HKm scheme, formation of KUPS, HR training, institutional assistance	Forestry Service, KPH, UBH, KUPS, community leaders	Institutional structure, technical & economic coordination
Decision Making	Determination of HKm permits, development deliberations, aid distribution agreements, citizen participation strategies	Ministry of Environment and Forestry, Forestry Service, BKSDA, KUPS, community leaders	Regional legality, infrastructure development, aid transparency, participation strategies

This collaborative synergy creates *shared value* in the ecotourism value chain, where each actor benefits while having a shared responsibility for maintaining the sustainability of the region. These findings are in line with the research of Nuraini *et al.,* (2024) which shows that the success of marine ecotourism management in Raja Ampat is highly dependent on synergy between local governments, local communities, and tourism actors in maintaining a balance between conservation interests and economic development.

In addition, the results of this study also reinforce the findings of Sutopo *et al.,* (2025) who affirm that multi-stakeholder collaboration through training and capacity building of local human resources is a key strategy in ensuring the sustainability of ecotourism. Thus, collective action oriented towards strengthening local capacity and cross-actor collaboration is an important element in the marketing strategy and sustainable management of Padang Janiah Ecotourism.

V. CONCLUSION

Overall, the results of the study show that Batu Busuak Padang Janiah Ecotourism has a strong ecological foundation, promising economic potential, and initial support from multi-stakeholder collaboration. However, there is a gap between potential and implementation on the ground, especially in terms of community participation, institutionalization of collective action, and marketing communication strategies.

The three pillars of the research affirm that the success of ecotourism development is not only determined by the availability of natural resources, but also by the effectiveness of communication, institutional quality, and the power of community collective action. These findings reinforce the argument that community-based ecotourism requires an integrative approach that combines conservation, economic empowerment, and participatory communication-based collaborative governance.

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