

Stakeholders' interaction in emerging Tourism Awareness Group as a community-based tourism management

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ABSTRACT

The emergence of a new tourism destination typically requires the creation of an institutional framework to regulate, manage, and ensure the long-term sustainability of the area. However, establishing such institutions can be complex. In this context, the institutionalization process is influenced by dynamic interactions among diverse stakeholders, which can significantly affect the success or failure of the new institution. This study examines stakeholder interactions in forming a Tourism Awareness Group, which serves as a mechanism for community-based tourism management in Kelor Tourism Village. The research particularly underscores the strategic efforts of initiators to influence and engage various stakeholders throughout the institutionalization process. This descriptive qualitative study, utilizing a discursive institutionalism framework, analyses how ideas and discourses serve as crucial instruments in the emergence of innovative institutions. Ten informants were selected based on their involvement in the Tourism Awareness Group. The findings indicate that the initiators proposed key concepts, including economic development through tourism, community-based tourism governance, establishing a Tourism Awareness Group, and incentives for community participation, initially developed through coordinative discourse with influential local actors. These concepts were subsequently disseminated to the broader community via communicative discourse. The success of Kelor Tourism Village was further bolstered by the initiators' ability to communicate effectively, negotiate competing interests, and mobilize social and human capital. This study presents a theoretical contribution to tourism village management from an institutional perspective. In addition, this research provides valuable empirical insights into similar tourism destinations, facilitating the optimization of community-based management practices.

1. INTRODUCTION

The increasing demand for tourism has led to diverse types of tourism destinations. Lifestyle changes also influence the types of tourism activities preferred by potential tourists (Kusumawidjaya et al., 2021). The growing pressures of urban life and work-related stress

have driven interest in rural tourism destinations that offer natural beauty, unique agricultural traditions, and authentic village cuisine (Wijaya et al., 2025). One prominent form of rural tourism development in Indonesia is the establishment of tourism villages. It represents a model of tourism that emphasizes everyday village life, along with its social fabric, landscapes, and local culture as primary attractions (Ayu et al., 2025).

A key element in the success of tourism villages is locally based management, which reflects strong community participation (Rahman & Wardana, 2025; Widiastuti et al., 2019). In Indonesia, this is often realized through establishing the Tourism Awareness Group (TAG), typically initiated by community members committed to advancing tourism in their regions. The TAG serves as motivators, catalysts, and communicators, promoting community preparedness and awareness in their roles as hosts in tourism development (Wahyuni et al., 2023).

Establishing TAG is considered an innovative step in regions unfamiliar with tourism activities. These institutions function as platforms for community empowerment and organization, allowing rural populations to engage in tourism activities without abandoning their primary livelihoods (Faidlal Rahman & Abrory Wardana, 2025). TAG is also crucial in driving innovation, including developing tourism products, marketing strategies, technology adoption, and supply chain improvements. An adaptive and innovative TAG can thus significantly strengthen the sustainability and resilience of the tourism villages it manages (Azizah et al., 2023).

Kelor Tourism Village in Sleman Regency is an example of a tourism village that has achieved independence. Its autonomy is characterized by three key factors: community-based management, consistent tourist visits, and readiness in providing attractions and supporting amenities (Farhan & Wardani, 2022). One major contributor to this achievement is the TAG, responsible for planning, administration, operations, and supervising tourism activities. Group members are expected to work collaboratively to maintain the village's operations and are entitled to incentives based on their contributions.

Before establishing the TAG and developing tourism village, the community primarily relied on snake fruit cultivation as its main economic activity. However, this commodity has a lengthy harvest cycle (only two to three times annually) and offers relatively low prices, averaging IDR 3,000 per kilogram. Moreover, not all residents own agricultural land, with many working as laborers and earning uncertain incomes. A lack of alternative skills, limited access to information, and insufficient external networks compounded the community's economic vulnerability. In 2002, initial tourism activities were initiated by a family that owned a historic joglo (traditional Javanese house), yet the efforts faced challenges due to limited innovation and promotional activities. Tourism management was restricted to family members, leaving much of the community excluded from the benefits.

These challenges prompted three local youth to establish a community-based tourism organization, which later became the TAG of Kelor Tourism Village. Recognizing the tourism potential of Kelor Hamlet, located on the slopes of Mount Merapi and characterized by a cool climate, snake fruit plantations, rivers, and springs, they were inspired by the success of other tourism villages in Yogyakarta, such as Nglanggeran and Gamplong. Both villages had successfully implemented community-based tourism management facilitated by the TAG, with local communities actively participating as both managers and beneficiaries of tourism development.

To realize the formation of the TAG, the initiators had to engage with multiple stakeholders within the Kelor Hamlet community. It required intensive interaction, communication, and negotiation to establish a collective agreement on institutional formation. Unsurprisingly, these processes involved clashes of perspectives and rationalities, as the TAG concept was new and met with skepticism. Despite initial doubts, the TAG was successfully established and continues to manage the tourism village. Notably, the institution demonstrated resilience during the COVID-19 pandemic by implementing innovations that allowed tourism activities to persist despite various limitations.

Stakeholders represent the human element within an institution and are referred to as actors. They play a crucial role in institutional development, as these actors lead and enact change within the institution. In the context of institutionalism, actors engage in interactions with one another (Adityaji et al., 2025). These interactions denote reciprocal relationships between individuals, individuals and groups, and among groups, typically manifested through social contact and communication. Such interactions can be categorized as either associative, leading to cooperation, accommodation, assimilation, and acculturation or dissociative, resulting in competition, conflict, or controversy (Fauzie & Virgianita, 2024; Irwandi & Putra, 2021)

Actor interactions significantly influence institutions' formation and management, emerging through the communication, discussion, and negotiation of ideas (Astari & Rochman, 2023; Fauzie & Virgianita, 2024). These ideas typically pertain to programs or policies that have important stakeholder implications. Consequently, the interaction process is often characterized by conflicting rationalities among the actors involved (Van den Broek, 2022). During the formation phase, these interactions are crucial in determining the success or failure of an institution. In the management phase, they aid in maintaining or transforming the institution's goals, structure, and functions.

Existing studies on TAG predominantly focus on management evaluation (Wulandari, 2024), strategic development recommendations (Asmoro & Resmiatini, 2021; Dupa et al., 2024; Kurniati et al., 2024), community participation (Thang & Thanh, 2023), and the role of TAG in supporting the sustainability of tourism villages (Ikrimah et al., 2023; Mbulu & Gunadi,

2020). These studies largely emphasize issues encountered during the management phase. However, research exploring the dynamics of TAG formation remains limited. The formation process is inherently complex, requiring initiators to build stakeholder consensus and raise awareness among residents with limited tourism literacy. A deeper understanding of how initiators convey ideas and facilitate engagement throughout the formation process is needed.

In response to these gaps, this study aims to analyze stakeholders' interactions during the establishment of the TAG of Kelor Tourism Village. The research applies to a discursive institutionalism framework, emphasizing how actors use ideas and discourse to create or transform institutions. Specifically, this study seeks to answer two research questions: (1) What ideas did the initiators communicate to other stakeholders to emerge TAG as a community-based tourism management? Moreover, (2) How were these ideas conveyed to facilitate mutual agreement on establishing the TAG of Kelor Tourism Village? This study contributes to tourism village management from an institutional perspective. Additionally, it delivers valuable empirical insights into similar tourism destinations, enabling the effective optimization of community-based management practices.

2. METHODOLOGY

Data Collection

This study employed a descriptive qualitative research method. The research location is in Kelor Tourism Village, Kelor Hamlet, Bangunkerto Village, Turi District, Sleman Regency, Yogyakarta. Kelor Tourism Village is approximately 20 km from the center of Yogyakarta City and can be reached in 40 minutes by motorized vehicle. Data collection was conducted using observation, in-depth interviews, and documentation. Primary data was obtained from observations and interviews with informants. Secondary data was obtained from documentation in the form of mass media reports, journals, reports, and social media posts related to the research study.

Tabel 1. Informant Profile

No	Informant	Role in TAG	Occupation
1	IFM 1	Initiator and Manager	Manager at the Sleman Regency Tourism Office, Yogyakarta
2	IFM 2	Initiator and Manager	Travel Agent Manager
3	IFM 3	Initiator and Manager	Farmer
4	IFM 4	Manager	Farmer
5	IFM 5	Manager	Farmer
6	IFM 6	Member	Farmer
7	IFM 7	Member	Farmer
8	IFM 8	Member	Farmer
9	IFM 9	Member	Farmer
10	IFM 10	Member	Farmer

Source: Elaborated Data (2025)

*Note: Initials were assigned at the informant's request

Informants were selected using purposive sampling, and ten informants were identified as having comprehensive knowledge of the TAG formation process (Table 1). Of the ten informants, three were actors who acted as initiators of the TAG of Kelor Tourism Village. At the same time, the rest were new actors (cadres) involved in the management of the TAG. To complete and ensure the validity of the data, triangulation was conducted.

Data Analysis

This study describes the interactions between stakeholders through two stages: (1) identifying the ideas conveyed by the initiators and (2) the discourse used by the initiators in conveying the ideas to stakeholders in establishing the TAG. Data analysis was conducted using a discursive institutionalism approach. This approach follows the logic of communication, where an institution can be formed, reorganized, or maintained through the delivery of ideas and discourse by its actors (Dyrhaug, 2025). Ideas are contexts of meaning, strategic constructions, or frames of reference held by each institutional actor. Discourse, on the other hand, is the interactive process of actors conveying ideas. Discourse is not only about the ideas discussed by actors, but also encompasses who, how, why, and where ideas are discussed in the process of policy construction and communication in the public sphere (Roy, 2023).

Ideas can be found at three levels: philosophy, programs, and policies (Schmidt, 2010, 2024). Philosophy consists of values, principles of knowledge, and societal norms that underlie the formulation of programs and policies. Programs encompass the problems to be solved, related issues, and the goals to be achieved. Policies are concrete steps taken to solve problems and achieve these goals. Ideas can be divided into two types: normative and cognitive. Normative ideas address the appropriateness of formulated policies and programs. Cognitive ideas address (1) how policies propose solutions to problems, (2) how programs define problems, and (3) the methods used to solve them.

Discourse is divided into two types: coordinative discourse and communicative discourse. Coordinative discourse is the activity carried out by individuals or groups at the center of policy construction in creating, elaborating, and justifying policies and programmatic ideas. Furthermore, communicative discourse is the process of conveying policies and programs produced in coordinative discourse to the public for discussion and consideration of their appropriateness (Carstensen & Schmidt, 2016; Schmidt, 2024).

The data analysis process encompasses several essential steps. To address the first Research question, "What ideas did the initiators communicate to other stakeholders to emerge TAG as a community-based tourism management?" We undertook the following steps: First, we identified the philosophical concepts underpinning both the tourism village and TAG in Kelor Hamlet. Next, we assessed the goals and challenges that the initiators and

stakeholders sought to address. Finally, we pinpointed the policies developed by the initiators to achieve these goals and tackle the challenges associated with TAG's establishment.

For the second question, "(2) How were these ideas conveyed to facilitate mutual agreement on establishing the TAG of Kelor Tourism Village?" We concentrated on identifying each participant's role in the discussions, differentiating between those who presented ideas and those who received them. We analyzed the conveyed ideas and the contexts of the discussions. We also conducted a thorough examination of the human and social resources the initiators leveraged to influence stakeholders and build consensus on the development of the moringa tourism village and its TAG.

3. RESULTS AND DISCUSSION

The Ideas in Emerging the TAG as Community-Based Tourism Management

Interactions between stakeholders during the formation of the TAG of Kelor Tourism Village were marked by the exchange of ideas through village discussions or deliberations. The underlying ideas for establishing the TAG are categorized into three levels: philosophy, program, and policy. These ideas can also be divided into two types: cognitive and normative.

The formulation of the program and policy for establishing the TAG was based on the economic development paradigm in Sleman Regency, a philosophical concept. The Sleman Regency Government emphasized that economic development should begin in the village, involving the community as both the subject and the beneficiary. Development should originate from community initiatives and then be managed collaboratively, with both the central and regional governments acting as facilitators (mentoring and training).

"At that time, the Regent, Mr. Ibnu Subiyanto, had the idea that economic strengthening should begin in rural areas. "The village economy must be built according to the potential of each village, involving local communities to create economic independence. If the village is economically strong, there will be no inequality between villages and cities." (Source: Interview with IFM 1)

Tabel 2. Philosophical Ideas

Main Ideas	Level/Type	Ideas Content
Economic development paradigm in Sleman Regency	Philosophy/Normative Philosophy/Normative	Economic development starts from rural areas Village economic development must involve local communities

Source: Elaborated Data (2025)

Furthermore, responding to the philosophy instilled in Sleman Regency, the initiators realized that Kelor Hamlet could contribute to regional economic development. Therefore, all

economic problems in Kelor Hamlet, including poverty alleviation, needed to be addressed immediately. According to the initiators, developing a tourism village was one way to improve community welfare.

"Kelor Hamlet must improve. Kelor Hamlet, which was previously considered underdeveloped, must be able to catch up. The values instilled by the Regent at that time became the foundation for us to create a business capable of generating economic benefits for the community, one of which is through the establishment of a tourism village." (Source: Interview with IFM 1)

The development of the tourism village will attract tourists, which will increase the income of the residents. The development of tourism village also aligns with the values of community empowerment in regional development. It is because the management of the tourism village adheres to the principle of "by and for the community." This means that the community is the primary subject in decision-making and operational activities of the tourism village management. Through this approach, community empowerment and economic strengthening of Kelor Hamlet can be realized. These ideas are programs formulated by the initiators.

Tabel 3. Programmatic Ideas

Main Ideas	Level/Type	Ideas Content
Problems related to economic development in Kelor Hamlet	Program/Cognitive	Relatively low community income level
	Program/Cognitive	The community relies solely on snake fruit plants as a source of income
Problem Solving	Program/Cognitive	Tourism businesses exist, but are only managed by certain groups
	Program/Cognitive	Increasing community income
	Program/Cognitive	Improving the tourism management system in Kelor Hamlet
	Program/Cognitive	Empowering the community through tourism management
	Program/Cognitive	Raising community awareness of the importance of tourism development in Kelor Hamlet

Source: Elaborated Data (2025)

As a concrete manifestation of the philosophy and program, the initiator formulated a policy that was realized in the development of a tourism village and the establishment of the TAG in 2006. The TAG was successfully established as a management body for the Kelor Tourism Village. As a representation of the values of community empowerment, which refer to the principle of "by and for the community," the management of the Kelor Tourism Village is entirely in the hands of the hamlet residents. All members of Kelor Hamlet have equal opportunities to contribute ideas, energy, and funds, whether as administrators or members of the TAG. Each contributing individual is also entitled to incentives.

"The "by and for the community" principle is also realized through independent investment as initial capital. This investment is intended to foster a sense of ownership among residents, encouraging them to be serious about managing the developed tourism village. Furthermore, this independent investment can also minimize dependence on external financing institutions." (Source: Interview with IFM 2)

Tabel 4. Policy Ideas

Main Ideas	Level/Type	Ideas Content
Innovation related to tourism village development and the establishment of The TAG in Kelor Hamlet	Policy/Cognitive	Developing of tourism villages
	Policy/Cognitive	Establishing Pokdarwis and its organizational structure
	Policy/Cognitive	Involving the community in Pokdarwis management as administrators or members
	Policy/Cognitive	Every community member who joins Pokdarwis is entitled to incentives based on their contribution
	Policy/Cognitive	Bringing in the Gamplong Tourism Village manager to provide outreach
	Program/Cognitive	Initial funding comes from independent community investment of IDR 20,000 per person
	Policy/Cognitive	Preparing tourist attractions and environmental cleanup
	Policy/Cognitive	Preparing Promotions

Source: Elaborated Data (2025)

Conveying the Ideas for Establishing the TAG of Kelor Tourism Village

The process of conveying the idea was carried out in stages through two distinct discourses: a coordinative discourse and a communicative discourse. The initiator's first step was to invite Community Service Program students of Universitas Muhammadiyah Yogyakarta (UMY) and key figures in Kelor Hamlet (religious leaders and village officials) to the coordinative discourse. This informal activity took place at the home of one of the initiators.

At the time, several UMY students were conducting the Community Service Program in Kelor Hamlet. The presence of the students acted as a third party to encourage residents to work together to develop a tourism village and establish the TAG. This third party also helped to avoid conflicts between residents, especially with the existing tourism management.

"In 2006, UMY Communication Science students were conducting the Community Service Program in Kelor Hamlet. At that time, I asked them about their program. It turned out they did not yet have a definite work program. I then advised them to incorporate the idea of establishing a tourism village into their program. My friends and I would be better off behind the scenes. It would be awkward for others, especially the previous tourism management." (Source: Interview with IFM 2)

On the other hand, the involvement of key figures, consisting of hamlet officials and religious leaders, was based on two reasons. First, the initiators wanted to convey the idea of establishing the TAG and developing a tourism village to those with authority and influence in Kelor Hamlet. Second, there was difficulty in engaging youth directly in discussions due to their reluctance to develop the hamlet.

"We all know that inviting youth is very difficult, especially when discussing development in the hamlet. Therefore, we need to invite key figures, especially religious leaders and hamlet officials, to participate in the discussion. What would be best? If discussions with these key figures can reach a consensus, usually the youth will participate. Moreover, the current Kelor Hamlet officials are newly appointed young people." (Source: Interview with IFM 1)

In the coordinative discourse, the initiator and the students act as actors who convey ideas, while religious leaders and hamlet officials act as interlocutors or recipients of ideas (Table 5). The ideas conveyed relate to the values of economic development in Sleman Regency, economic problems and issues in Kelor Hamlet, plans for developing tourism villages, establishing the TAG, preparing attractions and promotions. In other words, the ideas conveyed in the coordinative discourse consist of philosophical, programmatic, and policy ideas.

Tabel 5. Coordinative Discourse

Actors	Initiator Community Service Students
Interlocutors	Hamlet Officials Religious Leaders
Arena	Policy Formulation Forum
Ideas	Philosophical Ideas Programmatic Ideas Policies Ideas

Source: Elaborated Data (2025)

The coordinative discourse process was marked by interactions and clashes between rationalities among the actors involved. Initially, key figures were pessimistic about the plan to establish a tourism village, especially with the new organizational structure. Their reluctance stemmed from several reasons. First, developing a tourism village requires significant investment. They questioned the source of the funds that would be used as initial capital for the development. Second, they feared that the tourism village management system would not provide justice for the community, like previous tourism management systems.

"Many of the figures we invited were less than supportive. They were already pessimistic. They feared that tourism village development would

be collusive and benefit only a few. The community would still receive no benefits at all. They also believed that developing a tourism village would require significant investment. Furthermore, they felt they lacked experience in tourism management." (Source: Interview with IFM 1)

In response, the initiators offered solutions to the key figures' concerns. Regarding the initial funding issue, they recommended using community investment funds.

"Cost issues? Let's invest! Each person invests Rp 20,000. With community investment, it reflects the principle of 'by and for the community'. We use the initial investment to purchase uniforms and simple equipment for outbound activities. We must serve guests professionally, even if it is still simple." (Source: Interview with IFM 1)

Furthermore, the tourism village management system prioritizes community-based management, upholding the principle of 'by and for the community'. Therefore, the establishment of the TAG as a forum for managing the tourism village is necessary. With the initiators' knowledge and ability to communicate and negotiate ideas, a mutual agreement can be reached among the parties involved in the coordinating discourse.

"To begin developing a tourism village, the first step is to establish an organization complete with its structure. This organization takes the form of a TAG, like a typical tourism village. This TAG will serve as a place for the community to manage and develop the tourism village in Kelor Hamlet." (Source: Interview Results with IFM 2)

Next, the ideas agreed upon in the coordinative discourse were reiterated in the communicative discourse (Table 6). This discourse was further embodied in deliberation activities involving all members of the Kelor Hamlet community, particularly youth, women's groups, and the existing tourism manager (the owner of the historic Joglo-traditional house of Yogyakarta in Kelor Hamlet).

Tabel 6. Communicative Discourse

Actors	Inisiators Community Service Students Hamlet Administrators Religious Leader
Interlocutors	Youth Women's Group Joglo Owners (Previous Tourism Managers)
Arena	Public Forum
Ideas	Policy Ideas

Source: Elaborated Data (2025)

Communication in communicative discourse is horizontal, meaning that actors position themselves on an equal footing with the interlocutor. Ideas discussed in the previous meeting were also presented, particularly the formation of TAG, tourism village development, community investment, and a tourism village management system "by and for the community." Furthermore, the initiator invited the manager of Gamplong Tourism Village to provide insights to the community.

"Coincidentally, my friend at the Sleman Regency Finance Office manages a tourism village in his hometown. The tourism village has developed and has regular visitors. My friend is the manager of Gamplong Tourism Village. So, my friend will be invited by the students as a resource person for their event. I also explained the goal of the meeting: to convince residents to agree to form the TAG and develop the tourism village." (Source: Interview with IFM 1)

The communicative discourse emphasized that the concept of tourism villages prioritizes community-based management, ensuring that all elements of society have equal rights to contribute. Similarly, incentives received are adjusted based on everyone's contribution. In this way, the increased income from the development of the tourism village can be felt at all levels of the community. Existing tourism managers, namely the owners of the Joglo, remain involved in the development of the tourism village. They are encouraged to rent out the Joglo as homestays and tourist attractions.

Plans for preparing attractions were also presented, including river cruises and visits to the Joglo Kelor.

"When we said the river could be used as an attraction, many were confused. They said, 'Why are you selling the river? How can that be possible?' We said it was possible, if it was cleaned first. Yes, we all have to work together to clean the river of dirt, trash, and dangerous animals." (Source: Interview with IFM 3)

Then, the initiator proposed several promotional methods, including introducing the tour package to fellow KKN students and inviting friends or relatives of each resident.

"To quickly make the tourism village known to many people, we have several methods we can use. First, we asked for help from the KKN students to invite their friends to Kelor. Students usually have lots of gathering activities. It could be our target market. So, what could we do? Of course, we would create a tour package first. We would create a series of attractions that included a visit to the Joglo (traditional house of Yogyakarta) and a river cruise. We would provide tents for accommodation, or we could use the rooms in the Joglo. For food, we

would ask the women to help cook. As a promotional tool, we could create leaflets and CDs." (Source: Interview with IFM 3)

At the end of the meeting, all residents agreed to establish a tourism village and the TAG. Both human capital and social capital significantly influence the actions and work of initiators. Human capital is defined as a combination of individual attributes such as abilities, experience, knowledge, learning processes, and so on (Kusworo, 2015; Prawita et al., 2022). Meanwhile, social capital is the actual and potential values and benefits generated from social interactions and individual networks (Prawita et al., 2022; Situmeang & Kusworo, 2020).

Social interaction is a reciprocal relationship between two or more actors in which their behavior consciously influences one another (Astari & Rochman, 2023; Roy, 2023). In this case, the knowledge and skills of initiators contribute to their success in influencing parties during the discourse to reach a mutual agreement (Hastira et al., 2022). Knowledge and skills constitute the human capital possessed by initiators. The initiators' knowledge of regional economic development and tourism issues helped them provide innovative and solution-oriented ideas related to the formation of the TAG and the Kelor Tourism Village during the discourse.

Meanwhile, discourse constitutes social capital that the initiators have utilized to realize their goals. The discourse manifested itself in deliberation activities involving actors such as the initiators, key figures, KKN students, and the youth of Kelor Hamlet. Within these deliberation activities, social interactions between actors occurred, characterized by clashes between rationalities. Nevertheless, the social interactions between actors tended toward positive social interactions, specifically cooperation, particularly bargaining.

Furthermore, the initiators' communication and negotiation skills helped them influence the parties involved in the discourse to agree to the plan to establish the TAG and the Kelor Tourism Village. In realizing the establishment of the TAG as an innovative social institution serving as a new platform for tourism management in Kelor Hamlet, the initiators utilized their existing human and social capital. In other words, the TAG and the Kelor Tourism Village would never have been established if the initiators had not been able to utilize their existing human and social capital.

The phenomena examined in this study highlight the critical importance of stakeholder interaction during the initial stages of developing a tourism village, particularly in establishing a TAG. This interaction enables involved parties to exchange perspectives, thereby reducing conflict, clarifying objectives, and harmonizing the views of all stakeholders (Kipkorir et al., 2022; Wulan et al., 2024). Such alignment is vital, as the sustainability of a tourism village hinges on the professionalism and longevity of the TAG. Previous research indicates that a tourism village necessitates a proficient organization to manage tourism effectively (Darmawijaya et al., 2025; Ilmayasinta et al., 2025; Mitasari et al., 2022). This tourism

management organization must operate independently, separate from other entities such as the village government, traditional organizations, or specific businesses (Wardani et al., 2023). This separation ensures that the actions taken by tourism managers are focused, objective, and unencumbered by the interests of any specific group (Indrianto & Oktavio, 2025; Wijaya et al., 2025).

However, establishing and managing an independent tourism organization like the TAG presents significant challenges. Consequently, the phenomena observed during the TAG formation process in Kelor Tourism Village can provide valuable recommendations for other tourism villages. Initiators or managers of these villages should strive to engage the community through appropriate ideas, discussions, and arenas to effectively form, maintain, and adapt the TAG, thereby ensuring that the unique goals of each tourism village are achieved. Furthermore, interactions among stakeholders can be integrated into a broader context, namely among tourism village managers, local government, mass media, and related businesses (Kartika et al., 2025).

4. CONCLUSION

The interaction between stakeholders in the formation of the Tourism Awareness Group (TAG) in Kelor Hamlet is reflected in the ideas and discourse used by the initiator. These ideas comprise three levels: philosophy, programs, and policies, and two types: normative and cognitive. The philosophy used is the regional development concept of Sleman Regency, which states that economic development must begin in the village. The programs developed relate to economic issues in Kelor Hamlet and the objectives of TAG's formation. Furthermore, the policies, in the form of concrete innovations, relate to the formation of the Pokdarwis organizational structure, contributions and incentives for Pokdarwis members, and independent community investment as initial capital for village tourism development.

These ideas were formulated with other key figures in a coordinative discourse. These ideas were then conveyed to the Kelor Hamlet community in a communicative discourse. The interaction between stakeholders in the TAG formation in Kelor Hamlet was also supported by the initiator's ability to utilize human capital (knowledge, experience), social capital (discourse), and communication and negotiation skills.

This Research contributes to the study of tourism village management as a special interest tourism destination. It serves as a reference to help prevent the unsustainability of tourism villages in various regions, which often arises from a lack of human resource support. However, this Research has limitations; it focuses solely on the interaction process among internal stakeholders in Kelor Hamlet. It does not examine how the initiator of the Kelor Tourism Village TAG interacts with external stakeholders, including the village and district governments, potential tourists, the media, and academics. Therefore, future Research could

focus on how the initiator can engage with and establish cooperation among external stakeholders to create a solid network for the Kelor Tourism Village.

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