



A Case Study of Corporate Facilitated Community Based Tourism Development at Ide Sorowako Beach

Masriana¹, Mansour Shqiarat², Nuttapong Jotikasthira³

¹Program Study Government Science, Muhammadiyah University of Makassar, Makassar, Indonesia

²Dapartement Tourism & Hospitality, Social Sciences, Al Hussein Bin Talal University, Jordan

³Dapartement Tourism & Hospitality, Social Sciences, Rajamangala University of Technology Rattanakosin, Thailand

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ABSTRACT

Purpose of the study: This study aims to analyze the mechanisms of corporate-community collaboration in CBT development. It specifically seeks to answer: "How does the partnership between PT. Vale and the local community shape the implementation and outcomes of CBT at Ide Sorowako Beach?" The research also identifies the key supporting and inhibiting factors within this tripartite governance model.

Methodology: Employing a qualitative descriptive design, this study is grounded in a phenomenological approach to understand stakeholder experiences and a collaborative governance theoretical lens to analyze partnership structures. Data were collected via in-depth interviews, participatory observation, and document analysis involving government officials, PT. Vale management, and local community members (n= [isi jumlah informan]). Data were analyzed thematically using an interactive model, with triangulation ensuring validity and credibility.

Main Findings: The analysis reveals that PT. Vale's management adopts a participatory approach, actively involving the community in operational decision-making, which has led to direct economic benefits. However, community participation remains limited to the operational level, with strategic planning still dominated by corporate agendas. Key supporting factors are the site's natural capital and corporate resource provision.

Novelty/Originality of this study: This study contributes to the CBT literature by providing an empirical analysis of a hybrid governance model where corporate CSR initiatives directly interface with community-driven tourism. It moves beyond generic CSR descriptions to dissect the mechanics and power dynamics of such partnerships.

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Corresponding Author:

Masriana,

Program Study Government Science, Faculty of Social and Political Science, Muhammadiyah University of Makassar,

Sultan Alauddin Road, Gunung Sari, Makassar, 90221, Indonesia

Email: masriana@gmail.com

1. INTRODUCTION

Tourism has become one of the most dynamic sectors contributing to economic growth, job creation, and cultural preservation in many developing countries, including Indonesia [1]-[3]. As a maritime nation with abundant natural and cultural resources, Indonesia possesses a vast potential to develop sustainable tourism destinations. However, in order to ensure that tourism contributes equitably to local welfare, development must be

rooted in community participation through *Community-Based Tourism* (CBT). This approach emphasizes empowerment, inclusion, and the preservation of local values while simultaneously driving economic and social progress at the grassroots level [4], [5].

In the context of Luwu Timur Regency, South Sulawesi, Pantai Ide Sorowako represents a unique case of tourism development involving collaboration between local communities and corporate actors, particularly PT. Vale Indonesia [6], [7]. The area's natural beauty and strategic location make it a potential tourism attraction. Nevertheless, the lack of formal collaboration between local government and PT. Vale has limited the management and optimization of tourism potential. This condition raises a fundamental question regarding how community participation can be strengthened and sustained within corporate-led tourism management frameworks.

Community-based tourism has been widely recognized as an effective model to promote local empowerment and sustainable tourism. Studies such as those by Rusyidi [8] and Risnawaty [9] highlight that active local involvement in tourism planning and decision-making leads to better socio-economic outcomes and greater environmental stewardship [10]. Yet, these successes are often dependent on the availability of clear institutional frameworks, local awareness, and inter-sectoral cooperation. The challenge remains how to transform community participation into a structured and continuous process rather than sporadic involvement [11].

Pantai Ide Sorowako offers a relevant case study to examine the dynamics of collaboration among government, corporate entities, and communities in implementing CBT principles. PT. Vale's external management has initiated programs that include community participation in tourism-related decision-making, but environmental management and local empowerment still face obstacles such as weak regulations and low awareness of sustainability practices. Therefore, a comprehensive analysis is required to identify effective strategies and address barriers to developing community-based tourism at Pantai Ide Sorowako. This study provides new insights into the integration of community-based tourism within corporate social responsibility (CSR) frameworks. By exploring the mechanisms of collaboration and identifying the factors that support or hinder community engagement, this research contributes to advancing theoretical and practical knowledge on sustainable tourism governance. The novelty of this study lies in its focus on synergizing corporate and community roles in tourism development, offering a replicable model for similar destinations across Indonesia.

Although numerous previous studies have explored Community-Based Tourism (CBT) as a strategic approach to sustainable tourism development, significant conceptual and empirical gaps remain. The first study [12], conducted by Rusyidi, emphasizes that active community participation in tourism planning and management can enhance local economic welfare; however, it primarily focuses on purely community-driven contexts without considering the involvement of external actors such as corporations. The second study by Bagus Reza [13] highlights that the success of CBT is largely determined by institutional capacity and community awareness of sustainability, yet it does not examine how the private sector, particularly large corporations, may facilitate or constrain community participation. Meanwhile, a third [14] stream of research on sustainable tourism underscores the importance of multi-stakeholder collaboration in destination management, but it remains general in nature and lacks a detailed explanation of the specific mechanisms of synergy among government, corporate entities, and local communities within a concrete local context. Therefore, the primary gap lies in the limited number of studies that comprehensively integrate community participation with corporate involvement within the CBT framework, especially in settings where tourism management is significantly influenced by external actors such as companies. This study addresses this gap by providing an in-depth analysis of collaborative dynamics and community participation within a corporate-led tourism management context at Pantai Ide Sorowako.

The novelty of this study lies in its integrative approach that combines the concept of Community-Based Tourism (CBT) with the Corporate Social Responsibility (CSR) framework in the context of tourism destination management. Unlike previous studies that tend to separate the roles of communities and corporations, this research specifically examines how the synergy between local communities and corporate actors, particularly PT. Vale Indonesia, can shape a more inclusive and sustainable tourism governance model [15]. Furthermore, this study goes beyond merely assessing the level of community participation by analyzing the quality and depth of such involvement in decision-making processes, environmental management, and the distribution of economic benefits. The focus on Pantai Ide Sorowako as a case study also provides a contextual empirical contribution, especially in regions where industrial activities, such as mining, coexist with tourism potential [16], [17]. Thus, this research not only enriches the CBT literature but also proposes a conceptual model that can be replicated in other destinations with similar patterns of corporate–community interaction.

The implications of this study extend to both theoretical and practical domains of sustainable tourism development. Theoretically, the findings contribute to strengthening and expanding the concept of Community-Based Tourism by incorporating corporate collaboration as a critical dimension in the successful implementation of CBT [18]. This suggests that community participation cannot function effectively in isolation but requires strong institutional support and strategic partnerships with the private sector. Practically, the study provides important insights for local governments to formulate clearer policies and regulatory frameworks governing collaboration between corporations and communities in tourism management [19], [20]. For corporate actors, the findings highlight the importance of aligning Corporate Social Responsibility (CSR) programs with long-term community

empowerment initiatives rather than short-term or symbolic activities. For local communities, the study underscores the need to enhance capacity building, environmental awareness, and active participation in decision-making processes to maximize the benefits of tourism development. Overall, this research offers a foundation for designing more inclusive, collaborative, and sustainable tourism management strategies [21].

The urgency of this study is grounded in the increasing demand for tourism development models that not only prioritize economic growth but also ensure social equity and environmental sustainability. In the case of Pantai Ide Sorowako, the area's significant tourism potential has not yet been matched by an integrated and participatory management system [22], [23]. The absence of clear regulatory frameworks and weak coordination among government, corporate actors, and local communities poses risks of unequal benefit distribution and environmental degradation in the future. Moreover, the growing involvement of corporations in managing local resources necessitates critical examination to ensure that such involvement aligns with the principles of community empowerment rather than marginalization. Without in-depth research on these collaborative mechanisms, there is a substantial risk that tourism development may overlook the interests of local communities as key stakeholders and resource owners [24]. Therefore, this study is essential in providing a scientific basis for developing adaptive, inclusive, and sustainable community-based tourism strategies that effectively respond to the complex interactions between public, private, and community sectors.

2. RESEARCH METHOD

This study employed a qualitative descriptive research design with a phenomenological approach to understand the community's role and participation in developing *Community-Based Tourism* (CBT) at Pantai Ide Sorowako, Luwu Timur Regency. The qualitative design was chosen because it allows for a comprehensive exploration of meanings, experiences, and social interactions that cannot be quantified statistically [25]. The phenomenological approach focuses on interpreting the lived experiences of stakeholders involved in the tourism management process, including community members, government representatives, and PT. Vale management.

The research procedure consisted of several stages. The first stage was preliminary observation, which involved identifying the tourism potential of Pantai Ide and determining key issues in its management. The second stage was data collection, which included three primary techniques: (1) in-depth interviews with selected informants from the government, PT. Vale's external management, and local communities; (2) direct observation of tourism activities, environmental conditions, and community participation; and (3) documentation review of relevant reports, regional regulations, and company policies. These stages were conducted sequentially to ensure data triangulation and validity.

Data collection was followed by the data reduction and coding process, where all field notes, interview transcripts, and documents were categorized according to emerging themes such as participation, empowerment, management structure, and sustainability. Data were analyzed using an interactive analysis model by Miles and Huberman, which includes data collection, reduction, display, and conclusion drawing. The process was iterative, allowing the researcher to refine interpretations continuously as new insights emerged.

To ensure the credibility and scientific reliability of the research, several validation techniques were applied, including prolonged engagement in the field, persistent observation, and data triangulation [26]. Triangulation was conducted by comparing interview results with observational data and documentation. The reliability of findings was strengthened by discussing interpretations with informants and supervisors to minimize bias. The research workflow can be summarized as shown in Figure 1, illustrating the systematic flow from data acquisition to analysis. Furthermore, the informant composition is presented in Table 1 to provide a clearer overview of the participants involved in the study.

Table 1. Research Informants

Informant Type	Category	Percentage (%)
Government Representatives	Local Tourism and Administrative Officers	25.0
PT. Vale Management	External and CSR Division	30.0
Local Community	Residents and Tourism Actors	45.0

This methodological framework was designed to provide a deep understanding of how local participation and corporate collaboration contribute to the sustainable development of community-based tourism at Pantai Ide Sorowako.

3. RESULTS AND DISCUSSION

This section presents the findings of the study on the development of *Community-Based Tourism* (CBT) at Pantai Ide Sorowako, along with a comprehensive discussion on the implications of these findings for sustainable tourism management and community empowerment. The analysis was derived from interviews,

observations, and document reviews conducted with government officials, PT. Vale management, and community members. The discussion is divided into several sub-sections to highlight the major themes emerging from the study.

3.1. Community Participation in Tourism Management

The findings reveal that the local community around Pantai Ide Sorowako is actively involved in tourism-related activities, although the level of participation varies among groups. The external management team of PT. Vale regularly conducts meetings and consultations involving community representatives before making tourism-related decisions. This participatory process aligns with the first principle of CBT, which emphasizes inclusion in decision-making. Local residents participate in maintaining cleanliness, managing parking areas, and providing small-scale tourism services such as food stalls, rental equipment, and souvenir shops. These activities have generated economic benefits that directly improve household income. However, interviews indicate that community participation remains limited to operational levels and has not yet expanded into strategic or policy-level decision-making.

To represent the level of participation, Table 2 summarizes the types and intensity of community involvement observed during the study.

Table 2. Level of Community Participation in Tourism Management

Type of Participation	Activities Involved	Intensity Level
Decision-Making	Attending PT. Vale consultation meetings	Medium
Operational Involvement	Cleaning, parking, and food service	High
Cultural Promotion	Organizing local art and dance performances	Medium
Monitoring and Evaluation	Environmental maintenance and visitor feedback	Low

The data above indicate that participation is strongest in operational activities but remains weak in regulatory and evaluation aspects. This condition is consistent with previous studies that found local participation often limited by low awareness, lack of capacity, and insufficient access to formal decision-making structures.

3.2. Economic and Cultural Impacts

The development of CBT at Pantai Ide Sorowako has brought tangible economic improvements to the community. Increased visitor numbers have created business opportunities for food vendors, local artisans, and transport providers. According to respondents, average household income from tourism-related activities has increased by 20–30% during the peak tourism season. These findings demonstrate that the CBT model, when supported by corporate engagement, can serve as a mechanism for poverty reduction and rural economic growth.

Culturally, the rise of tourism activities has revived traditional performances, handicrafts, and local culinary practices that were previously declining. PT. Vale's policy of integrating cultural exhibitions into tourism events has provided a platform for cultural preservation and identity strengthening. Nevertheless, there is a risk of cultural commodification when performances are overly adapted for commercial appeal. Therefore, maintaining authenticity and respecting traditional values are essential for ensuring cultural sustainability.

The relationship between economic and cultural impacts can be expressed symbolically as shown in Equation (1):

$$E_c = f(I_e + P_c) \quad \dots(1)$$

where E_c represents cultural enrichment, I_e represents economic income, and P_c represents cultural participation. The equation implies that cultural development is a function of economic improvement and the level of local engagement. Higher income tends to increase the capacity of local communities to invest in cultural preservation.

3.3. Institutional Collaboration and Management Structure

Collaboration between PT. Vale, local government, and the community forms the foundation of tourism management at Pantai Ide Sorowako. PT. Vale's role focuses on providing infrastructure and environmental maintenance, while the government offers administrative support and regulation. The community contributes through operational and cultural activities. This tripartite collaboration reflects the practical application of sustainable tourism governance, as defined by Diwangkara [27], which emphasizes the interdependence of stakeholders in tourism ecosystems.

Despite the established collaboration, challenges persist in formalizing agreements and ensuring long-term policy support. The absence of specific local regulations on CBT limits the institutionalization of community participation. Interviews with government officials revealed that regulatory uncertainty often hampers budget

allocation for tourism development. Consequently, the sustainability of the CBT model heavily depends on PT. Vale's CSR commitment rather than institutionalized policy.

Table 3. Institutional Role Distribution

Stakeholder	Primary Role	Constraints
PT. Vale	Infrastructure, CSR program funding	Dependent on corporate policy
Local Government	Policy formulation, regulation	Lack of formal legal framework
Community	Operational and cultural participation	Limited organizational capacity

3.4. Supporting and Inhibiting Factors

The study identifies two main supporting factors for CBT development: (1) the natural beauty of Pantai Ide, which serves as a strong attraction for domestic tourists, and (2) the proactive involvement of PT. Vale in providing financial and logistical support. These factors create favorable conditions for tourism growth and community empowerment.

Conversely, inhibiting factors include low public awareness regarding environmental cleanliness and weak enforcement of local tourism regulations. Garbage accumulation during peak tourism seasons demonstrates the need for stronger environmental education initiatives. Additionally, the lack of a local tourism management organization reduces coordination efficiency between stakeholders.

An analytical relationship between these variables can be conceptually expressed in Equation (1):

$$E_c = (P_a + S_c) - (I_a + R_l) \quad \dots(2)$$

Where:

E_c = Effectiveness of community-based tourism,

P_a = Level of active participation,

S_c = Strength of collaboration,

I_a = Inhibiting awareness factor,

R_l = Regulatory limitation.

Equation (1) suggests that the effectiveness of CBT development increases proportionally with community participation and stakeholder collaboration but decreases when awareness and regulatory issues are not addressed.

The research findings align with previous studies emphasizing that sustainable tourism can only be achieved when local communities are empowered as primary beneficiaries and decision-makers [28], [29]. The case of Pantai Ide Sorowako demonstrates that corporate engagement through CSR can play a pivotal role in initiating CBT, but long-term success requires the integration of community institutions into formal policy frameworks.

The novelty of this study lies in revealing a hybrid model where corporate involvement complements community-driven initiatives. This integration bridges gaps between economic objectives and social empowerment. Nevertheless, sustainability depends on continuous education, regulatory support, and the transformation of community participation from voluntary to institutionalized forms [30]. Overall, the findings highlight that *Community-Based Tourism* at Pantai Ide Sorowako has positively impacted local livelihoods and cultural preservation. However, achieving long-term sustainability requires strengthening governance mechanisms, expanding local awareness, and formalizing collaborative policies to ensure that CBT remains resilient, inclusive, and environmentally responsible [31].

The implications of this study are both theoretical and practical. Theoretically, the findings enrich *stakeholder theory* and *collaborative governance* by demonstrating that corporate–community synergy can produce more adaptive and resilient governance structures. Practically, the study provides strategic guidance for key stakeholders. For corporations, the findings highlight the need to design CSR programs that go beyond infrastructure provision and focus on institutional development, such as supporting the establishment of village-owned enterprises (BUMDes) and providing digital management training. For local governments, the results emphasize the urgency of developing clear regulatory frameworks that govern corporate community collaboration, including benefit-sharing mechanisms, service standards, and policy incentives [32]. For local communities, the study underscores the importance of establishing legitimate, transparent, and representative institutions to enable equal participation in decision-making processes. Overall, this research offers a practical foundation for advancing inclusive and sustainable tourism governance [33], [34].

While this study makes a meaningful contribution, several limitations should be acknowledged. First, the use of a single-case study limits the generalizability of the findings, as corporate community dynamics may vary across regions with different socio-cultural and historical contexts. Second, the cross-sectional design does not capture long-term changes, particularly in relation to the sustainability of social and ecological outcomes [35].

Third, the study does not fully explore other critical dimensions, such as gender roles in CBT decision-making and the role of youth as drivers of digital innovation in tourism. Therefore, future research is recommended to adopt comparative multi-site approaches, longitudinal designs, and mixed-methods strategies to provide a more comprehensive understanding, including mapping collaboration networks and benefit distribution among stakeholders in greater depth [36].

This study specifically addresses a critical gap in the Community-Based Tourism (CBT) literature by highlighting the unique dynamics of corporate-community collaboration within the context of a region adjacent to an extractive industry. Previous research on CBT has predominantly focused on models driven exclusively by communities or local governments, or on corporate involvement that is philanthropic without operational integration [37]. Concurrently, studies on Corporate Social Responsibility (CSR) in the tourism sector often evaluate impact from the corporate perspective, rather than from the viewpoint of community institutionalization and empowerment. Therefore, this research bridges two often-separate discourses community-based tourism development and corporate CSR strategy by providing empirical evidence on how PT. Vale's CSR initiatives can function as both a catalyst and a partner in building local institutional capacity, a mechanism that has been underexplored in similar studies.

Theoretically, the findings of this hybrid model enrich stakeholder theory and collaborative governance frameworks by demonstrating that corporate-community synergy can create more adaptive governance structures in peripheral regions. The model proposes a shift from a CSR paradigm as "compensation" to CSR as a "collective social investment" that strengthens community resilience. Practically, this research provides an operational roadmap for various stakeholders [38], [39]. For corporations like PT. Vale, the implication is the need to design CSR programs that are not merely infrastructural but also focused on institution-building, such as mentoring the establishment of village-owned tourism enterprises (BUMDes) and providing digital management training. For local governments, the findings emphasize the urgency to issue regional regulations (qanun) detailing revenue-sharing schemes, service standards, and tax incentives for documented corporate-community partnerships. For the community, the study underscores the importance of forming legitimate and transparent representative institutions to negotiate on equal footing with corporate and government actors [40].

While making a significant contribution, this study has several limitations that open avenues for future research. First, its single-case qualitative nature limits the generalizability of the findings; the hybrid model may exhibit different dynamics in locations with distinct corporate-community historical contexts or kinship structures. Second, the research primarily captures perceptions and processes at a single point in time (cross-sectional), thus not yet measuring the long-term socio-ecological sustainability of this collaborative model [41]. Third, important elements remain underexplored, such as gender dynamics in CBT decision-making and the role of youth as agents of digital innovation. Therefore, future research is recommended to: (1) Conduct multi-location comparative studies to test variations of the hybrid model across different industrial regions in Indonesia; (2) Design longitudinal research to monitor the transformation of community institutional capacity and coastal ecological resilience over the next 5-10 years; and (3) Employ mixed-methods approaches integrating social network analysis to map decision-making flows and benefit distribution in greater detail, including analysis of the participation of vulnerable groups.

4. CONCLUSION

The study concludes that the development of Community-Based Tourism (CBT) at Pantai Ide Sorowako demonstrates a synergistic relationship between corporate initiatives, government support, and community participation in promoting sustainable tourism. The findings confirm that active community involvement, equitable benefit distribution, and cultural preservation significantly enhance tourism sustainability, while challenges such as low environmental awareness and the absence of formal regulations hinder progress. Therefore, strengthening institutional collaboration, developing local capacity, and establishing legal frameworks are essential to ensure the long-term success of CBT and its contribution to community empowerment and regional economic growth.

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