

Marine Tourism Event Concept at Minang Rua Beach, Kelawi Tourism Village, South Lampung

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Abstract

This study examines the strategic development of marine tourism events through an integrated analytical and planning framework at Minang Rua Beach, Kelawi Tourism Village, South Lampung. Employing a descriptive qualitative design, the research synthesises field observations and semi-structured interviews, along with SWOT and GAP analyses, to evaluate destination readiness and identify critical determinants shaping event feasibility. The findings reveal that Minang Rua Beach benefits from strong accessibility, diverse natural and cultural assets, active community support, and the presence of indigenous knowledge systems. Nevertheless, several structural constraints persist, including limited engagement from governmental and private-sector stakeholders, suboptimal management of tourism attractions, and inadequate development of cultural arts and MSME branding. The GAP assessment indicates an overall readiness level of 87.5%, reflecting a generally favourable baseline with a measurable scope for improvement. Drawing on Goldblatt's five-phase event planning model—research, design, planning, coordination, and evaluation—the study proposes a contextually grounded event development framework that emphasises enhancing destination quality, cultural revitalisation, human capital empowerment, and MSME advancement. Conceptually, this research contributes to the growing body of literature on event-based coastal tourism by demonstrating how strategic analytical tools can be operationalised within community-based governance structures to strengthen sustainable marine tourism development.

Keywords: Marine Tourism, Event Planning, SWOT–GAP Analysis, Community-Based Tourism, Coastal Destination Development

INTRODUCTION

Tourism is widely recognised as a strategic sector that contributes significantly to national and regional economic growth by stimulating related industries, generating employment, and enhancing societal welfare (Fadilla, 2024). Within this broader framework, event tourism has emerged as a catalytic component of regional development, offering a platform to promote destination identity, strengthen economic linkages, and foster environmental and cultural awareness (Hamzah, 2024; Kholik et al., 2021). Events not only serve as instruments of economic mobilisation but also function as cultural expressions that reinforce local identity, build social capital, and enhance international visibility (Plzakova, 2022; Taena & Afoan, 2020).

The strategic deployment of events within marine and coastal tourism contexts offers particular promise for countries like Indonesia, whose archipelagic geography presents vast yet underutilised maritime potential. The Bakauheni District in Lampung Province exemplifies this opportunity. Minang Rua Beach, located in Kelawi Tourism Village and encompassing 1,199.5 hectares with a population of 1,716, is endowed with ecological and cultural assets that make it highly viable for marine tourism development. Its natural features—including coral reefs, seaweed cultivation zones, coastal landscapes, and traditional fishing practices—position it as a promising site for event-based tourism initiatives (Fatma, 2014; Hamzah, 2024). However, realising this potential is constrained by

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several structural challenges, including limited infrastructure, poor stakeholder coordination, and an underdeveloped understanding of strategic event management in the local context.

Preliminary observations at the site indicate that one of the primary barriers to sustainable event development is the absence of a systematic planning framework tailored to the specific needs of coastal tourism environments. To address these limitations, a comprehensive, context-sensitive approach is required—one that integrates local values, environmental sustainability, and participatory governance into the core of event design. As (Utomo, 2021; Dewa, 2022) argue, effective event planning must be rooted in professional, adaptive, and culturally informed management processes. Central to this process are several planning considerations, including the type and scale of the event, the target audience, the cultural relevance of content, and the temporal suitability of implementation (Hamzah, 2024; Mardatillah, 2021).

The five-phase model of event planning—research, design, planning, coordination, and evaluation—offers a robust theoretical framework for structuring these processes (Goldblatt, 2013). Nevertheless, its application in marine-based, village-level tourism contexts remains underexplored in current scholarship. Accordingly, this study aims to examine the strategic potential of Minang Rua Beach for marine event tourism by integrating SWOT and GAP analyses into a structured planning model. Specifically, it seeks to: (1) identify key enabling and inhibiting factors in the development of marine tourism events; (2) assess the gap between existing conditions and ideal readiness benchmarks; and (3) formulate a sustainable event concept rooted in local culture, community participation, and destination branding. In doing so, this research contributes to the theoretical discourse on event-based tourism development in coastal contexts and offers practical insights for the design of contextually appropriate, community-driven tourism events.

LITERATURE REVIEW

Marine Tourism and Sustainable Coastal Development

Marine tourism is a rapidly growing subsector of the broader tourism industry, offering significant opportunities for economic diversification in archipelagic and coastal nations such as Indonesia. It is grounded in the utilisation of coastal and oceanic resources for recreational, educational, and conservation-oriented activities (Hamzah, 2024; Nawir, 2024). The sector's sustainability hinges on the delicate balance between resource exploitation and ecological preservation, which necessitates robust environmental governance mechanisms. Initiatives such as coral reef transplantation, marine waste management, and ecological education have become increasingly vital in mitigating the environmental risks associated with marine tourism (Rahman et al., 2023).

Contemporary marine tourism has evolved beyond traditional activities such as diving and snorkelling to include culinary tourism, marine-based wellness experiences, underwater photography, and educational excursions (Kusuma & Henderson, 2020). This diversification reflects broader shifts in global tourism trends towards experiential and sustainability-driven travel. Furthermore, advancements in information and communication technology (ICT) have enhanced the interaction between tourists and marine environments, fostering both satisfaction and awareness of ecological stewardship (Fuchs et al., 2021). As (McKinley et al., 2022) argue, integrating inclusive and participatory management approaches can yield significant socio-economic and environmental benefits, particularly in coastal communities that are often marginalised within mainstream tourism circuits.

Event Tourism: Forms, Functions, and Strategic Value

Events have emerged as integral components of tourism development strategies, functioning as temporal phenomena that can generate lasting economic, social, and cultural impacts. Conceptually, events are defined as organised activities—either planned or spontaneous—that mark significant occasions in personal, collective, or institutional life. (Noor, 2017) classifies events into four major categories: leisure events (e.g., sports festivals), cultural events (e.g., traditional performances), personal events (e.g., weddings), and organisational events (e.g., corporate expos). Each category serves distinct functions, ranging from entertainment and social bonding to institutional promotion and cultural expression.

Key characteristics that distinguish successful events include clarity of objectives, participatory engagement, creative uniqueness, and effective management (Noor, 2009; Ilham, 2023). Notably, the perishability of events—i.e., their one-time nature and vulnerability to failure—requires organisers to transform intangible services into memorable, tangible experiences. This involves the strategic use of staging, audiovisual design, and interactive programming that fosters emotional connection and active audience involvement. Events, therefore, must be conceptualised not merely as logistical arrangements but as curated experiences that generate value across multiple domains: economic, social, cultural, and spatial.

From a theoretical perspective, the study of event tourism has increasingly emphasised its role in place-making, destination branding, and cultural regeneration (Getz & Page, 2016; Richards, 2019). In particular, coastal and rural events are seen as vehicles for promoting underdeveloped regions, strengthening local identity, and supporting community-based tourism (CBT) frameworks. However, this potential remains underutilised in many contexts where planning processes are fragmented or inadequately grounded in strategic and participatory models.

Event Management Theory and Planning Frameworks

Event management is a complex, multi-stage process that encompasses strategic, operational, and evaluative dimensions. According to Anderson and Zhang (2023), effective event planning begins with setting clear goals, identifying the target audience, allocating resources, and designing content that aligns with the intended outcomes. (Richardson et al., 2024) emphasise the necessity of team structure, role clarity, risk mitigation, and quality control to ensure coherence and responsiveness throughout implementation. (Wanzer, 2021) adds that post-event evaluation is not merely procedural, but constitutes a key mechanism for institutional learning and accountability.

Among the most widely adopted theoretical models in event planning is Goldblatt's (2013) five-phase framework, which offers a sequential yet flexible approach to event management. The stages include: 1) Research – involves situational analysis and stakeholder needs assessment, typically using the 5W1H model (Why, Who, When, Where, What, and How); 2) Design – focuses on developing creative concepts and thematic coherence, incorporating logistical, financial, and experiential considerations; 3) Planning – entails detailed scheduling, budgeting, resource mobilization, and administrative coordination; 4) Coordination – relates to on-ground implementation, communication management, and contingency preparedness; and 5) Evaluation – assesses outcomes, stakeholder satisfaction, and long-term impacts, feeding insights into future event strategies. While Goldblatt's model has been applied extensively in urban and corporate settings, its adaptation to marine and village-based tourism remains limited in the academic literature. This study seeks to fill that gap by contextualising the model within the socio-ecological and cultural dynamics of a coastal tourism village, thus contributing both theoretically and practically to the discourse on sustainable event management in emerging destinations.

METHODS

This study adopts a qualitative descriptive approach to explore the readiness and strategic potential of Minang Rua Beach, South Lampung, for the development of marine tourism events. A case study design was employed to provide a contextualised and in-depth understanding of the socio-cultural, environmental, and institutional dynamics that shape tourism development in a coastal village setting. The qualitative design allows for inductive interpretation, thematic analysis, and the incorporation of local perspectives in constructing a grounded event-planning framework.

The research was conducted at Minang Rua Beach, located in Kelawi Tourism Village, Bakauheni District, South Lampung Regency, Indonesia. The site was purposively selected due to its emerging status as a marine tourism destination and its community-led tourism initiatives. Participants were selected using purposive sampling, targeting key informants with direct involvement in tourism development and community governance. The sample included: 1) The Head of Kelawi Tourism Village, representing institutional knowledge of local resources and development plans; 2) Members of the Tourism Awareness Group (Pokdarwis); 3) Representatives from Karang Taruna (Local Youth Organization); and 4) Members of the Family Welfare Empowerment group (PKK), who are active in local tourism activities and MSME development. The selection aimed to ensure data richness and representation of diverse stakeholder perspectives.

Primary data were collected through direct field observations and semi-structured interviews. The observation process focused on physical infrastructure, cultural activities, tourism flow, and local engagement practices. Semi-structured interviews allowed for flexible yet guided interactions, enabling researchers to probe participants' insights regarding tourism readiness, stakeholder involvement, and perceived barriers to event development. Secondary data were gathered through document analysis, including local government reports, tourism development plans, academic publications, and existing promotional materials related to Minang Rua Beach and Kelawi Village. All interviews were conducted in the local language and subsequently transcribed, translated, and analysed.

The analytical process was structured into three interrelated components: 1) Descriptive Analysis: Used to synthesise expert and community perspectives on the enabling conditions for marine event development; 2) SWOT Analysis: Employed as a strategic diagnostic tool to identify internal strengths and weaknesses, as well

as external opportunities and threats. SWOT indicators were derived from both empirical data and secondary literature. Dimensions included accessibility, attraction quality, accommodation availability, institutional support, cultural assets, and entrepreneurship. 3) GAP Analysis: Applied to assess discrepancies between existing conditions and ideal benchmarks for tourism event readiness. A scoring system was developed based on key operational variables (e.g., infrastructure quality, stakeholder coordination, human capital, branding). Each variable was evaluated using a four-point Likert-type scale and compared against an ideal reference value to quantify the readiness percentage. The formula used was:

$$\text{Readiness (\%)} = \frac{(\text{Observed Score})}{\text{Ideal Score}} \times 100\%$$

Triangulation across data sources—interviews, observations, and documents—was conducted to enhance the credibility and confirmability of findings.

All participants were informed of the purpose and scope of the research prior to data collection. Verbal informed consent was obtained, and participants were assured of confidentiality and the voluntary nature of their involvement. No personal identifiers were disclosed in the reporting process. The research was conducted in accordance with standard ethical guidelines for qualitative fieldwork and community-based research.

RESULTS AND DISCUSSION

Destination Readiness for Marine Event Tourism

The assessment of Minang Rua Beach's readiness for marine tourism event development was conducted using a GAP analysis framework that compared existing conditions with ideal benchmarks for key tourism support variables. The analysis yielded an overall readiness score of 87.5%, indicating a relatively high level of preparedness, yet leaving a 12.5% margin for strategic improvement. Table 1 summarises the composite scores for each assessed variable. The most prominent enabling factors identified were accessibility and community-based human resources. Accessibility was rated as "good" due to the availability of vehicular access routes and ample parking infrastructure. This aligns with the notion of destination competitiveness, in which ease of access is a critical determinant of tourist flows and event feasibility (Dwyer & Kim, 2003). Moreover, the presence of local actors with functional assignments—such as volunteers, homestay providers, and youth group members—suggests a foundational level of community readiness that can be mobilised for event operations.

Table 1. GAP Analysis of Destination Readiness for Marine Tourism Events at Minang Rua Beach

Variable	Indicator	Weight	Score	Readiness Level
Accessibility	Road access, vehicle accommodation	4	4	Good
Tourism Attractions	Natural & cultural attractions	3	3	Fair
Accommodation	Homestay readiness	3	3	Fair
Stakeholder Support	Government, private, and academic involvement	3	3	Fair
Coastal Human Resources	Local community participation	4	4	Good
Local Wisdom and Knowledge	Indigenous traditions and conservation	3	3	Fair
Coastal Arts and Culture	Artistic performance infrastructure	2	1	Poor
Handicrafts and Culinary Products	Product quality, packaging, branding	3	3	Fair
Marine-Based Entrepreneurship	Business innovation and investment support	3	3	Fair
Total		28	24	87.5%

Source: Research data, 2025

However, other variables, such as cultural infrastructure, institutional coordination, and MSME product branding, were rated "fair" or "poor." For instance, cultural and artistic expressions, while abundant in tradition, currently lack structured management or performance platforms. This undermines the destination's cultural value proposition and limits the integration of heritage elements into event narratives—factors critical to enhancing the experiential uniqueness of tourism events (Richards, 2019). The GAP analysis further revealed that institutional involvement from the government and private sectors remains fragmented. This corresponds with findings from (McKinley et al., 2022), who argue that governance structures in coastal destinations must be inclusive and multi-level to ensure event sustainability. In Minang Rua, while the village government and grassroots organisations show initiative, the absence of cross-sectoral partnerships constrains the scalability and impact of tourism-based interventions.

Another area of concern is the weak branding and marketing capabilities of local MSMEs, particularly in culinary products and handicrafts. Inadequate packaging, limited digital presence, and poor market penetration result in low visibility for local products. This hinders the potential for events to serve as economic multipliers through value-chain integration, a component emphasised in sustainable tourism frameworks

(UNWTO, 2019). While Minang Rua Beach demonstrates commendable readiness in specific dimensions—particularly in physical access and community motivation—it falls short in aspects related to institutional coordination, cultural resource management, and economic branding. These findings suggest the need for targeted interventions that bridge operational capacity with strategic planning, thereby aligning the destination more closely with the prerequisites of sustainable marine event tourism.

SWOT Dimensions and Strategic Implications

To complement the GAP analysis, a SWOT framework was employed to provide a strategic overview of internal and external factors shaping the feasibility and sustainability of marine tourism events at Minang Rua Beach. The analysis categorises observed conditions into strengths, weaknesses, opportunities, and threats, and is interpreted here through the lens of event tourism theory and coastal destination planning.

Internal Strengths and Weaknesses

Minang Rua Beach possesses several notable strengths that align with core enablers of event-based tourism. Chief among these is its natural attraction portfolio, which includes a 10-kilometre shoreline, nearby waterfalls, cliffs suitable for paragliding, and coastal biodiversity. These features support the development of special-interest tourism, particularly nature- and adventure-based events, in line with Kusuma and Henderson's (2020) typology of evolving marine tourism experiences. Additionally, the presence of local cultural traditions, such as the Tuping dance, Silat performances, and sea rituals like Among-among, reinforces the site's cultural distinctiveness—a key criterion for memorable event design (Richards, 2019). The availability of community-based accommodations (homestays) and a motivated local workforce further strengthens Minang Rua's operational readiness for small to medium-scale events. These aspects embody the principles of community-based tourism (CBT), which emphasise local empowerment and socio-cultural embeddedness (Timothy, 2002).

However, several internal weaknesses hinder full event-readiness. One significant limitation is the lack of formal management for cultural assets, resulting in the underutilization of local artistic resources. There are no designated cultural managers or formal programming systems to ensure the sustainability of performances or rituals. This absence constrains the development of event narratives and undermines potential cultural branding efforts. Moreover, homestay services remain informal and lack standardisation in hospitality, hygiene, and visitor experience. This gap affects perceived service quality, which is essential for maintaining positive tourist impressions and return visitation (Dwyer & Kim, 2003). Another persistent weakness is the limited capacity in marketing and branding among local MSMEs. Products such as fish floss, dried bananas, and woven crafts (tapis) are not adequately packaged or promoted, thus failing to generate economic spillovers from tourism events.

External Opportunities and Threats

In terms of opportunities, Minang Rua stands to benefit from increasing national and regional interest in marine ecotourism and coastal cultural festivals. The integration of environmental education, underwater sports, and culinary bazaars into event programming could position the village within the niche of low-impact, high-value tourism. Furthermore, multi-stakeholder collaboration with universities, NGOs, private investors, and government bodies offers potential for infrastructure upgrades, funding, and capacity building. Events also offer a strategic platform for revitalising local identity, particularly for youth engagement in cultural preservation. As Goldblatt (2013) asserts, well-designed events can serve as instruments of regeneration—socially, economically, and culturally—when embedded within inclusive frameworks.

Conversely, the external threats include the risk of environmental degradation if tourism attractions are not managed sustainably. For instance, uncontrolled visitor numbers could damage coral ecosystems or erode the shoreline, compromising the ecological base of tourism. Additionally, the area is vulnerable to internal conflicts, particularly if coordination among stakeholders remains weak or dominated by elite actors, a challenge often observed in poorly governed CBT models (Hall, 2022). Another potential threat stems from increased competition from external products and destinations. If local MSMEs fail to improve branding, they may be marginalised by higher-quality goods from outside the region during large-scale events, reducing the local economic benefit.

Community Participation and Cultural Integration

A central component in the successful implementation of marine tourism events, particularly in rural or village-based settings, is the degree to which the local community is involved in and aligned with the planning

process. The case of Minang Rua Beach reveals a high level of community willingness to participate in tourism activities, yet this readiness remains informal and under-institutionalised.

Local Participation Dynamics

Field interviews with members of the Tourism Awareness Group (Pokdarwis), youth associations (Karang Taruna), and women's collectives (PKK) indicate a strong cultural attachment to the beach area and a shared desire to see it developed as a tourism destination. Several community members have already assumed roles as homestay hosts, local guides, traditional performers, and food vendors, suggesting an organically growing tourism ecosystem. This aligns with Timothy's (2002) framework of community-based tourism (CBT), which emphasises local control, benefit-sharing, and cultural stewardship as key criteria for sustainable tourism development. However, the study also finds that community involvement is mostly reactive rather than strategic, with limited participation in the conceptualisation, design, and decision-making processes of tourism events. While residents are eager to contribute labour and resources, they are seldom consulted in agenda setting or event visioning. This reflects a "participation-as-delivery" model, rather than the ideal "participation-as-empowerment" approach promoted in inclusive development paradigms (Pretty, 1995; Hall, 2022). The absence of formal mechanisms for inclusive planning (e.g., stakeholder forums, community-led committees) risks marginalising local voices, especially among youth and women, and undermines the long-term legitimacy of tourism initiatives.

Integration of Cultural Identity

The cultural landscape of Minang Rua is rich with intangible heritage, including rituals (Among-among, Malam Satu Suro), traditional dances (Tuping, Silat), and indigenous sea conservation practices, such as turtle protection. These elements are powerful assets for shaping the experiential uniqueness of tourism events. As (Richards, 2019) notes, events grounded in local cultural narratives not only enhance tourist satisfaction but also reinforce place identity and foster intergenerational transmission of tradition. Despite this potential, the study reveals that no structured system exists for curating, managing, or promoting these cultural assets. There are no designated cultural managers, performance calendars, or training platforms for emerging artists. Without institutional support or funding, local traditions risk being showcased in a fragmented, tokenistic, or extractive manner—jeopardising their authenticity and continuity. The lack of cultural integration into tourism events also weakens the destination's ability to differentiate itself in a competitive marine tourism landscape, where experiential and symbolic capital are increasingly important. This observation echoes (Getz, 2008) argument that for events to generate enduring legacies, they must be embedded in the cultural and symbolic life of the host community.

Strategic Event Planning Framework for Minang Rua

Based on empirical findings and contextual analysis, this study proposes a strategic planning framework for the development of marine tourism events at Minang Rua Beach, drawing upon Goldblatt's (2013) five-phase event management model: Research, Design, Planning, Coordination, and Evaluation. While the model is widely adopted in professional event settings, its contextualization in village-based, coastal tourism environments remains limited in academic literature. This section adapts the model to reflect local constraints, potentials, and aspirations, offering a roadmap for sustainable and participatory event planning.

Research Phase: Mapping Stakeholders and Market Segments

Initial fieldwork indicates that local stakeholders—community groups, homestay providers, MSME actors, and village officials—have strong informal knowledge of the destination's assets but lack systematic market intelligence and event planning data. The research phase must begin with structured needs assessments using participatory tools such as focus group discussions (FGDs), community mapping, and stakeholder interviews. Equally important is audience segmentation, identifying primary target markets such as eco-tourists, cultural tourists, domestic families, and creative youth travellers. Integrating local and external perspectives in this phase can bridge perception gaps and enhance the relevance of future event designs. As Goldblatt emphasises, answering the fundamental 5W1H questions—Why, Who, What, Where, When, and How—forms the critical foundation for all subsequent phases.

Design Phase: Translating Local Assets into Experiential Concepts

Designing the event requires translating Minang Rua's natural, cultural, and social capital into compelling and differentiated visitor experiences. Thematic formulations should be rooted in place identity, such as "The

Maritime Charm of Kelawi” or “Harmony of Coast and Culture”. Activities may be grouped into three tiers: 1) Main Attractions – e.g., cultural parades, underwater sports competitions, beach music festivals; 2) Supporting Programs – MSME exhibitions, culinary bazaars, agro-tourism tours; 3) Interactive Components – batik/tapis workshops, turtle conservation experiences, youth-led performances. Spatial design must be carefully considered, integrating zoning for performance areas, marketplaces, rest zones, and emergency infrastructure. As highlighted in (McKinley et al., 2022), coastal events must balance functionality with environmental sensitivity, incorporating eco-friendly layout principles.

Planning Phase: Operational Structures and Risk Management

The planning phase involves the formation of a multi-level organising committee, ideally comprising local leaders, tourism professionals, and supporting institutions (e.g., tourism offices, universities). Precise role distribution—events, logistics, promotion, sponsorship, security—is essential. Resource planning should account for seasonal weather patterns, visitor capacity, and logistics flow, especially given the limited road access for large vehicles. The budget structure must integrate diverse funding sources, including government grants, sponsorships, MSME fees, and ticket sales, with transparency and community accountability as guiding principles. Risk management plans must be embedded, addressing threats such as extreme weather, medical emergencies, crowd control, and environmental hazards. These elements are critical to securing permits and building public trust.

Coordination Phase: Inter-Actor Synergy and Technical Synchronisation

Effective coordination is not only logistical but relational, requiring trust, communication, and aligned incentives across stakeholders. The establishment of a RACI matrix (Responsible, Accountable, Consulted, Informed) is recommended to delineate responsibilities and streamline decision-making. Technical coordination includes scheduling pre-event meetings (30 days, 14 days, 7 days prior) to confirm progress, synchronise roles, and finalise infrastructure needs. Communication protocols—such as WhatsApp broadcast groups, field radios, and signage systems—should be established to enable real-time responsiveness during the event. Coordination also extends to external actors, including transportation services, local police, disaster response teams (SAR), and environmental agencies. These partnerships are essential to ensuring safety, compliance, and crisis readiness.

Evaluation Phase: Learning and Legacy Building

Evaluation must go beyond event-day success metrics to consider socio-cultural, economic, and environmental outcomes. Suggested indicators include: 1) Visitor satisfaction and experience quality; 2) Income generation for local MSMEs; 3) Participation rates among community members; 4) Environmental impact (e.g., waste volume, coastal erosion); 5) Media coverage and brand recognition. Post-event reviews should include all stakeholder groups and generate both quantitative reports and qualitative narratives. These serve not only as performance records but also as institutional memory, feeding into the design of future events and shaping long-term event legacy (Getz & Page, 2016).

Comparative Insights from Similar Coastal Initiatives

To further contextualise the findings of this study, it is helpful to compare the Minang Rua case with similar coastal tourism initiatives in other regions—particularly those that have integrated event-based strategies into broader destination development frameworks. Such comparative insights allow for a more nuanced understanding of both the unique and shared dynamics of community-based marine event planning.

Comparison with Indonesian Coastal Villages

Several coastal destinations in Indonesia—such as Mallasoro Village in Jeneponto (Hamzah et al., 2024), Pemuteran in Bali (Widiana, 2020), and Sade Village in Lombok (Putri & Nugroho, 2019)—have demonstrated the potential of marine or cultural events as catalysts for sustainable tourism. These villages have leveraged local traditions, environmental conservation efforts, and multi-stakeholder governance to design events that are both community-led and market-responsive. For instance, Mallasoro implemented a Seaweed Festival combining traditional rituals with contemporary performances, gaining support from universities and NGOs. Similarly, Pemuteran hosts the Biorock Festival, integrating coral reef conservation with underwater art and photography competitions. These examples illustrate how environmental and cultural assets can be transformed into event content that aligns with sustainability narratives, strengthens local identity, and attracts niche markets.

In comparison, Minang Rua shares similar potential in terms of resource endowment and community motivation. However, it lags in terms of institutional support, particularly in forming consistent partnerships with academic institutions and regional tourism authorities. Unlike Pemuteran, which benefits from strong NGO backing and international networks, Minang Rua remains reliant mainly on internal community dynamics and fragmented government involvement.

Lessons from Southeast Asia's Coastal Event Models

Beyond Indonesia, several Southeast Asian destinations offer relevant models of coastal event tourism. The Perhentian Islands in Malaysia, for example, integrate marine conservation festivals with volunteer tourism, drawing environmentally conscious travellers and fostering local awareness. In Thailand, Koh Lanta has hosted community-driven cultural festivals that double as platforms for youth empowerment and interethnic dialogue (Suntikul, 2018). These cases emphasise the importance of: 1) Long-term event branding (beyond one-off activities); 2) Institutional memory and leadership continuity; and 3) Stakeholder alignment across community, government, and market actors. Comparatively, Minang Rua's potential lies in its rich indigenous knowledge and natural setting, but the absence of a clear event identity or brand narrative places it at risk of remaining peripheral in competitive tourism circuits. Without sustained event programming and follow-up evaluation mechanisms, efforts may dissipate after pilot implementations.

Strategic Positioning of Minang Rua

Positioning Minang Rua within the broader landscape of coastal tourism innovation reveals both its strengths and limitations. On one hand, the community's cultural cohesion, ritual heritage, and ecological awareness align well with place-based tourism development models (Lane & Kastenholz, 2015). On the other hand, the village requires stronger institutional scaffolding, including capacity building, policy support, and strategic marketing infrastructure, to replicate the success seen in destinations with more advanced governance ecosystems. Thus, Minang Rua stands as a transitional case: it has outgrown the phase of informal, ad hoc tourism but has not yet achieved the strategic integration of event planning, governance, and branding required for long-term competitiveness. As such, it presents a valuable contribution to event tourism literature—offering insights into how emerging coastal destinations navigate the tension between grassroots enthusiasm and structural limitations.

Discussion

The findings of this study provide a multidimensional understanding of the readiness, constraints, and strategic potential of Minang Rua Beach as a site for marine tourism event development. By integrating GAP analysis, SWOT mapping, and stakeholder insights, several interrelated themes emerge that are crucial for theorising and operationalising event-based coastal tourism in emerging destinations.

Bridging Readiness Gaps through Integrated Event Planning

The GAP analysis indicates that Minang Rua Beach possesses a relatively high degree of readiness (87.5%) for hosting marine tourism events, particularly in terms of physical accessibility and community motivation. However, the observed gap—12.5% below the ideal threshold—reflects critical deficiencies in cultural management, institutional coordination, and MSME branding. This finding echoes the framework of destination competitiveness (Dwyer & Kim, 2003), which posits that operational readiness alone is insufficient unless supported by institutional structures and innovation ecosystems. In line with this, the Minang Rua case affirms the need for integrated event planning models that simultaneously address infrastructure, cultural programming, human capital, and brand positioning. Moreover, while the village demonstrates promising physical and social capital, its transition from a passive destination to an active tourism orchestrator remains incomplete. This transition is central in event tourism theory, particularly in the work of (Getz, 2008), who argues that events must be viewed not merely as products, but as processes of place-making and development.

Community-Based Tourism: Participation without Empowerment?

The enthusiastic involvement of local stakeholders—homestay operators, youth groups, cultural performers—reinforces the relevance of community-based tourism (CBT) principles in Minang Rua. However, deeper analysis reveals that participation remains informal, fragmented, and often reactive. The absence of structured governance platforms and inclusive planning mechanisms suggests that the community is engaged in delivery, but not in decision-making. This phenomenon has been described in CBT literature as the "participation paradox" (Hall, 2022), where community involvement is high in operational terms but low in

strategic influence. In contrast to ideal CBT models that emphasise co-creation, equity, and local control (Timothy, 2002), Minang Rua's current model risks reproducing dependency on external actors and diminishing long-term agency. The implication is that empowerment must be institutionalised through planning committees, feedback forums, and leadership training, particularly among youth and women's groups. Events, when co-designed with community values and aspirations, can become powerful instruments for social learning, identity affirmation, and intergenerational continuity (Richards, 2019).

Culture as Capital: Underutilised Symbolic Resources

Despite possessing rich intangible cultural heritage—rituals, dances, indigenous sea practices—Minang Rua has yet to transform its cultural assets into strategic capital for event tourism. The absence of curatorial systems, programming calendars, and cultural mediators limits the ability of the village to differentiate itself in the competitive tourism marketplace. This observation aligns with the theoretical shift toward experiential and symbolic economies in tourism, wherein the uniqueness of place, culture, and narrative is central to value creation (Pine & Gilmore, 1999; Richards, 2019). As such, cultural integration into event design is not a secondary concern, but a core strategic asset. To move forward, cultural assets must be codified, curated, and creatively mobilised—through documentation, local capacity building, and funding mechanisms. This would not only enhance visitor experience but also contribute to cultural resilience and legacy formation.

Toward Adaptive and Participatory Event Frameworks

The adaptation of Goldblatt's five-phase planning model to the village context illustrates that event planning frameworks must be flexible, participatory, and locally grounded. In contrast to corporate-style events with top-down structures, marine tourism events in rural settings require an architecture of distributed leadership, collaborative decision-making, and iterative design. This study contributes to the growing literature on event planning in peripheral destinations by offering a contextualised framework that blends professional event management principles with grassroots governance. It reinforces the idea that events should be treated not as isolated occurrences, but as developmental platforms—integrating cultural, economic, and environmental functions.

Comparative Positioning and Transferability

Compared to other coastal initiatives in Indonesia and Southeast Asia—such as the Biorock Festival in Bali or community-based seaweed festivals in Sulawesi—Minang Rua demonstrates high potential but limited institutionalisation. The study's comparative lens reveals that booming marine event tourism hinges not merely on resources, but on the ability to align actors, articulate visions, and sustain momentum. Therefore, the strategic task ahead lies in crafting bridging mechanisms between grassroots energy and external support—via partnerships with academia, NGOs, and policy actors. By embedding events into long-term tourism planning, Minang Rua can move from event hosting to event ownership, thereby ensuring sustainability and local value retention.

Implications

This study expands current understandings of event tourism by situating it within a village-level, marine-based context, emphasizing the convergence of place identity, community participation, and adaptive planning. It supports a shift toward process-oriented, co-created event models, which are still underexplored in Global South settings.

Policymakers and tourism planners should: 1) Institutionalise community roles in event planning bodies; 2) Invest in cultural programming infrastructure; 3) Build branding ecosystems for local MSMEs—Foster multi-actor collaboration across government, academia, and civil society.

CONCLUSION

This study has explored the strategic development of marine tourism events at Minang Rua Beach, Kelawi Tourism Village, by integrating qualitative fieldwork with analytical tools such as GAP and SWOT analyses. The findings reveal a relatively high level of destination readiness supported by strong accessibility, community enthusiasm, and natural-cultural assets. However, the realization of event-based tourism as a sustainable development pathway remains constrained by institutional fragmentation, limited cultural programming, and inadequate branding of local economic products. Through a contextualised application of Goldblatt's event planning model, the research proposes a five-phase strategic framework tailored to the socio-cultural and ecological specificities of Minang Rua. The framework emphasises not only operational excellence

but also participatory governance, cultural integration, and long-term legacy-building. Comparative insights suggest that while the village shares characteristics with other successful coastal destinations, it remains in a transitional phase requiring structural support and capacity development. Theoretically, the study contributes to the evolving discourse on event tourism in peripheral and community-managed settings, emphasising the role of place-based planning and co-creation in driving both cultural revitalisation and economic resilience.

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