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## Development of Partnership Based Marketing Strategy for Sustainable Tourism Villages in Kemiren Banyuwangi

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### ABSTRACT

The development of tourism villages in Indonesia often faces challenges such as limited planning, weak stakeholder collaboration, suboptimal promotion, and low community participation. This study examines partnership-based marketing strategies in the Osing Kemiren Tourism Village, Banyuwangi Regency, and their influence on the growth of local MSMEs. Using a qualitative case study design, data were collected through in-depth interviews, observations, and documentation. The findings show that the pentahelix partnership involving local government, Pokdarwis/BUMDes, academic, travel agencies, media creates effective promotional synergy that enhances destination visibility and increases tourist visits. This collaboration strengthens MSMEs by improving sales, expanding market access, and encouraging long-term business sustainability. Overall, the study demonstrates that partnership-based marketing is an effective model for advancing tourism village development while supporting local economic empowerment.

**Keywords:** Partnership; Marketing Strategy; Tourism Village; MSMEs

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## INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) are a vital element of Indonesia's economy, particularly in rural areas where they foster equitable income distribution and sustain cultural identity (Aliyah, 2022; Mas'ud & Susilo, 2023). The tourism sector significantly contributes to this development. In 2023, tourism accounted for 3.9% of Indonesia's GDP and generated IDR 1,414 trillion in creative economy activities (Wisnubroto, 2024). However, the rapid rise of tourism villages across Indonesia has not always been followed by sustainable and strategic planning. Many villages pursue short-term popularity without proper differentiation, resulting in stagnation and limited local impact (Junaid et al., 2022; Sunarjaya et al., 2018).

Kemiren Tourism Village in Banyuwangi stands out as an example of a community that successfully integrates cultural heritage into tourism. Known for its Osing cultural identity, Kemiren promotes local traditions through events such as the Ngopi Sepuluh Ewu and Tumpeng Sewu Festivals, which strengthen cultural branding and stimulate MSME activities. In 2024, this village won second place in the Indonesian Tourism Village Award (ADWI) for the institutional and human resources category (Safanur, 2024), reflecting the strong institutional integration in village development. Despite these achievements, sustaining growth in the long term remains challenging due to limited stakeholder collaboration, inconsistent marketing strategies, and dependence on government-led events. An effective approach to increasing tourist visits to the Osing Kemiren Tourism Village is through a penta-helix partnership model. This approach involves five main elements: government, academics, business actors, communities, and the media, in building and developing the tourism village sector (Chamidah et al., 2020; Prakasa et al., 2019; Suherlan et al., 2019). A partnership-based marketing strategy is essential to align interests among local government, Pokdarwis/BUMDes, MSMEs, industry partners, academic and media actors in promoting Kemiren's unique cultural value. Marketing strategies in the context of tourism villages include market analysis, targeting, and integrated marketing programs to create value for tourists (Kotler & Keller, 2016).

Previous studies have examined partnerships in tourism development (Chamidah et al., 2020; Raharjo & Rinawati, 2019; Suherlan et al., 2019), yet most have focused on institutional collaboration or governance aspects rather than the marketing mechanisms that drive destination competitiveness and MSME empowerment. There is still limited research explaining how partnership-based marketing strategies function as an integrated system to enhance visibility, attract tourists, and sustain MSME growth within a cultural tourism context. Furthermore, existing studies rarely explore the practical coordination between pentahelix actors in promoting local tourism brands at the village level.

This study contributes to theory by extending stakeholder and relationship marketing perspectives into the context of partnership-based marketing in tourism villages. It highlights how inter-organizational collaboration creates synergistic value for destination branding and sustainable tourism. Practically, the research provides a model for developing culture-based tourism villages through effective marketing partnerships, offering insights for policymakers and village managers to enhance collaboration, strengthen MSME participation, and maintain local cultural authenticity as a key competitive advantage.

## LITERATURE REVIEW

### *Stakeholders Theory*

Stakeholders are individuals or groups that have the ability to influence or be influenced in an effort to achieve organisational goals (Freeman, 1984). Therefore, in carrying out its operational activities, the company needs to establish and maintain good relationships with stakeholders, taking into account their interests and needs, especially applicable to stakeholders who have a major role in providing important resources, such as labour or markets for company products (Ghozali & Chariri, 2007). According to Agoes & Ardana, (2009), there are several important aspects that must be considered in decision making based on a stakeholder approach. The first step is to identify all stakeholders, both potential and actual stakeholders. Second, companies need to understand the interests and level of power held by each stakeholder group. Third, it is important to analyse the possibility of coalitions between parties with particular interests and power.

### *Relationship Marketing Theory*

Relationship marketing or relational marketing is a strategy in the field of marketing whose main focus is on efforts to build and maintain mutually beneficial long-term relationships between companies and customers and other interested parties. According to Sivesan, (2012), relationship marketing is an activity that includes attracting, maintaining, and improving relationships with customers. According to Morgan & Hunt, (1994) that trust and commitment are important elements that are the main foundation in building strong and sustainable relationships. Trust is defined as the belief that business partners have integrity and are reliable, while commitment is a strong desire to maintain a beneficial relationship. These two factors are considered as intermediaries that influence other variables in business relationships, such as co-operation, avoidance of adverse conflicts of interest, and the tendency to share information openly.

### *Tourism Village*

Village tourism is a form of tourism development that focuses on the active role of rural communities and efforts to preserve the environment in the region. According to Dewi, (2013), tourist villages offer tourism products that have high cultural value and are characterised by strong traditions. Tourism village is a rural area that has a certain uniqueness so that it can be used as a tourist destination. the development of tourist villages there are several aspects that are the focus of its development, namely Attractions, accessibility, amenity which is the object of tourists to come to the tourist village, then branding, advertising, selling as a marketing strategy to show the public about the tourist village, as well as improving the human resources of tourist villages as a subject in the development of tourist villages. The implementers of all tourism village development activities consist of 3 elements, namely the community, government, and

industry, which are stakeholders in the development of tourism villages (Wirdayanti et al., 2021).

### ***Partnership***

A business partnership is a form of collaboration between various parties that aims to develop a business together. This collaboration is not only intended to achieve common goals, but also to encourage increased income through strengthening competitive advantage and improving organisational quality (Purnaningsih, 2007). According to (Tohar, 2000), the purpose of partnerships is to strengthen the empowerment of small businesses in management, production, marketing, and technical aspects. Partnerships are also directed at enabling small businesses to develop independently and sustainably, so that they do not continue to depend on other parties.

### ***Marketing Strategy***

Marketing strategy is an approach used by a business unit to create value and achieve profits through relationships built with its consumers (Kotler & Keller, 2016). According to Tjiptono, (2020) a marketing strategy is a design that describes the company's expectations of the effect of various marketing activities or programmes carried out on the demand for its products or product groups in the intended market. Marketing mix is a set of marketing variables that companies can control and combine to produce the desired response in the target market (Kotler & Armstrong, 2008). In the business of goods products, there are 4 marketing tools or called 4p, namely Product, Price, Place, Promotion.

The combination of stakeholder theory and relationship marketing provides the foundation for understanding how collaborative relationships among government, business actors, communities, academic, and media can sustain tourism villages. Stakeholder theory clarifies who must be involved, while relationship marketing explains how these relationships should be managed to build trust and mutual benefit. Partnership theory serves as the operational framework that connects the two, describing the structure and objectives of collaboration. Marketing strategy theory then translates these collaborations into actionable steps that create value for tourists and economic opportunities for MSMEs.

The framework emphasizes that tourism village development requires the active involvement of multiple stakeholders government, Pokdarwis/BUMDes, MSMEs, local communities, academic, and industry partners whose collaboration shapes both the management system and marketing performance of the destination. Partnership serves as the bridge between stakeholder engagement and marketing outcomes, supported by trust, communication, and shared value creation as proposed by relationship marketing theory.

In this framework, stakeholder collaboration forms the foundation of network building and partnership systems, which subsequently influence marketing synergy and MSME empowerment. The tourism village's performance, reflected in tourist visits and MSME development, becomes a key indicator of partnership effectiveness. Challenges in partnership-based marketing, such as coordination gaps or limited capacity, act as moderating factors that affect the sustainability of the tourism ecosystem.

From the research framework described above, several research questions are formulated to guide the study as follows: How do the managers and partners understand the meaning of partnership in the management of the Osing Kemiren Cultural Tourism Village?; How is the system of building networks or partnerships implemented in the Osing Kemiren Cultural Tourism Village?; How does the synergy between tourism performance and MSME development occur in the Osing Kemiren Cultural Tourism Village?; What are the challenges faced in implementing partnership-based marketing in the Osing Kemiren Cultural Tourism Village?; How is the partnership-based marketing pattern applied in the Osing Kemiren Cultural Tourism Village?

## **METHODOLOGY**

This research employs a qualitative approach using a case study method. According to Wahyuningsih, (2013), a case study is a type of research that focuses on a specific phenomenon or case within a specific time and activity context (such as a procedure, event, process, institution, or social group). The presence of the researcher is crucial to ensure the data obtained aligns with the conditions in the field. This research was conducted in Kemiren Village, Glagah District, Banyuwangi Regency. The data collection techniques used included interviews, observation, and documentation.

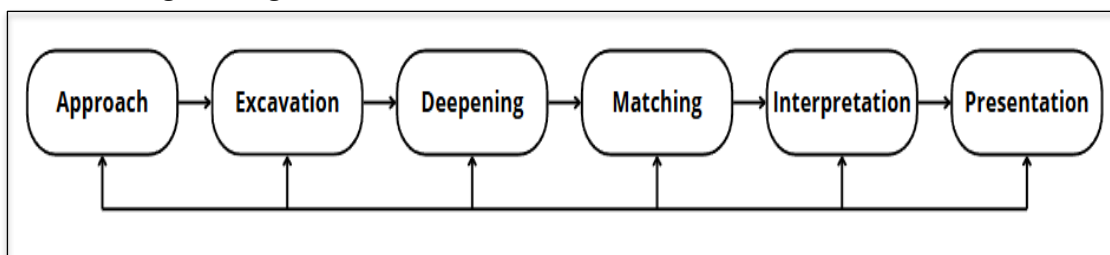
### ***Informants***

This research involved nine informants selected through purposive sampling based on their background, expertise, and involvement in the development of the Osing Kemiren Cultural Tourism Village. The selected informants represent various stakeholder groups relevant to the partnership-based marketing system. Specifically, the informants consisted of key actors such as the Secretary of the Tourism Awareness Group (Pokdarwis), who understands management and partnership strategies; the Head of the Marketing Division of the Banyuwangi Tourism Office, with over ten years of experience in destination marketing policy; and tourism industry representatives such as the owner of Malang Travelista and staff of Truly Banyuwangi, who contribute to tourism promotion and creative marketing. In addition, local media representatives, MSME owners (coffee and traditional snack producers), homestay owners, and tourists were involved to capture various perspectives on partnership dynamics, marketing practices, and consumer experiences.

### *Analysis Technique*

The analysis technique used in this research is using the 6P simultaneous analysis stage according to Winarno & Robfi'ah, (2020). The 6Ps consist of approaching, excavation, deepening, matching, interpretation, and presentation. The 6P analysis model (Approach, Excavation, Deepening, Matching, Interpretation, and Presentation) is used in this study to systematically collect and interpret qualitative data. The approach stage involved establishing trust and rapport with informants to create a comfortable communication environment. In the excavation phase, initial data were obtained through in-depth interviews, observations, and documentation in various locations such as cultural attractions, homestays, and MSME centers. The deepening stage clarified and expanded previous findings through follow-up questions, ensuring the accuracy and completeness of the collected information.

The matching stage compared the empirical data with relevant theories such as stakeholder theory, partnership theory, and relationship marketing to ensure validity and identify emerging patterns. The interpretation phase focused on analyzing the contextual meaning of the findings to answer the research questions related to partnership-based marketing in the Osing Kemiren Cultural Tourism Village. Finally, the presentation stage involved organizing and presenting the analyzed results into a structured scientific article, highlighting recommendations for strengthening collaborative marketing and sustainable tourism village management.



**Figure 1.** 6P Simultaneous analysis stage

**Source:** Winarno & Robfi'ah (2020)

To ensure the credibility and trustworthiness of the research findings, several verification techniques were applied, including source triangulation, member checking, and audit trail. Source triangulation was conducted by comparing information obtained from different types of informants such as government representatives, Pokdarwis, MSME actors, media partners, and tourists to confirm the consistency of data across stakeholders. Member checking was implemented by re-confirming interview summaries and interpretations with the informants to validate accuracy and avoid researcher bias. Additionally, an audit trail was maintained by systematically documenting the research process—from data collection, coding, and analysis.

## RESULTS

### *Tourism village profile*

Kemiren Traditional Osing Tourism Village is a village located in Glagah District, Banyuwangi Regency. Kemiren village has an area of 117,052 hectares with 2,569 inhabitants. The majority of the population of Kemiren Village are Osing people who are the original tribe of Banyuwangi Regency who have occupied this village since the Blambangan kingdom period. Kemiren Village was designated as a traditional Osing tourist village in 1995 and currently Kemiren Village is also part of the Ijen Geopark area as a Culture Site. As a traditional tourism village, Kemiren Village prioritises the rich culture, traditions, and local wisdom of the Osing Tribe which are then managed to become a tourist attraction. The main attractions of Kemiren Village include culinary tourism (Pecel pithik, Uyah Asem, Coffee, and Bagiak) and cultural tourism (Barong Kemiren, Gandrung, Gedodan OtheK, and Gamelan Banyuwangi).

### *Research findings*

Partnerships are seen as important by Pokdarwis in the development of Desa Wisata because they can expand networks, improve the quality of human resources, and introduce village potential to the wider community. According to the Pokdarwis representative, “Partnership with various stakeholders is highly important for us. Due to limited resources, we greatly need support from other parties, whether in the form of training, funding, promotion, or other types of assistance”. For businesses such as travel agencies, partnerships help understand the dynamics of tourism, develop strategies, and increase customer satisfaction. According to the travel agency industry actor, “For us, partnership plays a crucial role, as through such collaboration we gain both material and non-material benefits. Furthermore, partnerships enable us to monitor ongoing developments, particularly the progress of tourism villages, allowing us to assess the extent to which these destinations are suitable and attractive for our travel programs.”

Meanwhile, Banyuwangi's local media received a lot of attention through content about the unique culture of the Osing Tribe, which only exists in this area. According to him, “The large number of media platforms in Banyuwangi exists mainly because of the high number of views they can generate. The potential for attracting views is significant when posting content about Banyuwangi due to its many unique features. One of its most distinctive characteristics is the existence of the Osing ethnic group, which cannot be found in other regions.”. The Banyuwangi Regency Government also made Kemiren Village a priority for promotion because it represents the traditions and culture of the Osing Tribe “Banyuwangi is a regency that places a strong emphasis on the tourism sector.

Therefore, the tourism products we offer must be distinctive and different from those promoted by other regions. One of the unique cultural values we highlight is the tradition and customs of the Osing ethnic group, which exist exclusively in Banyuwangi”.

This research focuses on informants who play a role in promoting Osing Kemiren Tourism Village. The government is the dominant actor in building partnerships by finding potential partners, issuing policies, coordinating tourism actors, and running tourism priority programmes. Pokdarwis plays a role in providing services, structuring the organisation appropriately, socialising tourism to the community, and coordinating with MSMEs and art actors. Other partners such as travel agents act as facilitators by recommending, guiding, and promoting visits to the village, while the media support through promotion and the creation of a positive image of the tourism village.

The development of Osing Kemiren Tourism Village currently has a positive impact on around 40-45 local MSMEs through cultural-based tourism activities. According to the Pokdarwis representative, “Currently, there are approximately 45 MSMEs operating in this tourism village, most of which sell products unique to the Osing ethnic group. This is because many tourists visiting the village are particularly interested in and seek out these distinctive local products.”. The established partnership also plays an important role in supporting the sustainability of MSMEs, including through training for capacity building, product promotion, and assistance in the form of equipment or business support items. The uniqueness of the name ‘Osing’ or ‘Kemiren’ is an added value for MSMEs, because it carries a strong local cultural characteristic, so that the products produced have their own appeal in the eyes of tourists. This makes MSME products not only in demand, but also has a greater opportunity to expand market access, at the local and national levels.

## **DISCUSSION**

### ***How do the managers and partners understand the meaning of partnership in the management of the Osing Kemiren Cultural Tourism Village?***

Tourism village partnerships represent a strategic collaboration among multiple stakeholders (government, BUMDes, communities, academics, private sectors, and media) to achieve sustainable tourism development. In the case of the Osing Kemiren Cultural Tourism Village, this collaboration aligns with Stakeholder Theory (Freeman, 1984; Ghozali & Chariri, 2007), emphasizing that collective participation and coordination are essential for achieving shared goals. The Banyuwangi Regency Government plays a pivotal role through policy support and cultural festivals that promote Osing traditions, while academics contribute through research, capacity building, and digital marketing training in line with the Pentahelix Model. Travel agencies and media partners further enhance visibility and competitiveness through social media promotion and integrated marketing, consistent with Marketing Strategy Theory (Kotler & Keller, 2016). Effective partnership management also reflects Relationship Marketing Theory (Morgan & Hunt,



1994), where mutual trust, communication, and shared value strengthen long-term collaboration. Moreover, each stakeholder involved has its own interests and expected benefits, such as economic gains, brand visibility, knowledge exchange, and social recognition which can only be achieved through coordinated collaboration. Together, these interrelated efforts create a structured, mutually beneficial ecosystem that sustains tourism growth and preserves the cultural identity of Osing Kemiren.

***How is the system of building networks or partnerships implemented in the Osing Kemiren Cultural Tourism Village?***

Building partnerships in tourism village development is essential to identify and collaborate with potential partners. According to Stakeholder Theory (Agoes & Ardana, 2009; Freeman, 1984), effective decision-making requires recognizing all relevant actors, understanding their interests, and analyzing their power and influence. In the Osing Kemiren Cultural Tourism Village, the Banyuwangi Regency Government plays a major role as a policymaker and facilitator by issuing regulations and classifications for tourism villages, ensuring differentiated support based on development levels. This aligns with Partnership Theory (Purnaningsih, 2007), where the government acts as a coordinating hub that connects business actors, communities, and tourism managers to achieve shared goals.

Meanwhile, the Pokdarwis (Tourism Awareness Group) serves as a bridge between the community and external partners, fostering professionalism and trust, core principles of Relationship Marketing Theory (Morgan & Hunt, 1994). Academics contribute to the Pentahelix framework through research, training, and participatory mentoring that preserve cultural identity while improving local competitiveness. The private sector and travel agencies support destination marketing by packaging tourism products, while media actors amplify promotion and strengthen the destination's brand image, consistent with Marketing Strategy Theory (Kotler & Keller, 2016). Collectively, this partnership model illustrates how the pentahelix collaboration in Kemiren uniquely integrates cultural authenticity with marketing innovation, ensuring sustainable tourism development through shared responsibility and continuous stakeholder engagement.

***How does the synergy between tourism performance and MSME development occur in the Osing Kemiren Cultural Tourism Village?***

The development of the Osing Kemiren Cultural Tourism Village demonstrates that effective partnerships significantly strengthen local MSMEs as part of the tourism ecosystem. When tourism activity increases, demand for local products also rises, encouraging MSMEs to innovate and expand. This aligns with Stakeholder Theory (Freeman, 1984), emphasizing the importance of multi-actor collaboration between government, Pokdarwis, MSMEs, media, and travel agents to achieve mutual growth. Government support through training, funding, and policy facilitation reflects Partnership

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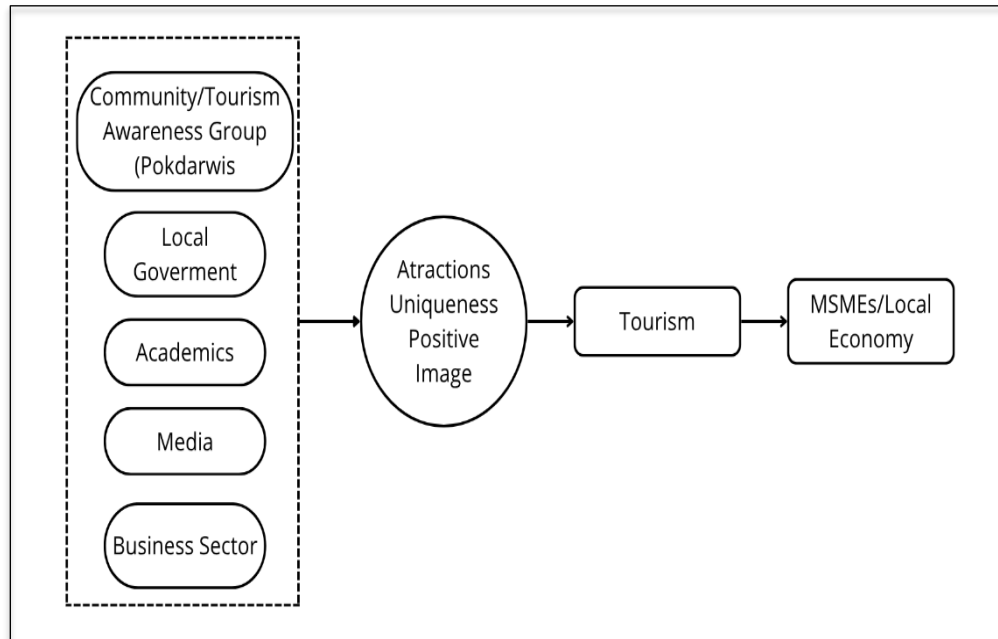
Theory (Purnaningsih, 2007), while the trust and commitment between Pokdarwis, MSMEs, and partners illustrate Relationship Marketing Theory (Morgan & Hunt, 1994). MSMEs benefit from marketing assistance, digital promotion, and product differentiation. Elements rooted in Marketing Strategy Theory (Kotler & Keller, 2016), as seen in the use of “Osing” or “Kemiren” branding that strengthens product identity and consumer appeal. These collaborations not only enhance local economic resilience and entrepreneurship but also ensure the sustainability of tourism-based livelihoods through innovation, shared value creation, and community empowerment. A good tourism ecosystem encourages MSMEs to have high enthusiasm which has an impact on the independence of MSMEs in running their businesses (Rahayu et al., 2023).

### ***What are the challenges in implementing partnership-based marketing in the Osing Kemiren Cultural Tourism Village?***

The development of village tourism, as explained by Stakeholder Theory (Freeman, 1984), requires collaboration among multiple actors government, travel agencies, media, and local communities. However, in the case of the Osing Kemiren Cultural Tourism Village, several partnership challenges emerge, particularly in promotional activities and management practices. External partners such as travel agencies and media often highlight the village’s exoticism and aesthetics without adequately conveying the deeper cultural values of the Osing community, creating a gap between tourist expectations and on-site realities. This finding aligns with Marketing Strategy Theory (Kotler & Keller, 2016), emphasizing that misleading promotion can harm destination image and visitor satisfaction. Additionally, coordination issues among partners, limited facilities, and the spontaneous nature of community-based attractions further complicate service consistency confirming Relationship Marketing Theory (Morgan & Hunt, 1994) that trust and commitment are needed for sustained cooperation. Hence, maintaining balance between authentic cultural experiences and professional management becomes crucial for preserving visitor satisfaction and long-term partnership sustainability.

### ***How is the partnership-based marketing pattern applied in the Osing Kemiren Cultural Tourism Village?***

Building a tourist village area, there are several collaborations that can be done. There is cooperation in the form of investment, marketing, training and capacity building, research and development, corporate CSR and so on. This research focuses on how partners promote Osing Kemiren Tourism Village with their respective roles. The results of this study found an outline of how to create a marketing strategy that supports the development of tourist villages by optimising the parties that partner with the management of the Osing Kemiren Tourism Village. Namely as shown in Figure 2.



**Figure 2.** Partnership Based Marketing Patterns

**Source:** authors (2025)

The explanation of the picture above is as follows:

#### Promotion Actors

Local government, BUMDes/Pokdarwis, Industry Partners and Media that actively coordinate with each other in tourism promotion activities, one of which is Desa Wisata. Local governments play a role in making regulations, opening access to potential partnerships, regional event programmes, and creating communication forums between partners (Amalliah & Katry Anggraini, 2023; Simamora & Sinaga, 2016; Soares et al., 2015). Pokdarwis as field implementers serve tourists, become a liaison between the community and partners and ensure that tourist attractions run optimally (Riannada & Mardiyah, 2021). Academics play a role in conducting research and providing assistance to tourism village managers. Partners (travel agents and media) support by marketing tour packages and publicising village potential through various media channels (Annisa & Alvianna, 2017).

#### Promotion Objects

All promotional efforts are directed to highlight village attractions, local uniqueness, and the positive image of tourist villages. These values become the main attractions offered to tourists. This attraction is in the form of local culture, nature, typical products, and typical village experiences (Maulidiyah & As, 2024; Silalahi & Asy'ari, 2022).

### Tourists

The success of marketing and promotion has an impact on the increasing number of tourist visits. Tourists get information about tourist villages through social media partners, travel agents, and recommendations from other tourists (Akasse & Ramansyah, 2023).

### Economic Impact

Tourists who come will interact with local products through attractions that are displayed, buy MSME products, use the services of local communities, and enjoy village tourism attractions. In the end, it will increase the income of MSME actors, create jobs, and drive the economy of the tourist village community as a whole (Endriana et al., 2022).

## CONCLUSIONS

Partnership-based marketing of Osing Kemiren Tourism Village shows that successful tourism development cannot be achieved by one party alone, but through collaboration between the local government, BUMDes/Pokdarwis, local communities, travel agents, media, and other industry partners. The Banyuwangi Regency Government plays an important role in promoting local cultural potential through agendas such as the Banyuwangi Festival, while partners such as travel agents and the media help strengthen promotions through tour packages and digital content on social media. This integrated marketing strategy promotes a positive image of the tourism village, increases interest in tourist visits, and supports sustainable tourism practices. The impact of this partnership is felt on the growth of the local economy, especially on MSME players who are integrated in the village tourism ecosystem. Tourists who come not only enjoy cultural and natural attractions, but also interact with local products, thus increasing demand and income for MSME players.

### *Implications of the Research*

This research contributes to the strengthening of the theoretical model of culture-based partnerships in tourism village development. It expands the understanding of how the pentahelix collaboration involving government, Pokdarwis/BUMDes, MSMEs, academics, and media can effectively integrate cultural values into sustainable marketing strategies. The findings reinforce Stakeholder Theory and Relationship Marketing Theory by demonstrating that trust, communication, and shared cultural identity are crucial elements in building long-term collaborative networks.

Practically, the findings offer recommendations for the Banyuwangi Regency Government and Pokdarwis. Local governments are encouraged to design more inclusive partnership frameworks that support MSME empowerment, capacity building, and long-

term sustainability. Pokdarwis should strengthen coordination with partners by implementing structured communication channels and monitoring systems to ensure that collaborations remain consistent with the community's cultural identity.

### **Limitations and recommendations**

This study has several limitations. The research focuses only on one location Osing Kemiren Tourism Village, so the findings may not be generalisable to other cultural or geographical contexts. Data collection relied on qualitative interviews and observations, which may reflect contextual perceptions. Future studies could expand the scope by conducting comparative analyses of partnership based marketing in other cultural tourism villages, incorporating quantitative methods to measure partnership effectiveness, MSME growth, and tourist satisfaction.

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