



# Fostering Urban Tourism Through Collaboration: the Case of Binong Creative Tourism Village

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Received: 10-08-2025 Accepted: 13-08-2025 Published: 30-09-2025

## Abstract

This study explores the collaborative process behind the development of Binong Creative Tourism Village in Bandung, Indonesia—an urban tourism initiative that revitalizes local identity through community-based creative industries. Situated in a former home-based knitting hub, Binong has transformed into a tourism destination through multi-stakeholder engagement involving local government, community groups, tourism managers, private sector actors, and academics. Using a qualitative case study approach, data were gathered through semi-structured interviews with six key stakeholders, direct observations, and document analysis. The collaborative process was examined using Agranoff and McGuire's model, which emphasizes communication, added value, and deliberation in multi-actor governance. The findings reveal that sustained communication between policy actors and community members is essential for fostering trust and shared objectives. Collaborative efforts led to tangible public value, such as increased employment, empowerment of marginalized groups including persons with disabilities, and the enhancement of local cultural identity. Deliberation among stakeholders supported mutual learning and innovation, including the adoption of circular economy practices by transforming plastic waste into knitting materials. This study contributes to the understanding of collaborative governance in urban tourism, particularly in the context of developing countries. It highlights how creative tourism villages can serve as platforms for inclusive development, participatory planning, and social innovation. The case of Binong demonstrates that local capacity and collective action are critical components in building sustainable, community-driven urban tourism destinations.

**Keywords:** Urban tourism, collaboration, community-based tourism

## 1. Introduction

Urban tourism is a form of tourism that has experienced significant growth in various large cities, both in developed and developing countries. Tourism in the urban context no longer solely relies on conventional attractions such as shopping malls, architectural landmarks, or city parks, but also encompasses community-based areas that offer authentic cultural, social, and creative experiences (Zheng et al., 2021; Fichter & Román, 2022). In this regard, urban tourism is increasingly characterized by an approach that positions communities as key actors in shaping the narrative of tourist destinations.

Transformations in tourist consumption patterns are also driving this paradigm shift. Tourists, particularly millennials, are increasingly seeking meaningful experiences that involve interaction with local communities and contribute to cultural preservation and social sustainability (Ketter, 2020). Community-based urban tourism is a strategic solution for creating a tourism ecosystem that is not only economically oriented but also prioritizes social and cultural values (Ashworth & Page, 2011; AlAli et al., 2024).

However, the development of community-based urban tourism is not without challenges. Social complexity in urban areas, pressures on space and resources, and the risk of gentrification often hinder equitable and sustainable governance (Gotham, 2005; Colomb & Novy, 2017). Therefore, a collaborative and participatory management model is key to designing urban tourism destinations that are not only attractive but also empowering and inclusive.

In Indonesia, creative tourism villages have emerged as a form of regional policy innovation to encourage community-based urban tourism. This initiative combines elements of local culture, community creativity, and government support through regional empowerment and revitalization schemes (Sutomo et al., 2024). The Bandung City Government, for example, has developed several creative tourism villages as part of its participatory, local wisdom-based urban development strategy.

One such creative tourism village is the Binong Creative Tourism Village. Located in Binong Village, Batununggal District, this village was originally known as a center for the home-based knitting industry since the 1960s. Over time, this area underwent a socio-economic transformation through the community's collective efforts to revitalize its local identity, based on knitting skills, as a tourist attraction (Ayobandung.com, 2024). The area was developed into an alternative tourist destination through synergy between residents, the government, MSMEs, academics, and the private sector.

In 2021, the Bandung City Government officially designated Binong as a creative tourism village through Mayoral Decree No. 556/Kep.835-DISBUDPAR/2021. This designation marked the beginning of a systematic strategy to develop the village as an urban tourism destination that integrates education, production, and promotion of knitting crafts in one authentic tourism experience. In 2023, Binong Village was named one of the top 500 tourist villages in the 2023 Indonesian Tourism Village Award (ADWI) by the Ministry of Tourism and Creative Economy/Tourism and Creative Economy Agency (Kemenparekraf/Baparekraf).

Kampung Binong is not only a tourist destination but also a means of strengthening local identity, stimulating the creative economy, and creating productive social interaction. This development reflects the spirit of placemaking and strengthening community capacity within the framework of urban tourism (Landry, 2008; Richards & Duif, 2018).

However, few academic studies have empirically explored how collaboration between actors is fostered in the process of developing a tourism village in an urban area like Binong. Fundamental questions regarding how stakeholder roles are formulated, how the dynamics of collaboration unfold within a complex social context, and how this impacts sustainability and community empowerment remain largely unanswered in the urban tourism literature, particularly in developing countries like Indonesia.

Therefore, this research aims to examine the collaborative mechanisms involved in the development of the Binong Creative Tourism Village in Bandung, focusing on its contribution to participatory urban tourism. This study is expected to provide theoretical contributions to the study of collaborative governance in the tourism sector, as well as practical contributions to the development of tourism village policies in urban areas as part of a community-based social transformation strategy.

## 2. Methods

This study employed a qualitative research design with a single case study approach to explore the collaborative process in the development of the Binong Tourism Village, a community-based tourism initiative. The qualitative case study method was chosen as it enables an in-depth understanding of actor interactions, negotiation processes, and collective decision-making in a real-life context. This design is considered appropriate for capturing the complexity of collaboration between governmental and non-governmental actors at the local level.

The unit of analysis in this study is the collaborative process among stakeholders involved in the Binong Tourism Village initiative, including local government officials, community groups, and tourism managers. The study population comprises actors directly involved in the planning, coordination, and implementation of the tourism program in the village. A purposive sampling strategy was applied to select six key informants based on their roles and relevance within the collaborative structure.

Data were collected from June to July 2025 using three methods: semi-structured interviews, direct observation, and document analysis. Interviews were conducted with four officials from the Department of Culture and Tourism (representing the Tourism Development Division, the Sub-coordinator of Adhyatama Tourism, the Sub-coordinator of Tourism Marketing, and a tourism policy analyst), as well as one representative from the Tourism Awareness Group (Pokdarwis) and one manager of the Binong Tourism Village. Each interview lasted between 45 and 90 minutes and was documented with the participants' consent.

Observation took place during several village tourism activities, coordination meetings, and community discussions to observe how communication and interaction occurred in practice. These

observations were non-participatory, meaning the researcher did not directly engage in the activities but focused on recording behaviors, structures, and processes observed in the field. Document analysis was conducted to collect supplementary data from activity reports, meeting minutes, promotional materials, and social media content related to the tourism program.

The data were analyzed using a thematic approach based on the collaborative process model developed by Agranoff and McGuire (2003), which consists of three analytical dimensions: communication, added value (public value), and deliberation. Interview transcripts and field notes were openly coded and categorized according to these dimensions with the assistance of NVivo 12 software. Communication was analyzed in terms of frequency and interaction channels; added value was interpreted as efficiency, legitimacy, and collective outcomes resulting from collaboration; and deliberation was examined as a space for mutual learning and shared decision-making.

To enhance data reliability, the study employed source and method triangulation. Cross-checking was conducted among the findings from interviews, observations, and documents to ensure consistency. Additionally, member checking was carried out by sharing preliminary findings with several informants to validate the researcher's interpretations. Ethical considerations were maintained by anonymizing all informant identities and obtaining informed consent for participation. A summary of the informants is presented in Table below.

No.	Actor Category	Institution / Role	Postion
1.	Local Government	Department of Culture and Tourism	Tourism Development Division
2.	Local Government	Department of Culture and Tourism	Sub-coordinator of Adhyatama Tourism
3.	Local Government	Department of Culture and Tourism	Sub-coordinator of Tourism Marketing
4.	Local Government	Department of Culture and Tourism	Tourism Policy Analyst
5.	Local Community	Pokdarwis Binong Village	Head of Pokdarwis
6.	Tourism Management	Binong Tourism Village Operator	Operational Coordinator

**Table 1.** List of Informants  
Source: Researcher 2025

### 3. Results and Discussion

To support sustainable tourism activities, there needs to be collaboration between sectors in ensuring the availability of resources needed to support the development of the tourism sector. Urban tourism has consistently become one of the fastest-growing tourism phenomena in Indonesia, particularly in the city of Bandung. This study emphasizes a focus on tourism development in the city of Bandung, namely the development of urban tourism, as urban tourism has become a sector or type of tourism that is a superiority in the city of Bandung. The development of Urban Tourism in the city of Bandung is implemented through the establishment of Creative Villages by the Bandung City Government. The development of Tourist Villages in the city of Bandung is regulated by the Peraturan Walikota Bandung No. 1454 Pasal 1 Tahun 2018. One of the pilot tourist villages that has attracted tourists up to this date is the Creative Tourist Village of Binong. The following is the visitor data to the Creative Village of Binong up to the year 2025:

No.	Years	Number of Visits
1.	2022	1058
2.	2023	669
3.	2024	1420
4.	January – July 2025	365

**Table 2.** Guest Visit to Binong Tourist Village 2022 - 2025  
Source: (Wisata et al., n.d.) 2025

The development of tourism in the city of Bandung is directly influenced by the dynamics and development of tourism in Bandung Regency and West Bandung Regency. The three complement

each other as the Bandung Raya tourist area, with the city of Bandung as the center of culture and urban lifestyle, while the two regencies provide natural experiences and themed tourism. This relationship demands strategic collaboration in planning, promotion, and infrastructure development to create a sustainable synergy in the Bandung Raya tourist area. This study will focus on how the collaboration process is implemented in Binong Tourism Village in an effort to develop the tourism industry in Binong Creative Tourism Village. The management of Tourism Villages as an Effort to Improve the Economic Welfare of the Community is also examined in a paper that shows results that "The study emphasizes the economic benefits and job opportunities created for local communities. Continuous innovation in tourism management is essential for attracting visitors. Community Based Tourism positively impacts the local economy by creating job opportunities and improving the standard of living" (Khusnawati & Wahyudi, 2023). The collaborative process of developing the creative tourism village of Binong will be analyzed using the theory from Agranoff and McGuire, which states that collaboration is an activity that is both horizontal and vertical in nature. This activity can be analyzed through several components, namely:

**a. Communication**

Intensive communication is very important in collaboration. Communication can be done both directly and indirectly. Indirect communication can be carried out through technology intermediaries. This type of communication is considered more effective in the collaborative process when there are conflicts among the actors. In one of the writings, it is also stated that "The construction of interest-related communities is key to promoting film-enabling cultural tourism. It is also important to make full use of tourism destination resources and regional resources to realize the flexible allocation, combination and expansion of tourism resources combined with film elements", this can be interpreted that one of the main keys in cultural tourism is the existence of connections and interrelationships among the communities that manage all the resources. The community here refers to local people organized into a group held by an organization that has a shared vision, mission, and purpose. (Andrinata, 2023).

In the process of developing the Binong Creative Tourism Village, the form of communication carried out as part of the collaboration process is the connected communication between the Bandung City Culture and Tourism Office as policy makers and the community groups in the Binong Creative Tourism Village which are part of the tourist awareness group. The tourist awareness group in the Binong Creative Tourism Village, dubbed the champions of the community, acts as an extension of the Bandung City Culture and Tourism Office in exploring potential and technically assisting the implementation and operations of tourism industry development. In the Binong Tourism Village, some of the outstanding potentials include hand-knitted crafts, and there is also a pencak silat attraction as a tourist draw. The Binong Creative Tourism Village also features homestays owned and managed by local residents. A research study has found that. "Utilizing technology in tourism management, like digital tour guide apps and social media ads, is necessary for long-term economic benefits" thus, the role of tourism promotion and the utilization of technology and social media becomes one of the determining factors for the success of destination development.

The Creative Tourism Village of Binong has been developing since 1970, where now the Creative Tourism Village of Binong has developed tourist attractions packaged through tour packages. Many international and domestic tourists visit the Creative Tourism Village of Binong to enjoy various tour packages, such as cultural arts packages, educational trip packages, and shopping village packages. Tourists can choose and determine the tourism packages they take according to the needs and interests of the tourist group. Through interviews with one of the knitters (Merajut Asa Kita), the strategy currently being optimized to support the development of the tourism industry in the Creative Tourism Village of Binong is through public branding. At the beginning of the formation of the tourism industry in Binong Tourism Village, the Awareness Group focused on knitting crafts as the main capital of tourist attraction, but in its development today, it is not only knitting that has become a tourist attraction, but also culinary tourism such as the uniqueness of brewing tea, the culture of pencak silat, waste banks, and traditional arts. The development of the tourism industry in the Creative Tourism Village of Binong requires a communication pattern between the community members who are part of the tourism awareness group and the local community who are not involved in the knitting tourism industry, as various conflicts often arise during the development process due to the lack of communication, coordination, and agreement among the parties. The difference in interests and needs among communities leads to various conflicts, such as the use of village facilities for tourism activities often being hindered by permit issues, thus requiring intense and more

constructive communication among the involved actors to foster a strong sense of ownership over the Creative Tourism Village of Binong.

**b. Added Value**

The value referred to is public value, which relates to the results of efficiency, democracy within institutions/organizations, and the collaboration processes. The issue in creating public value is the existence of varying levels of interest, urgency, and the scope of problems that span across sectors, which raises awareness that the government cannot create public value alone and thus requires collaboration with non-government actors. The collaboration process in the development of the tourism industry in the Creative Tourism Village of Binong is carried out through cooperation with state-owned enterprises such as PT. Pertamina, where PT. Pertamina provides funding assistance from its Corporate Social Responsibility allocation.

Various capital assistance has been provided to the Knitting Artisans in the Binong Creative Tourism Village. Funds from the Corporate Social Responsibility allocation are also designated to develop the Binong Creative Tourism Village through infrastructure development and supporting facilities for the tourism industry, such as the Pendopo as the entrance gate to the Binong Tourism Village area. The Binong Creative Tourism Village cannot solely rely on assistance from the Regional Government, particularly the Culture and Tourism Department of Bandung City. In addition to the profits obtained through artisan groups in the Binong Creative Tourism Village, the Pokdarwis must also implement strategies that add value to the sustainability of the tourism industry in the Binong Creative Village, one of which is by collaborating with related parties or sectors that can accelerate the tourism industry's progress, so it can advance, develop, and of course, have an impact on the local community.

The added value felt by the Creative Tourism Village of Binong through interviews with one of the knitters in the creative tourism village of Binong and the Chairman of Pokdarwis is the existence of opportunities and job prospects for the local community to become knitters. Not only knitters, but with the development of this tourism village, even those who are not knitters are directly involved as tour guides, parking attendants, and homestay managers when tourist visits are high. Children and teenagers also benefit from the development of this tourist village, as they are involved in cultural attractions such as pencak silat and traditional dances presented to both international and domestic tourists. The Creative Tourism Village of Binong also adds value to the welfare of residents with disabilities. People with disabilities are given training and workshops to become knitting artisans, allowing their interests and talents to be honed through opportunities and chances facilitated by the Tourism Awareness Group. There is a study that reveals that social capital and community leadership are relevant and related to the development of tourist villages. (A. A. M. Rami et al., 2023).

The Cultural and Tourism Office of Bandung City provides stimulus to the local community, including persons with disabilities, to have the same opportunity to become players in the tourism industry at the Creative Tourism Village of Binong. Out of 4000 houses, there are 400 people who are knitwear artisans by 2025, and 10 of them are persons with disabilities.

**c. Deliberation**

Deliberation is the advantage of collaboration that fosters mutual learning, community building, and the employment of interactive processes. The advantages and benefits felt by the Culture and Tourism Office of Bandung City and the Tourism Awareness Group in the Creative Village of Binong due to the collaborative process are the increasing opportunities and job chances for the local community through the knitting industry from upstream to downstream such as clothes, jackets, cardigans, sweaters, bags, hats, keychains, and others. The community of the creative tourism village of Binong has also established a waste and inorganic waste management system sourced from the local community. The inorganic waste, predominantly plastic, has been processed into yarn material, enabling the tourism awareness group in the creative tourism village of Binong to implement a circular economy in the knitting industry present in the village. The collaboration process also involves academics from universities who are interested in contributing by providing insights through various activities such as studies based on research findings, creating books on community-based tourism, and engaging in community service activities. The partnerships formed by the creative tourism village of Binong with academics from various universities are conducted periodically and sustainably. The findings from the research conducted by academics, presented through journals and books, serve as the basis and recommendations for the managers of the Creative Tourism Village of

Binong to address the existing shortcomings as a strategy for the development of the Binong creative tourism village, as well as to provide input from the perspective of rules and regulations established by the Department of Culture and Tourism in formulating policies and priority strategies to elevate the pioneering tourism village into a developed and competitive tourism village.

#### 4. Conclusion

The development of the Creative Tourism Village of Binong is inseparable from the collaborative process built by the local government, the local community, the private sector, academics, and the media. From 1970 to 2025, many changes have impacted the local community due to the development of the Creative Tourism Village of Binong, including an increase in per capita income, a rising number of job opportunities for local residents, branding Binong as a Creative Tourism Village, and an enhancement of community literacy regarding tourism destination development, which has positively affected the welfare of the local community in the creative tourism village of Binong. The opportunities and challenges ahead are the focus of the development of the creative tourism village of Binong, so that the knitting industry and all existing potential in Binong village can be implemented sustainably and further impact the welfare of its community.

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