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STAKEHOLDER CAPACITY BUILDING FOR SUSTAINABLE TOURISM IN LUMBOK SEMINUNG, WEST LAMPUNG

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Abstract

This community service activity aims to enhance stakeholder capacity particularly youth in Lumbok Seminung District, West Lampung Regency, in the areas of administrative management, sustainable tourism management, and digital marketing to support the development of the Lumbok Seminung Thematic Market. The main partner problems include weak administrative systems, limited understanding of sustainable tourism principles, and low utilization of digital technology for promotion. The activity was implemented through three stages: preparation (literature review and initial observation), implementation (training and mentoring), and evaluation and reporting. Training materials encompassed business administration, entrepreneurship, leadership, and practical digital marketing content creation. Results indicate improved participant understanding and skills in managing thematic market administration and utilizing digital platforms for tourism promotion. A multi-stakeholder collaborative approach involving higher education institutions, local government, and local communities proved effective in building stakeholder capacity for sustainable tourism development in the Lumbok Seminung area.

Keyword: *Creative Youth, Digital Marketing, Entrepreneurship, Empowerment, Sustainable Tourism, Lumbok Seminung*

INTRODUCTION

Stakeholder empowerment is central to successful sustainable tourism management. Recent Scopus-indexed research demonstrates that multi-stakeholder approaches encompassing government, the private sector, higher education institutions, NGOs, media, and local communities are a fundamental prerequisite for economically, socially, and environmentally responsible tourism (Byrd, 2007; Liangco et al., 2024). In the context of Lumbok Seminung, community readiness is assessed as comparatively high relative to other rural Indonesian destinations, supported by strong social, economic, and cultural capital (Sayuti, 2023).

Despite this potential, several structural barriers impede the optimization of the Lumbok Seminung Thematic Market. Market managers largely drawn from the local youth population face capacity deficits in three principal dimensions: (1) an unstructured administrative system; (2) limited understanding of sustainable tourism concepts encompassing economic, social, cultural, and environmental dimensions; and (3) low capacity in utilizing digital technology for tourism promotion and marketing.

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In response to these conditions, a team of faculty members from the Department of Public Administration, Faculty of Social and Political Sciences (FISIP), Universitas Lampung, implemented a Community Service (Pengabdian kepada Masyarakat/PKM) program through the FISIP DIPA 2025 scheme. This program was designed to enhance the capacity of youth as the primary agents of change in managing the Lumbok Seminung Thematic Market. Youth were selected as the strategic target audience because of their energy, creativity, and spirit of innovation—attributes that can serve as drivers of social transformation at the local level. Grounded in Scopus-indexed scientific literature and best practices from various Indonesian tourism contexts, the program integrates training in administration, sustainable tourism management, entrepreneurship, and digital marketing as a unified holistic intervention.

This article presents the background, theoretical framework, implementation methodology, results, and implications of the PKM program, with the aim of contributing practical and academic insights to the advancement of community-based tourism in Lumbok Seminung and comparable destinations across Indonesia.

LITERATURE REVIEW

Stakeholder Empowerment in Sustainable Tourism

Sustainable tourism requires the active involvement of all stakeholders at every stage of planning, implementation, and evaluation. Byrd (2007) defines tourism stakeholders as encompassing present and future visitors, host communities, government, and the private sector—each bringing distinct interests and resources to the tourism ecosystem. The stakeholder empowerment process fundamentally comprises three essential elements: inclusive decision-making, equitable benefit distribution, and the engagement of marginalized groups, including youth (Séraphin, 2022; Sharma & Arora, 2024).

Comparative studies across rural tourism destinations in Indonesia reveal that governance failures are largely rooted in fragmented administration and the absence of formal inter-stakeholder coordination mechanisms (Riana & Fajri, 2024). In the context of Lumbok Seminung, Sayuti (2023) finds that while community readiness is relatively high compared to Teluk Awur and Cimincrang, formal coordination mechanisms among stakeholders still require strengthening. The collaborative governance model from Geopark Maros-Pangkep offers a relevant template for adaptation (Dwipati et al., 2025).

Best Practices in Capacity Development

Effective capacity development for sustainable tourism rests on a holistic approach that integrates technical training, leadership development, cultural sensitivity, and community empowerment (Giampiccoli et al., 2014; Thomas, 2024). Community-Based Tourism (CBT) as the dominant model emphasizes community ownership, inclusivity, and social cohesion as foundations of long-term sustainability (Singh & Dhakad, 2025). Non-formal education and thematic workshops have been empirically demonstrated to enhance stakeholder awareness, capacity, and engagement (Queiros et al., 2025). The community empowerment program in Bomo Village, Banyuwangi, illustrates that comprehensive programs combining technical training with leadership mentoring significantly improve the quality of sustainable tourism management (Wahyudin & Mutamimah, 2025). A longitudinal study from Edelweiss Park

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Wonokitri Village further corroborates that active local community involvement is a critical determinant of community-based tourism success (Risfandini et al., 2023).

Digital Innovation in Tourism Management

The era of digitalization opens new opportunities for rural tourism communities to enhance their competitiveness and governance capacity. Khalik et al. (2025) demonstrate that smart destination management practices in Indonesia significantly increase tourist satisfaction and perceptions of destination sustainability. Digital marketing via social media platforms has been shown to strengthen community interaction, improve the quality of tourism experiences, and facilitate participatory governance (Bestin et al., 2026).

At the village governance level, e-administration platforms such as SIDeWi*HuB in Bali have enabled more efficient integration of administrative functions and inter-stakeholder coordination (Halim et al., 2023). Digital literacy is a prerequisite for technology-driven innovation to yield optimal benefits for beneficiary communities. In the context of micro and small enterprise marketing, Febriyantoro & Arisandi (2018) emphasize that digital marketing serves as a critical catalyst for expanding market reach and promotional efficiency in the ASEAN Economic Community era.

Youth as Agents of Change

Youth are strategic actors in the local development ecosystem by virtue of their energy, creativity, technological adaptability, and relatively high social networking capacity. Hutagalung & Hermawan (2021) affirm that active youth participation is an important variable in the success of tourism development in South Lampung. Additionally, Hutagalung et al. (2020) demonstrate that youth can serve as primary drivers of village website utilization as a medium of innovation and transparency in Pesawaran Regency.

Nugraha et al. (2026) confirm that the resilience of rural tourism destinations in Indonesia is substantially determined by the strength of social capital and multi-stakeholder collaboration, including the involvement of youth as future community leaders. Integrating youth into the tourism value chain from administration to digital promotion constitutes a long-term strategic investment in regional development.

The Penta Helix Model in Tourism Governance

The Penta Helix model involving government, the private sector, academia, community, and media has been demonstrated as a comprehensive governance framework for sustainable tourism development in Indonesia (Insani et al., 2023). This model addresses the limitations of bilateral or trilateral partnerships by integrating the perspectives and resources of five development actors in a synergistic manner. In the context of this PKM program, Universitas Lampung serves as the academic actor facilitating community capacity building through knowledge transfer, mentoring, and applied research.

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IMPLEMENTATION METHOD

Location and Schedule

The PKM program was conducted at the Lumbok Seminung Village Hall, Lumbok Seminung Sub-District, West Lampung Regency, Lampung Province, in the 2025 fiscal year. The location was selected based on strategic considerations: the presence of the Lumbok Seminung Thematic Market as the development target, accessibility for local youth, and the availability of village hall infrastructure for training activities.

Target Participants

The primary target participants were youth in Lumbok Seminung Sub-District who are involved or have the potential to be involved in managing the Lumbok Seminung Thematic Market. Youth were chosen as the focus of intervention because of their strategic role as agents of change and the next generation of development. Participant selection was conducted through an administrative process (registration form completion) and interviews to ensure motivation and commitment throughout the program.

Methods and Program Stages

The PKM program was implemented in three sequential and interrelated stages:

Stage 1 – Preparation. The implementation team conducted a comprehensive literature review and initial observation to identify the actual challenges faced by managers of the Lumbok Seminung Thematic Market. The preliminary observation mapped existing administrative capacity, digital promotion conditions, and prevailing inter-stakeholder coordination structures. Observation findings formed the basis for developing contextually relevant training materials and instruments.

Stage 2 – Training and Mentoring Implementation. Training was held in an intensive one-day format at the Lumbok Seminung Village Hall with the following schedule:

Table 1. Implementation Schedule

No.	Time	Activity Description	Person in Charge
1	09.00–09.30	Opening and Welcoming Remarks	Master of Ceremonies
2	09.30–11.00	Alignment of perceptions on administration and sustainable tourism management	PKM Team
3	11.00–12.00	Discussion and Q&A	Moderator
4	12.00–13.00	Prayer Break and Lunch (ISHOMA)	Committee
5	13.00–15.30	Delivery of digital marketing material, training, and content simulation	PKM Team
6	15.30–16.00	Evaluation, reflection, and closing	PKM Team / MC

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The training content comprised five core modules: (1) theoretical knowledge of business and entrepreneurship; (2) managerial aspects of enterprises (operations, marketing, human resources, finance, and strategy management); (3) leadership and leadership typologies in business organizations; (4) digital marketing including foundational concepts, digital tools, and social media promotion strategies; and (5) practical digital marketing content creation. The instructional approach adopted a two-way andragogical method encompassing interactive lectures, group discussions, educational games, and direct simulation exercises.

Stage 3 – Evaluation and Reporting. Evaluation was conducted comprehensively across two dimensions: (a) participant learning evaluation, encompassing written pre-test and post-test assessments, mid-session brainstorming discussions, and digital marketing content creation simulation; and (b) process evaluation, encompassing participant self-assessment via questionnaire, per-session facilitator performance evaluation, and technical event management evaluation. Evaluation findings were analyzed descriptively to measure program effectiveness and formed the basis for the final report and action plan.

RESULT AND DISCUSSIONS

Stakeholder Profile and Community Readiness in Lumbok Seminung

Lumbok Seminung has a diverse and complementary stakeholder ecosystem: local government (Sub-District and West Lampung Regency levels) plays a role in policy formulation and infrastructure development; the private sector provides tourism services and investment; Universitas Lampung serves as an academic partner for research, education, and advocacy; and the local community including youth directly manages tourism resources and Thematic Market services. Local media serves as an amplifier for promotion and public awareness building.

Drawing on the findings of Sayuti (2023), community readiness in Lumbok Seminung is at a comparatively high level relative to similar destinations in Indonesia, supported by significant economic, social, cultural, environmental, and symbolic capital. However, formal inter-stakeholder coordination mechanisms remain informal and inadequately institutionalized a gap that is consistently identified in the literature as a primary barrier to the sustainability of tourism governance (Dwipati et al., 2025).

Capacity Challenges Identified in the Field

Initial observation identified three interrelated clusters of capacity challenges:

First, administrative system deficits. Financial transaction recording at the Thematic Market was conducted manually and inconsistently, making financial reports difficult to trace. There was no structured documentation system for vendor data, product inventories, or a record of market activities. This created opacity that has the potential to erode the trust of external stakeholders, including local government and prospective investors.

Second, a partial understanding of sustainable tourism. Market managers tended to be oriented toward short-term economic gain without considering the social (equitable benefit distribution), cultural (preservation of local values), and environmental (waste management, ecological impact minimization) dimensions. The absence of a long-term development plan

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rendered management reactive to emerging issues rather than proactively oriented toward a clear vision.

Third, limited digital marketing capacity. The Lumbok Seminung Thematic Market had no consolidated digital presence no official social media accounts, website, or scheduled and consistent promotional content. This situation narrowed the reach of promotion to potential tourists from outside West Lampung and hindered the establishment of a distinctive tourism brand identity for the area.

Training Results and Capacity Improvement

The training program produced measurable capacity gains across three key dimensions:

Administrative and managerial dimension: Participants acquired practical knowledge in simple financial record-keeping, the preparation of periodic reports, and structured vendor data management. Understanding of regulatory compliance aspects including business licensing and safety standards also showed significant improvement based on pre-test and post-test comparisons.

Sustainable tourism dimension: Through sessions on perception alignment and interactive discussion, participants successfully developed a more holistic perspective on sustainable tourism. They began integrating values of environmental and local cultural preservation into the concept of thematic market management. Participants were also able to formulate initial drafts of medium-term development plans that simultaneously considered economic, social, and ecological dimensions.

Digital marketing dimension: The digital marketing content creation simulation produced tangible outputs in the form of social media content prototypes that combined visual aesthetics with local product narratives. Participants were trained to use several major digital platforms (Instagram, Facebook, TikTok) for thematic market promotion. This capability aligns with the findings of Bestin et al. (2026), who demonstrate that community-based digital marketing training significantly strengthens tourist destination interaction and appeal.



Figure 1. Training Process

Effectiveness of the Multi-Stakeholder Collaborative Approach

The implementation of this PKM program operationalized the Penta Helix model in practice: Universitas Lampung (academia) collaborated with the sub-district government

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(government), the local youth community (community), Thematic Market managers (business), and the local media network (media) to create a comprehensive empowerment ecosystem. This approach aligns with the recommendations of Insani et al. (2023) regarding the urgency of the Penta Helix model in managing tourism destinations based on geoparks and local heritage in Indonesia.

The university's role as a knowledge facilitator rather than merely a resource donor was demonstrated to increase the program's legitimacy in the eyes of the local community and to build trust among stakeholders from diverse backgrounds. This finding is consistent with the study by Ni'mah et al. (2019) on the crucial role of university-government-community collaboration in tourism development in Lampung.

Implications for Sustainable Tourism Development in Lumbok Seminung

The results of this PKM program carry several important implications for sustainable tourism development in Lumbok Seminung:

- Strengthening social capital through joint training has been shown to consolidate networks among local youth and build collective trust, forming the foundation of communal governance (Auliah et al., 2025; Nugraha et al., 2026).
- Youth utilization of digital platforms opens opportunities for Lumbok Seminung to expand its promotional reach and create a distinctive digital tourism identity, in line with smart destination management trends (Khalik et al., 2025).
- The formalization of multi-stakeholder coordination mechanisms should continue post-PKM through the establishment of a tourism forum or working group involving all layers of stakeholders, adapting the collaborative model from Geopark Maros-Pangkep (Dwipati et al., 2025).
- Additionally, more specialized training such as eco-tourism management, product photography for e-commerce, and tourism event planning is recommended to deepen the capacity already established.



Figure 2. Figure 2. View of Lumbok Seminung In Ranau Lake

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CONCLUSION

The Community Service program implemented in Lumbok Seminung, West Lampung Regency, successfully enhanced the capacity of local youth across three critical dimensions of Thematic Market development: administration and management, sustainable tourism understanding, and digital marketing skills. The holistic approach integrating theoretical content with hands-on practice, combined with a multi-stakeholder collaboration model grounded in the Penta Helix framework, proved effective in comprehensively building stakeholder capacity.

Field findings reinforce the academic argument that the success of sustainable tourism in rural Indonesian destinations is determined not only by the availability of natural and cultural resources, but primarily by the quality of governance and human resource capacity. Youth with their energy, adaptability, and digital literacy constitute a strategic asset that must be prioritized in every community-based tourism capacity-building program.

Looking ahead, the sustainability of this program demands the formalization of inter-stakeholder coordination mechanisms, sustained investment in digital and environmental training, and long-term commitment from all parties particularly local government and higher education institutions to accompany the Lumbok Seminung community in realizing a vision of inclusive, innovative, and locally-rooted sustainable tourism.

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