

Breaking the silence: Communication barriers in pentahelix collaboration for Borobudur's tourism village

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Abstract

Community-based tourism development in Wanurejo Tourism Village demonstrates significant potential for enhancing well-being, preserving culture, and supporting local economic sustainability. This study aims to analyze communication barriers that cause disintegration in the Pentahelix collaboration for tourism development in Wanurejo Tourism Village, which serves as a buffer village for the Borobudur National Tourism Strategic Area (KSPN). The research employs a descriptive qualitative approach through Forum Group Discussions. The results indicate that despite the implementation of the Pentahelix model, optimal synergy and collaboration have not been achieved due to (1) a lack of communication accommodation, (2) overlapping roles and responsibilities among institutions, (3) unhealthy competition among tourism stakeholders, and (4) a lack of sustained involvement from the central and regional governments. This disintegrative communication negatively impacts the effectiveness of collaboration and community participation. This research suggests integration strategies that include enhancing inclusive communication, technology-based training, developing digital platforms, and policy reforms that support sustainable collaboration.

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Introduction

The tourism sector in Indonesia holds substantial potential to stimulate regional development, empower local communities, and alleviate poverty (Khalid et al., 2019; Martini, 2020; Ollivaud & Haxton, 2019). Optimizing this potential could generate significant revenue streams at both regional and national levels, particularly given the declining revenue trends from commodity sectors such as coal and oil and gas (Inspektorat Kementerian Pariwisata, 2018). Visitation data for Borobudur Temple from 2020 to 2023, as presented in Table 1, reveal significant fluctuations, with domestic visitor numbers peaking in 2022 (1,443,286) while international arrivals remained comparatively low. These fluctuations underscore the need for adaptive and sustainable tourism development strategies capable of responding to both external and internal factors.

Table 1. Tourist Visits to Borobudur Temple by Origin and Month in Magelang Regency
(Source: magelangkab.bps.go.id)

	Domestic Visitors				International Visitors			
	2020	2021	2022	2023	2020	2021	2022	2023
January	395175	30394	131561	121138	15603	52	127	6278
February	234280	18641	89203	87706	11506	37	170	6241
March	111908	34624	111540	67520	4213	33	348	8520
April	-	30713	23890	93561	-	64	618	9510
May	-	38369	324135	126410	-	55	2175	14438
June	2235	54589	191810	158430	2	70	4341	16696
July	16858	-	125266	127271	29	-	1184	29166
Agustus	45571	-	51906	58900	39	-	15550	34092
September	23591	5892	44552	63997	19	9	9853	24852
October	43159	30285	76461	77455	38	93	7688	18180
November	32449	51485	74253	86941	26	106	4941	12291
December	60473	127938	198709	211897	76	155	6941	12789
TOTAL	965699	422930	1443286	1281226	31551	674	53936	193053

Wanurejo, located between Mendut Temple and Borobudur Temple (see Figure 1), serves as the main gateway to Borobudur and has been designated an Independent Village by the Governor of Central Java. Known as a “Cultural Tourism and Crafts Village,” the village boasts a diverse home industry producing a variety of crafts, from statues to souvenirs, as well as a strong cultural heritage tradition inherited from its ancestors (Sutarto et al., 2018). The village comprises nine hamlets, Brojonalan, Tingal Kulon, Tingal Wetan, Bejen, Ngentak, Soropadan, Barepan, Jowahan, and Gedongan, each with its own unique potential and diverse tourist attractions, including cultural, religious, culinary, and natural attractions.

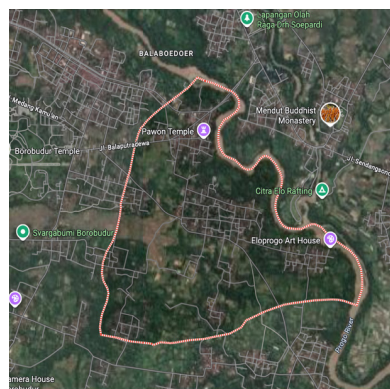


Figure 1. Maps of Wanurejo Village

Furthermore, Wanurejo plays a strategic role nationally as part of the Borobudur National Tourism Strategic Area (KSPN). The village is integrated with major development initiatives in the region, supported by priority infrastructure projects within the national tourism program (Presidential Regulation No. 3/2016). Its recognition as an independent and leading tourist village reflects the government’s commitment to encouraging tourism growth and highlights its important position in strengthening Borobudur’s appeal as a prime destination.

The sustainable development of tourism in Wanurejo necessitates a community-based approach (Community-Based Tourism/CBT). CBT emphasizes the active participation of residents in tourism planning and management, aiming to enhance community well-being while preserving the local environment and cultural heritage (Eka & Risa, 2023). Furthermore, CBT offers a pathway to increased employment opportunities in rural areas. To achieve these objectives, the Ministry of Tourism has advocated the integration of the Pentahelix model, fostering synergy among academia, business, government, community, and media stakeholders (Yudha et al., 2019). In village tourism development, the Pentahelix framework facilitates collaborative governance by harmonizing ecological, financial, and communal goals through multi-stakeholder engagement. This approach assigns complementary responsibilities to each participant: regulatory frameworks and physical development are overseen by government entities, while business organizations inject capital and implement creative solutions. Academic institutions offer evidence-based insights and capacity building, communication channels amplify visibility through strategic storytelling, and resident groups maintain active involvement in safeguarding indigenous traditions and decision-making processes. This integrated ecosystem creates a balanced approach to sustainable tourism management where all parties contribute their specialized expertise toward shared developmental objectives (Cita et al., 2025; Noviana et al., 2025).

However, securing the effective engagement of all stakeholders presents a challenge, as their primary focus often lies in relationship management, which is heavily contingent upon communication as a vital element (Estaswara, 2020). Participation extends beyond direct labor to encompass aspects of communication, operations, and decision-making at the community level (Sathiyah & Tomaselli, 2024). Collaboration among these actors is considered crucial for creating unique opportunities for the community, not only in financial terms but also in enhancing their involvement in innovative tourism planning and development. The implementation of the Pentahelix framework, however, frequently encounters obstacles. Challenges such as rent-seeking practices in the tourism sector, egocentric behaviors prioritizing personal gain, and limited facilities available to tourism actors (Pratiwi, 2017), indicate fundamental issues in the communication mechanisms among the various elements involved. Preliminary observations reveal indications of disharmony in stakeholder interactions, manifesting in forms such as miscommunication, suboptimal coordination, and unhealthy competition (Gan, 2020) using the revised social exchange theory (SET). Moreover, power imbalances and poor coordination between the community and tourism actors stem from a separation of groups within the organizational structure that tend to work separately and in an unintegrated manner; such separation forms part of a deliberate strategy to exacerbate disintegration (Liff & Andersson, 2011). Effective communication management is therefore essential to minimize internal organizational barriers and achieve shared goals, as Harivarman (2017) suggests that effective communication is that which can achieve the objectives of the communication activity.

This context signals underlying issues in the communication mechanisms among the elements involved in the development of Wanurejo Tourism Village. Despite substantial investments and the village's strategic position within the Borobudur National Tourism Strategic Area (KSPN), persistent communication gaps among local stakeholders threaten coordinated development. Preliminary observations reveal that these gaps manifest as miscommunication, fragmented coordination, power imbalances, and unhealthy competition, which are further compounded by rent-seeking behaviors and limited communication capacity. Such challenges impede efforts to achieve sustainable and inclusive tourism. The fluctuations in visitor numbers observed in the village further underscore the urgent need for adaptive, well-coordinated strategies to overcome these persistent communication barriers.

Given these challenges, this research aims to comprehensively analyze the communication barriers that contribute to disintegration within Pentahelix collaboration in Wanurejo. Specifically, the study will identify causal factors of communicative dysfunction and assess their effects on collaboration effectiveness and community participation. By diagnosing root problems and their implications, the research intends to formulate evidence-based communication strategies to foster more harmonious, participatory, and resilient community-based tourism governance. This research adopts Communication Accommodation Theory (CAT) as the primary analytical framework for understanding the dynamics of the intergroup communication involved.

Method

This study employed a descriptive qualitative approach to gain an in-depth understanding of communication barriers within Pentahelix collaboration. As Maxwell & Reybold (2015) state, this methodology aims to provide detailed, chronological accounts of observed events and informant statements.

To understand the dynamics of collaboration in the development of Wanurejo Tourism Village as a Borobudur subsystem, this research used a combination of three primary data collection methods, such as Focus Group Discussions (FGDs), in-depth interviews, and participant observation. Secondary data were also collected to strengthen the research's theoretical foundation.

1. Focus Group Discussions (FGDs) were conducted with 42 participants representing key stakeholders in the Pentahelix model. Participants were grouped based on Pentahelix elements and included government representatives (Central Java Provincial Youth and Sports Agency, Magelang Regency Youth and Sports Agency, Borobudur District Leadership Council (Muspika), and the Wanurejo Village Head), academics (Head of the UNIMMA Community Research and Empowerment Institute), media (Chairman of the Magelang Regency Indonesian Journalists Association (PWI), from Kedaulatan Rakyat, Kabarmagelang.com, and borobudurnews.com), and the community (representatives from the Village Consultative Body (Bappardes), tourism activists, SMEs, cultural practitioners, guides, the Wanurejo Village-Owned Enterprise (BUMDes), and Eksotika Desa). Each FGD session lasted approximately two hours and was guided by a semi-structured protocol. The purpose of the FGDs was to explore the dynamics of collaboration between Pentahelix elements in the development of Wanurejo Tourism Village as a subsystem of Borobudur.
2. In-depth interviews were conducted with 15 strategically selected key informants, including the village head, members of the Tourism Awareness Group (Pokdarwis), homestay managers, and craft entrepreneurs. The interviews lasted an average of 60-90 minutes and aimed to gain a deep understanding of the tourism village development strategy, the roles and synergies of stakeholders, and to map the potential, needs, and challenges of each stakeholder. These interviews provided valuable insights into each stakeholder's experiences and perspectives.
3. Participant observation was conducted over two months through direct involvement in community activities, such as village meetings, tourism events, and daily routines. This allowed researchers to directly observe interactions between stakeholders. Detailed field notes were taken during the observation.

To strengthen the study's theoretical basis, secondary data were collected from a variety of published sources, including scholarly articles and materials from relevant organizations' websites, to strengthen the theoretical basis and analytical rigor of the

study. Data analysis was conducted thematically and narratively to identify factors contributing to disintegrative communication, the impact of disintegrative communication on community collaboration and participation, and potential solutions to address identified communication barriers.

Results and Discussion

This study examined the synergy and collaboration among stakeholders in the development of Wanurejo Tourism Village, focusing on the application of the Pentahelix model. The Pentahelix model, encompassing government, academia, business, community, and media, is increasingly recognized as a critical framework for effective tourism development (Rizkiyah et al., 2019; Yudha et al., 2019). Consistent with the research objectives, the analysis focused on identifying communication barriers leading to disintegration within the Pentahelix collaboration, analyzing factors causing disintegrative communication, and understanding how disintegrative communication impacts the effectiveness of collaboration and community participation in tourism development in Wanurejo Village.

Roles and Contributions of Pentahelix Stakeholders in Wanurejo Tourism Village

The Indonesian government has designated the tourism sector as a key economic pillar, recognizing its potential to increase foreign exchange earnings, regional income, investment absorption, and unemployment reduction (Muliawanti et al., 2024, 2026). However, the development of this sector necessitates synergy among various stakeholders, given the involvement of multiple parties with differing interests (Rizkiyah et al., 2019). The Pentahelix concept, integrating government, academia, business, community, and media, has become a key strategy for ensuring the effectiveness of tourism development (Cita et al., 2025; Noviana et al., 2025; Yudha et al., 2019). The Ministry of Tourism specifically employs this concept to ensure the effectiveness of tourism activities, facilities, and services.

Wanurejo Tourism Village development also utilizes the Pentahelix concept. Table 2 outlines the role of each element in tourism development in the village.

Table 2. Roles of Pentahelix Stakeholders in Wanurejo Tourism Village

Stakeholder	Support
Government	<ul style="list-style-type: none"> a. Socializing laws and government regulations. b. Authority over policy preparation, formulation, implementation, and monitoring. c. Training and human resource development.
Academia	Assisting in addressing problems that arise in Wanurejo Village through research, community service, and training.
Business	Financial support through Corporate Social Responsibility (CSR) programs (e.g., BNI), standardization of tourism facilities ("Balkondes"), improvement of service quality, and organizational management.

Stakeholder	Support
Community	<ul style="list-style-type: none"> a. Tourism Activists: Directly involved in organizing tourism activities, providing services, offering products, and marketing tourism potential. Tourism potential includes cultural tourism, culinary tourism, religious tourism, craft tourism. b. Pokdarwis and Bapardes: Pokdarwis bridges the community with the government to carry out tourism activities in Wanurejo Village. Pokdarwis also provides tour packages to facilitate tourist activities. c. Local Residents: There are nine hamlets in Wanurejo that have attractive tourism visit potential. Local residents of Wanurejo Village play a role in supporting the sustainability of tourism activities that take place in each hamlet; the Wanurejo community also participates in creating "Sapta Pesona" (seven elements of tourism charm) with the designation of Wanurejo as a tourism village.
Media	Media promotion and publication of activities.

Analysis of Pentahelix Collaboration Dynamics

Although the core components of the Pentahelix model are present in Wanurejo, this research reveals challenges in achieving optimal synergy and collaboration, which hinders the full potential of the tourism village.

1. Academia

Academia contributes significantly through research, training, and community service, promoting increased community livelihoods. However, their effectiveness is contingent upon sustained support from the government and other stakeholders.

2. Government

The Wanurejo Village Government facilitates the management of the tourism village, collaboration with the private sector, and training from various parties. This aligns with Government Regulation of the Republic of Indonesia Number 72 of 2005 concerning Villages, Article 15, which mandates village governments to manage village potential for improving community welfare, justice, democracy, and respect for local culture. The Ministry of Tourism, Disporapar of Central Java Province, and Disparpora of Magelang Regency also play an active role in the establishment and development of tourism villages, including socialization, assessment, and training.

3. Business

The business sector contributes through CSR programs, primarily from BNI, which are managed by PT. Manajemen CBT Nusantara. These programs focus on standardization, service quality, and organizational development.

4. Media

The role of the media in promoting Wanurejo's tourism potential remains underdeveloped. Limited collaboration and proactive initiatives from the village level lead to delays and a lack of media coverage. Investment in content creator training and digital media skills is crucial for leveraging user-generated content and citizen journalism.

5. Community

Community participation is essential, yet internal competition among tourism

actors (e.g., between Pokdarwis and Bumdes, and among Pokdarwis groups) and the dominance of village elites in the planning and implementation process impede progress (Iswanti & Zulkarnaini, 2022). Ideally, the village government should foster a synergistic environment that encourages community initiatives. According to (Kaplanidou, 2021) the community can positively influence tourists because of the direct testimony of their behavior, experiences, and opinions. However, a tendency for elites to dominate planning and implementation, and subsequently monopolize tourism activities, was observed in Wanurejo. Our analysis finds that village elites tend to form an “in-group” and make less effort to accommodate the communication styles of other groups, which creates social distance and hinders collaboration. This lack of transparency in the division of authority and functions hinders the effective integration of the tourism subsystem.

Challenges in Collaboration and Integration

Community-Based Tourism (CBT) is presently regarded as a pivotal instrument for achieving social justice, community empowerment, equitable benefit distribution, redistribution of resources, and holistic community development, while simultaneously advocating for ownership rights within the tourism sector (Chin et al., 2024; Giampiccoli & Saayman, 2018; Mayaka et al., 2019) including community-based tourism (CBT. However, the success of CBT is inextricably linked to effective collaboration, necessitating support from a diverse range of stakeholders and the implementation of consistent and coherent policies. Prior research has consistently underscored that shared objectives and robust external support are of paramount importance in bolstering the successful implementation and operation of CBT initiatives (Chin et al., 2024; Giampiccoli & Saayman, 2018) including community-based tourism (CBT. Furthermore, the effectiveness of CBT is significantly influenced by transparency in the division of authority and functions related to tourism activities.

This study identifies key impediments to effective collaboration in tourism management in Wanurejo Village, Borobudur. These include an inadequate and sustained involvement in network building between the central government and supporting villages, and a management of the National Tourism Strategic Area (KSPN) that has not been adequately coordinated at the regional level, thereby diminishing opportunities for synergistic collaboration. A horizontal collaboration gap is evident in Wanurejo Village, characterized by competition and a lack of trust among community-based tourism actors. Divisions within the Pokdarwis group, unhealthy competition between tourism operators, and a lack of synergy between Pokdarwis and the Village-Owned Enterprise (BUMDes) have triggered the emergence of market monopolies and have resulted in fragmentation that exacerbates the ineffectiveness of tourism development (Pratiwi, 2017). A vertical collaboration gap arises from limited connections and networks at various social scales, from the local and provincial to the national and international levels. A scarcity of Corporate Social Responsibility (CSR) programs from both domestic and international investors, which are demonstrably vital to the development of the tourism business sector, particularly in KSPN areas with Wanurejo Village serving as a supporting village for Borobudur Temple, serves as a salient example of this challenge.

Addressing these gaps necessitates the implementation of more transparent and sustainable policies and practices in the division of authority, to foster a more harmonious and inclusive approach to collaboration. This, in turn, will enable CBT to function as an effective mechanism for community empowerment, capable of resolving structural challenges and strengthening the sustainability of tourism development, particularly in regions such as Wanurejo and other strategic tourism areas.

Analyzing Communication Disintegration within the Pentahelix Collaboration

While the essential components of the Pentahelix model are present in Wanurejo, this research identified significant challenges in achieving optimal synergy and collaboration, stemming, in part, from issues in the communication environment. Fieldwork revealed that communication styles among actors are often not accommodative, particularly on the part of village elites, thereby contributing to distrust and hindering broad-based participation.

1. Lack of Communication Accommodation

Data derived from focus group discussions (FGDs) and interviews indicate that village elites frequently form exclusive “in-groups,” fostering closed communication circuits, utilizing language and forums that are not inclusive, and creating social distance among stakeholders. For example, admissions from the village head (Lurah) regarding a lack of responsiveness to community aspirations and limitations of open forums highlight a structural divide that impedes the formation of collaborative networks. This resonates with Arida & Pujani, (2017), who emphasize that robust synergy and networking are essential for realizing community development built upon trust and mutual understanding. The application of the Pentahelix concept in this context faces complex social constraints. Although this strategy aims to strengthen collaboration and sustainability in the tourism sector, it has been found that homophilic tendencies within groups can strengthen social fragmentation and undermine the necessary synergy for comprehensively addressing challenges, consistent with the concept of group polarization (Rahmawati et al., 2021). A less-than-optimal level of community participation in the development of Wanurejo Tourism Village, underpinned by a prevailing assumption that development is solely the responsibility of the village government and tourism managers (Maharani et al., 2024), suggests that facets of communication and awareness regarding the importance of inclusive collaboration require substantial improvement if the sustainable development of the tourism sector is to be achieved effectively. Inadequate communication accommodation is a reality in Wanurejo. This necessitates the need for more inclusive communication, with a view to achieving effective collaboration.

2. Overlapping Roles and Responsibilities

Ambiguity in the delineation of authority and functions among various institutions, such as Pokdarwis and BUMDes, results in an overlap of tasks and responsibilities. This condition hinders the efficiency and effectiveness of tourism management. Data from interviews and discussions reveal that this overlap often incites conflict in tourism management and development. For example, during the implementation of cultural festivals, there were clashes of interest regarding the management of resources and the distribution of benefits, ultimately slowing the decision-making process and reducing the effectiveness of community development initiatives.

3. Unhealthy Competition

Competition among actors, including between Pokdarwis and BUMDes, as well as among fragmented Pokdarwis groups (older and younger factions), creates an unhealthy competitive atmosphere. This competition gives rise to market monopolization practices and conflicts of interest that impede innovation and constructive collaboration. Increasing egocentricity renders actors less receptive to criticism and alternative solutions, thereby reducing opportunities for innovation, which is crucial in tackling challenges such as tourism-related malfeasance and facility limitations (Pratiwi, 2017). Discrepancies in marketing strategies and resource management contribute to the fragmentation of the village's tourism ecosystem, thereby diminishing competitiveness and the overall

image of the tourism village.

4. Lack of Sustained Involvement from Central and Regional Government

Research indicates that vertical collaboration between the Village, Regency, Province, and Central Government remains fragmented. The role of the central government in mentoring and promotion is not optimal due to limited coordination and transparent communication. Many programs are implemented sporadically without sustained synergy, resulting in a shortage of human resource management and adequate facilities at the village level. The fact is, there is no synergy between the central government and the village, with them having infrastructure development programs that are not in line and there is no communication to management in the field.

Addressing Communication Barriers: Strategies for Integration

Communication barriers are often a major stumbling block in efforts to build harmonious collaboration among tourism actors in Wanurejo Village. In this situation, it is important for us to understand that power, as explained by Liff & Andersson, (2011) that does not always have to be a source of division. On the contrary, if managed wisely and transparently, power can be a tool to unite. Effective collaboration enables to combine resources, improve skills, strengthen networks, and create more constructive and synergistic relationships in developing tourism at the local level, in line with research findings (Jiang et al., 2023; Liburd et al., 2022; Mazza, 2023). As Mayaka et al., (2019) said, the concept of CBT is strongly influenced by a sense of involvement, which includes a sense of ownership, power, control, and the ability to make joint decisions.

To overcome these obstacles, we need to focus on strategies that integrate and strengthen communication and collaboration among all parties involved. One solution is to improve communication through collaborative processes and fair negotiations, supported by a culture of mutual respect and trust. Various innovations need to be developed, such as communication training that is adaptive to the local culture. This kind of training will help improve negotiation and conflict management skills. As Janaji & Ibrahim, (2019) once said, empowering communities with specific knowledge and skills can help solve problems related to CBT management.

To enhance the tourist experience and optimize the management of tourism villages, several strategic initiatives involving the implementation of AI technologies can be pursued, including the development of an AI-driven digital platform to map tourism potentials and needs. Multilingual chatbots, powered by Natural Language Processing (NLP) (Orosoo et al., 2024) and Machine Translation, can provide 24/7 access to information regarding attractions, accommodations, and events, as well as offer personalized recommendations. Personalized recommendation systems, leveraging Collaborative Filtering and Content-Based Filtering, can assist tourists in discovering experiences tailored to their individual interests, simultaneously boosting revenue for local businesses (Putra et al., 2024). Augmented Reality (AR) tour guides, employing Computer Vision and Object Recognition technologies, can provide interactive information about tourist sites, revitalizing local history and culture through 3D visualizations. Furthermore, tourist demand prediction systems, using Time Series Analysis and Machine Learning, can enable local businesses to optimize inventory and resources. Inspiration can be drawn from the Dieng Culture Festival in Wonosobo, which integrates Dieng stories and legends with a touch of modern digital art. Another promising innovation involves a 360° destination exhibition based on Virtual Reality (VR), showcasing the historical and cultural tourism potential of Wanurejo Village, adapting the Metaverse concept as already implemented in the Manunggal Jaya Borobudur Area. To promote effective planning, group discussions and multimedia-

based collaboration are crucial, facilitating strategic planning in real-time, reducing role redundancy, and strengthening cooperation networks among stakeholders. The development of an inclusive communication forum, facilitated by a neutral party, is also essential as a venue for both digital and physical dialogue.

Policy reforms for community-based tourism management that are oriented towards inclusiveness and sustainability are also needed. Empowerment programs based on a badge and point system have the potential to increase product innovation, service quality, as well as motivation to maintain environmental sustainability. Continuous monitoring and evaluation based on an emic approach, which directly involves the community in measuring the social, economic, and cultural impacts of tourism activities, will provide factual information regarding the successes and challenges of management, as well as be the basis for developing responsive and effective policies (Taylor, 2017).

The implementation of integrated strategies and innovations is expected to strengthen mutual understanding, expand promotion, and increase synergy between actors, including related government agencies, academics, media, business entities (through CSR programs), tourism awareness groups, and communities that participate directly in tourism management. Optimizing the system of transparency and open access to budget data and decision-making processes can be facilitated through the development of an information portal that guarantees fairness and accountability (Taylor, 2017).

Thus, the success of tourism-based economic development depends heavily on mechanisms for strengthening effective networks and communication. Without healthy, inclusive, and transparent communication, the potential for collaboration to maximize benefits for local communities will be difficult to realize. Therefore, synergistic strategic efforts from the government, private sector, and community need to be intensified through innovative and technology-based policies, to build a collaborative ecosystem that is able to accommodate diversity, strengthen trust, and support the sustainability of community-based tourism development in an inclusive and sustainable manner. Effective communication is the main foundation for achieving this success. Through good communication, perceptions of shared benefits can be built, and open information exchange will facilitate coordination between all stakeholders (Mazza, 2023). This success depends heavily on how we continue to build solid networks and ensure that all parties feel they are benefiting, so that harmonious synergy is created.

Conclusion

This research reveals that although Wanurejo Tourism Village embodies the core components of the Pentahelix model, communication barriers and a lack of synergistic collaboration hinder its potential for sustainable and inclusive growth. Factors such as a lack of communication accommodation, overlapping roles and responsibilities, unhealthy competition among stakeholders, and a lack of sustained engagement from central and local government agencies contribute to a fragmented and disintegrative communication environment. Addressing these communication barriers is crucial to fostering true collaboration and achieving Community-Based Tourism goals. Improvement strategies include promoting inclusive communication through adaptive training and fair negotiations, utilizing AI-based digital platforms to map tourism potential and connect stakeholders, encouraging open dialogue in inclusive communication forums, and implementing policy reforms that ensure transparency and equitable distribution of benefits. Ultimately, the success of Wanurejo Tourism Village depends on fostering an environment of mutual trust, respect, and shared understanding, supported by effective communication mechanisms that empower all stakeholders to contribute meaningfully to sustainable development.

Thus, prioritizing synergistic strategic efforts, innovation, and technology-based policies is crucial to building a robust collaborative ecosystem that accommodates diversity, strengthens networks, and ensures long-term benefits for the community.

This study's primary limitation lies in its descriptive, qualitative nature, which, while effective in identifying key communication barriers, does not quantify their specific impact or delve deeply into the underlying factors that drive them. To build upon these foundational insights, future research should adopt a more robust methodological approach. Specifically, a quantitative analysis using a technique such as the Analytic Network Process (ANP) is recommended to prioritize the most critical communication barriers, thereby guiding more targeted intervention strategies. Additionally, conducting a comparative analysis with other tourism villages would be invaluable, as it would help determine whether the identified challenges in Wanurejo are a unique local phenomenon or a more widespread pattern in community-based tourism development across Indonesia.

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