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BUILDING STAKEHOLDER COLLABORATION FOR CULTURAL HERITAGE TOURISM VILLAGES IN PURWAKARTA: A CASE FOR SUSTAINABLE DEVELOPMENT

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Abstract

This study investigates the influence of stakeholder collaboration factors communication, commitment, and trust on the effectiveness of cultural heritage tourism development in Purwakarta Regency, Indonesia. A conceptual model was developed based on social exchange theory and adapted from Ramayah et al. (2021), incorporating network collaboration as a mediating variable. Employing a quantitative approach with Structural Equation Modeling-Partial Least Squares (SEM-PLS), data were collected from 135 tourism stakeholders, including local governments, tourism groups, SMEs, and cultural actors. The findings show that commitment and trust significantly influence network collaboration, while communication does not. However, communication, commitment, and trust do not directly affect destination development effectiveness, and network collaboration does not mediate these relationships. The novelty of this study lies in the localized adaptation of the collaboration model to rural tourism contexts characterized by cultural heritage, emphasizing the strategic role of human resources. The study contributes theoretically to collaborative governance in tourism and offers practical implications for strengthening community-based tourism strategies aligned with the Sustainable Development Goals (SDGs).

Keywords: stakeholder collaboration, network governance, rural tourism, cultural heritage, sustainable development

INTRODUCTION

Despite extensive literature emphasizing the importance of cross-sector collaboration in tourism development, limited empirical research has examined the strategic role of human resource capabilities as a moderating factor within stakeholder networks. In the context of rural cultural tourism, the competence and commitment of human resources are critical for sustaining long-term development initiatives. Although stakeholder collaboration is widely acknowledged as essential to developing culture-based tourism destinations, studies quantitatively investigating the interactions among key relational variables such as communication, commitment, trust, shared goals, collaborative leadership, and resource sharing remain scarce. In Indonesia, cross-sector communication within tourism partnerships remains fragmented, especially in rural tourism villages, highlighting the need for development models rooted in local wisdom. While the Pentahelix collaboration model is widely promoted, empirical assessments of its relational effectiveness, particularly in heritage-based tourism, are still lacking. To address this gap, this study explores the effects of communication, commitment, and trust on the effectiveness of destination development, with network collaboration as a mediating factor.

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

Building successful network collaboration in the tourism industry starts with effective communication. Communication among stakeholders including village governments, MSMEs, local communities, and external partners should go beyond technical information-sharing. It must also involve understanding local culture, values, and aspirations in the context of developing tourism villages. According to Arli et al. (2022), high-quality communication in inter-organizational networks is characterized by openness, empathy, and mutual respect, which are crucial for stakeholder trust and long-term engagement. Recent studies by Tuan et al. (2021) and Nguyen & Nguyen (2020) emphasize that transparent and responsive communication reduces uncertainty and conflict, enabling faster consensus and joint decision-making in community-based tourism projects. In Purwakarta's cultural tourism villages, communication plays a central role in creating a shared narrative, aligning development visions, and ensuring that destination branding, visitor experience, and heritage conservation efforts are cohesive. In today's digital era, platforms such as social media, digital tourism hubs, and mobile apps enhance two-way communication between local tourism actors and travelers, as well as among the stakeholders themselves. Therefore, strengthening the communication capacity of tourism village stakeholders is a strategic foundation for building a resilient, adaptive, and sustainable collaboration network.

H1: In the development of tourism destinations, network collaboration is positively impacted by stakeholder communication.

One of the key requirements for creating and preserving enduring bonds among stakeholders in the development of tourism communities is commitment. Commitment reflects the psychological attachment and proactive willingness of individuals or institutions to achieve common goals despite facing challenges or differing interests (Putri et al., 2023). In the context of community-based tourism, commitment indicates a sense of belonging to the place and a dedication to preserving its long-term sustainability. According to Rahmat et al. (2020), commitment strengthens collaborative networks by motivating members to continue engaging, sharing knowledge, and resolving conflicts constructively. Commitment is also recognized as a key factor in the success of inter-organizational partnerships in tourism, especially in ensuring continuity and trust among diverse actors (González-Rodríguez et al., 2019). In Purwakarta, commitment is exemplified through the village government's efforts to provide infrastructure, the proactive involvement of Pokdarwis in promotion, and traditional leaders' cultural preservation. Furthermore, commitment in sustainable tourism village development may manifest through the sharing of resources, continuous participation, and openness to innovation. It is closely intertwined with communication and trust relationships built on transparency and mutual respect naturally foster stronger commitment. Therefore, building commitment requires more than formal agreements; it demands relationship-oriented strategies, inclusive dialogue, and joint decision-making.

H2: In the development of tourism destinations, network collaboration is positively impacted by stakeholder commitment.

Building solid and long-lasting relationships between stakeholders in a cooperative network for the development of a tourism village is fundamentally based on trust. Trust, in this context, refers to the belief that other stakeholders will behave consistently, honestly, and reliably, and that they have good intentions in sustaining collaborative relationships (Zhang et al., 2020). Due to the interdependence and complexity of stakeholder roles in tourism development, trust is crucial for reducing uncertainty and perceived risks. Recent studies, such as that by Rahman et al. (2021), highlight that trust functions as a social lubricant it fosters cooperation, transparency in information sharing, and enhances the cohesion of the collaborative network. When stakeholders trust one another, coordination becomes more efficient, and collective decision-making can be accelerated without fear of betrayal or opportunistic behavior. In Purwakarta's emerging tourism villages, trust

is nurtured through regular social interaction among community members, MSMEs, cultural leaders, Pokdarwis, and village officials. This mutual trust is cultivated through participatory forums, voluntary work, and joint implementation of shared goals. Over time, such trust evolves into valuable social capital that supports the co-management of tourism assets. Building trust requires sustained commitment to shared values, open communication, and a willingness to support one another. As emphasized in recent applications of social exchange theory, trust encourages reciprocal interactions that yield mutual benefits and reinforce the long-term sustainability of collaborative networks (Chen & Lin, 2018).

H3: Stakeholder trust has a good effect on network collaboration in the development of tourist attractions.

Network cooperation is the process of strategic engagement between different actors in a tourist network with the goal of maximizing cooperative performance in destination development, bringing talents together, and aligning interests. The sides actively participate in the creation and implementation of cooperative initiatives, making this partnership not just coordinative but also co-creative. Network collaboration is positioned by Ramayah et al. (2021) as an intervening variable that bridges the impact of collaborative leadership, communication, commitment, trust, shared goals, and resource sharing on destination development efficacy. When all of these components function together, network collaboration will develop in a stable and long-lasting way. In the context of Purwakarta's tourism village development, network collaboration serves as the primary means of fostering synergy among the village government, community, business actors, and education sector in order to develop innovative tourism products, preserve local culture, and enhance the allure of destinations. Additionally, this partnership makes destinations more resilient to outside threats like pandemics, climate change, and economic ups and downs. The way stakeholders in the tourism industry work together and exchange information has changed significantly as a result of digital transformation. Communication technology is the primary facilitator that makes network collaboration between actors like the government, communities, local business actors, academics, and tourists more effective in the context of creating tourism destinations, particularly tourist villages. Digital services that facilitate cross-sector and cross-location coordination include Telegram, Google Workspace, WhatsApp groups, and online collaborative forums. Several tourism awareness groups have also used project management tools like Trello and Notion to plan, oversee, and assess community-based tourism initiatives in a participatory way. According to a study by Putri & Nugroho (2023), using communication technology strategically can enhance relationships, increase mutual trust, and speed up destination management decision-making. In the meantime, Rahmawati et al. (2022) discovered that the utilization of digital media within the ecosystem of the tourism village can promote innovation in tourism services, boost the engagement of the younger generation, and sustainably broaden the reach of tourism marketing. In order to create dynamic, responsive, and adaptable collaboration in the digital age, communication technology integration is therefore not only a supporter but also a critical component. This technology must be used in a way that empowers local populations, is inclusive, and aligns with the goal of developing sustainable tourism.

H4: The efficiency of developing a tourist attraction is positively impacted by network cooperation.

The development of successful and sustainable tourism destinations, particularly in community-based settings such as cultural heritage villages, depends heavily on effective collaboration among stakeholders. Three foundational constructs communication, commitment, and trust serve as the primary pillars in building and sustaining collaborative networks that drive destination effectiveness. Stakeholder communication is the first critical element. It involves not only the exchange of technical and operational information but also the sharing of values, aspirations, and local cultural contexts. According to Putri et al. (2023), open, frequent, and empathetic communication promotes mutual understanding and reduces conflict in tourism partnerships. Communication enhances the clarity of shared goals, enables adaptive planning, and supports the

alignment of actions among actors such as local governments, MSMEs, community groups, and cultural leaders. Stakeholder commitment reflects the psychological attachment and dedication of stakeholders to the long-term goals of tourism development. As noted by Rahmat et al. (2020), commitment encourages consistent participation, the mobilization of local resources, and collective resilience in the face of challenges. In the context of tourism villages, strong commitment manifests in sustained engagement in decision-making, promotion, cultural preservation, and service delivery. Stakeholder trust, in turn, is the social foundation upon which collaborative networks are built. Trust enables stakeholders to engage without fear of opportunism or betrayal, thereby increasing willingness to share knowledge and resources. Rahman et al. (2021) describe trust as a "social lubricant" that facilitates coordination, reduces uncertainty, and fosters long-term collaboration among interdependent actors. The three variables communication, commitment, and trust do not act in isolation. Their combined influence is channeled through network collaboration, which serves as a mediating mechanism. According to Chen & Lin (2018), network collaboration represents the active process of joint planning, resource sharing, and decision-making among stakeholders. It transforms interpersonal and inter-organizational relationships into coordinated actions toward shared goals. Ultimately, the success of destination development measured by increased tourist satisfaction, economic empowerment, cultural preservation, and environmental sustainability is strongly shaped by the quality of stakeholder collaboration. When communication is transparent, trust is established, and commitment is shared, and these are mediated through effective collaborative practices, the likelihood of achieving a resilient and competitive tourism destination increases substantially (Yusof et al., 2022; Setiawan et al., 2023). Thus, the theoretical framework posits that stakeholder communication, commitment, and trust have a positive and significant impact on the success of tourism destination development, mediated by network collaboration. This integrated model reflects the interdependent and relational nature of community-based tourism governance in a sustainable development context.

H5: The Impact of communication on the success of developing a tourist destination is mediated by network collaboration.

H6: The Impact of dedication on the success of developing a tourist destination is mediated by network collaboration.

H7: The impact of trust on the success of developing a tourist destination is mediated by network collaboration.

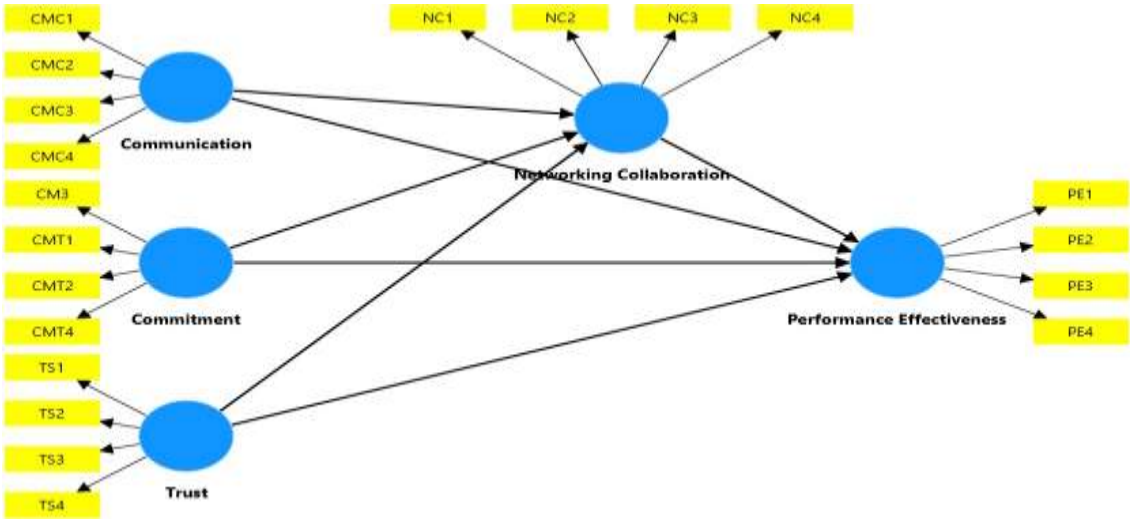

Figure 1. Research Model

RESEARCH METHODS

This study employs a quantitative research design using Structural Equation Modeling Partial Least Squares (SEM-PLS) to test the proposed model and hypotheses. The study is explanatory in nature, aiming to examine the influence of stakeholder collaboration dimensions on the effectiveness of tourism destination development through network collaboration.

Population and Sample

The population in this study includes stakeholders involved in the development of cultural heritage tourism villages in Purwakarta Regency, West Java. These include representatives from local governments, Pokdarwis (tourism awareness groups), SMEs, community leaders, and cultural actors. Using a purposive sampling technique, a total of 135 valid responses were obtained. The sample size determination refers to the minimum ratio of 10 respondents per indicator as commonly used in Partial Least Squares Structural Equation Modeling (PLS-SEM), following the recommendation by Hair et al. (2017) and Sarstedt et al. (2022) for ensuring model reliability and statistical power.

Data Collection and Instrument Development

Data were collected using a structured questionnaire, distributed both online via Google Forms and offline during workshops and stakeholder gatherings. Each variable in the study communication, commitment, trust, network collaboration, and destination effectiveness was measured using four indicators adapted from previously validated instruments (e.g., Ramayah et al., 2021; Yusof et al., 2022; Rahman et al., 2021; Putri et al., 2023). Responses were rated on a 5-point Likert scale, ranging from 1 (*strongly disagree*) to 5 (*strongly agree*).

Data Analysis Techniques

The analysis was conducted using SmartPLS 3.0 software. The evaluation of the measurement model included testing for indicator reliability (outer loadings), internal consistency (Cronbach's Alpha and Composite Reliability), and convergent and discriminant validity (AVE and Fornell-Larcker Criterion). The structural model was assessed using path coefficients, t-statistics, p-values, R^2, Q^2, and SRMR (Standardized Root Mean Square Residual) to evaluate model fit and explanatory power.

This study uses a quantitative approach with Structural Equation Modeling using the PLS method (SEM-PLS). Data were collected from 135 stakeholders involved in the tourism sector in Purwakarta Regency, including representatives from local governments, Pokdarwis, SMEs, and cultural figures. The instrument used a Likert scale with indicators adapted from Ramayah et al. (2021). The model's validity was tested using outer loading, AVE, composite reliability, Cronbach's alpha, and discriminant validity via Fornell-Larcker criteria.

RESULTS AND DISCUSSION

1. Measures and Assessment of Goodness of Measures

A measurement strategy comprising formative and reflective indicators is used in this study. Every indicator has a specific variable linked to it. If the loading factor is positive and higher than 0.7, the indicator is deemed legitimate. This number shows that all of the investigated data have a standard distribution and may thus be used in further experiments. The criteria for evaluating the measuring model in use are as follows: The value of outerloading ought to be greater than 0.7. Additionally, the average extract variance, or AVE, value needs to be greater than 0.5. Measurement of discriminant validity using the Fornell Lacker Criterion. It can be concluded that discriminant validity is unaffected whether the confidence interval (CI) value is less than 1.00 at CI (2.5%) or CI (97.5%) (Henseler et al., 2015). The cross-loading values reveal discriminatory facts: (1) each item has the highest load on the related construct, and (2) the value must be the square root of each AVE concept higher than its correlation with other constructs. Although the values of CR (composite reliability) and CA (Cronbach's alpha) are used to quantify reliability, the value must be greater than 0.7 and rho-a greater than 0.6. All supporting indications for the structural equation model variables are legitimate and consistent for additional testing if all necessary requirements are satisfied (Hair et al., 2021).

Table 1. Summary of Measurement Model Results

Variable & Item	Outer Loading	AVE	Cronbach Alpha (CA)	Composite Reliability (CR)	Cross Loading				
					X1	X2	X3	Z	Y
Communication (X1)									
C1	0,798	0,775	0,903	0,911	**0,798**	0,646	0,600	0,510	0,612
C2	0,914				**0,914**	0,757	0,731	0,651	0,701
C3	0,900				**0,900**	0,734	0,770	0,719	0,656
C4	0,906				**0,906**	0,770	0,764	0,734	0,656
Commitment (X2)									
C5	0,778	0,670	0,835	0,837	0,679	**0,778**	0,685	0,582	0,690
C6	0,833				0,698	**0,833**	0,693	0,699	0,696
C7	0,866				0,701	**0,866**	0,755	0,727	0,597
C8	0,794				0,627	**0,794**	0,668	0,674	0,573
Trust (X3)									
C9	0,837	0,775	0,902	0,905	0,615	0,699	**0,837**	0,702	0,621
C10	0,909				0,768	0,784	**0,909**	0,738	0,761
C11	0,917				0,760	0,778	**0,917**	0,694	0,701
C12	0,855				0,727	0,749	**0,855**	0,692	0,712
Networking Collaboration (Z)									
C13	0,926	0,812		0,923	0,649	0,716	0,718	**0,926**	0,686

Variable & Item	Outer Loading	AVE	Cronbach Alpha (CA)	Composite Reliability (CR)	Cross Loading				
					X1	X2	X3	Z	Y
C14	0,886		0,923		0,670	0,756	0,714	**0,886**	0,666
C15	0,893				0,666	0,749	0,730	**0,893**	0,643
C16	0,900				0,711	0,737	0,733	**0,900**	0,685
Performance Effectiveness (Y)									
C17	0,872	0,737	0,881	0,883	0,704	0,707	0,743	0,688	**0,872**
C18	0,819				0,642	0,689	0,721	0,620	**0,819**
C19	0,879				0,571	0,648	0,647	0,636	**0,879**
C20	0,862				0,637	0,632	0,607	0,600	**0,862**

Table 1 indicates that each construct's factor loading value falls between 0.778 and 0.926, which is acceptable since all factor loading values are variable indicators of greater than 0.7. This number indicates how these indicators have a strong influence on the variables. Both convergent and discriminant approaches are used to measure validity. Convergence, also known as AVE, is used to assess the reliability of any correlation that is taken from diversity. For every variable, the research AVE values varied between 0.670 and 0.812. If the AVE value is greater than 0.5, it is considered acceptable. This figure shows how each indication affects each variable differently. Crossloading and inference values were used to assess discriminative validity. Compared to the correlation with other constructions, the cross-loading value is larger (see Table 1). There were no issues with discriminant validity as indicated by the research cross-loading value and the research confidence interval. However, because Cronbach's alpha was higher than 0.5 or composite reliability was higher than 0.7, construct reliability in this study was deemed reliable.

Table 2. Fornell Lacker Criterion

	Commitment	Communication	Networking Collaboration	Performance Effectiveness	Trust
Commitment	**0,856**				
Communication	0,827	**0,881**			
Networking Collaboration	0,820	0,748	**0,901**		
Performance Effectiveness	0,782	0,747	0,744	**0,858**	
Trust	0,816	0,817	0,803	0,796	**0,880**

All square roots of AVE (2√) of each construct are bigger than their association with other variables, according to the Fornell-Larcker Criterion table from the PLS computation above. The test results indicate that the discriminant validity of the model is good.

2. Structural Model

Avkiran and Ringle (2018) assert that the estimation of the model structure can be supported by a good measurement model.These findings will demonstrate that the hypothesis is consistent with the applied theory.The correlations between the observed variable outcomes (VIF) are compiled in Table 2.VIF requirements must be less than 10.The study's VIF value for the variable correlation ranged from 3.693 to 5.290.Multicollinearity between variables is not present, according to this score. The value of R2 must fall between 0 and 1 in order to meet the criteria for the coefficient of determination (0 R^2 1). R2 is near 0 low influence, R2 is close to 1 strong

impact, and if = 0, there is no effect. For the variable performance effectiveness, the determinant research value is 0.679.

Table 3. Summary of Structural Model Results

Constructs	X1	X2	X3	Z	Y	R^2	Q^2	Estimated Model
Communication				3,693	3,731			
Commitment				4,586	5,290			
Trust				4,359	4,747			
Networking Collaboration						0,707		
Performance Effectiveness						0,679	0.722	
FIT MODEL								
SRMR								0,060

Performance efficacy has an R-square of 0.679, or 67.9%. This suggests that networking collaboration, communication, dedication, and trust account for 67.9% of the variability of performance effectiveness, with other characteristics not covered in this study accounting for the remaining 32.1%. 72.2%, or 0.722, is the Q-Square predictive relevance (Q^2). This may suggest that the overall model of 72.2% can account for the variety of performance efficiency characteristics. Other factors not covered in this study account for the remaining 27.8%. The standard root mean square residual (SRMR) value indicates the fit model criterion, which must be less than 0.10. With an SRMR value of 0.060, which is less than 0.10, the structural model is deemed to be good. The original sample, T statistics, and P-value are the criteria that are utilized to view path analysis.nThe first sample value ranges from -1 to +1. If the values of the two variables are near +1, they are considered favorably connected; if they are not, the inverse is true. Acceptable T statistics must be higher than the T table (the T table value is 1.96 for an alpha value of 0.05). The significance value, or acceptable P value, must be less than 0.05. H1 through H7 are accepted by researchers (Table 3).

Table 4. Hypothesis Testing

Hypotheses and paths	*t-Values*	*p-Values*
Commitment -> Networking Collaboration	**2,944**	**0,003**
Commitment -> Performance Effectiveness	1,500	0,134
Communication -> Networking Collaboration	0,744	0,457
Communication -> Performance Effectiveness	0,813	0,416
Networking Collaboration -> Performance Effectiveness	0,815	0,415
Trust -> Networking Collaboration	**2,348**	**0,019**
Trust -> Performance Effectiveness	1,921	0,055
Commitment -> Networking Collaboration -> Performance Effectiveness	0,912	0,362
Communication -> Networking Collaboration -> Performance Effectiveness	0,304	0,761
Trust -> Networking Collaboration -> Performance Effectiveness	0,685	0,494

CONCLUSION

This study examined the influence of stakeholder communication, commitment, and trust on the effectiveness of cultural heritage tourism destination development in Purwakarta Regency, with network collaboration serving as a mediating variable. The results reveal that trust and commitment have a significant influence on stakeholder collaboration within tourism networks. These findings align with previous research by Ramayah et al. (2021) and Bouças da Silva et al. (2023), emphasizing that social capital in the form of mutual trust and shared commitment is a fundamental enabler of effective collaboration in tourism governance. This suggests that in a culturally embedded context like Purwakarta, stakeholders' willingness to participate and sustain tourism efforts is closely tied to the strength of relational bonds. Interestingly, the study found that communication does not significantly influence either network collaboration or tourism development effectiveness. This contradicts established theories and prior studies (e.g., Mohr & Spekman, 1994), which often highlight communication as a catalyst for joint decision-making and conflict resolution. In this case, the lack of significance may be due to fragmented or one-directional communication practices among stakeholders. Cultural and institutional contexts may also contribute to limited engagement, especially when top-down governance models restrict open and participatory dialogue. Furthermore, the study demonstrates that network collaboration itself does not significantly affect the effectiveness of destination development. While collaboration is often seen as a key mechanism for fostering innovation and joint action, its impact appears conditional upon the presence of enabling structural and institutional factors. Without adequate governance support, shared leadership, and clear distribution of benefits, even well-established networks may fail to produce tangible development outcomes. Several potential explanations emerge from these findings. First, the stage of tourism development in Purwakarta may still be too early to observe significant impacts of collaboration on performance outcomes. Second, the quality of collaboration may be limited being symbolic rather than strategic. Third, stakeholder perceptions of abstract constructs like trust and commitment may not align with theoretical definitions, possibly leading to inconsistencies in survey responses. Finally, there may be other dominant external factors such as government policy, destination attractiveness, or economic incentives that play a greater role in determining tourism success than the relational variables examined in this study. In sum, these findings highlight that while trust and commitment are essential to fostering collaboration, they are not sufficient on their own to drive destination performance. Effective tourism development requires a more holistic and integrated approach that combines strong stakeholder relationships with institutional capacity, resource support, and inclusive governance mechanisms. This study concludes that while trust and commitment play a significant role in enhancing network collaboration among tourism stakeholders, these relational factors do not directly influence the effectiveness of cultural heritage tourism development in Purwakarta Regency. Furthermore, communication though theoretically essential was found to have no significant effect on either collaboration or development outcomes. Network collaboration itself also did not serve as a significant mediating variable in this context. These findings indicate that building relationships alone is not sufficient to ensure successful tourism development. Instead, collaboration must be supported by enabling conditions such as strong institutional frameworks, shared goals, inclusive governance, and adequate resource allocation. In Purwakarta's case, the early stage of tourism development and the dominance of structural challenges may limit the impact of relational factors. Therefore, the success of tourism initiatives depends not only on how stakeholders relate to one another, but also on how effectively those relationships are translated into concrete actions and supported by systemic policy and infrastructure. Ultimately, this study contributes to a more critical understanding of stakeholder collaboration in rural tourism, emphasizing the need for strategic alignment between trust-based relationships and structural enablers to achieve sustainable development goals.

Theoritical dan Practical Implications

This study offers several theoretical and practical implications. From a theoretical perspective, the findings contribute to the growing discourse on collaborative governance in tourism by emphasizing the conditional role of trust and commitment in strengthening stakeholder collaboration. While these relational variables are often assumed to directly enhance development performance, the results suggest that their effectiveness depends on broader contextual and structural factors. The study challenges overly simplistic models of network collaboration and highlights the need to refine existing frameworks by incorporating enabling institutional conditions, governance dynamics, and local socio-cultural realities. On the practical side, the results underscore the importance of strengthening institutional support, leadership capabilities, and coordination mechanisms in community-based tourism. Stakeholders, including government agencies, local tourism groups, SMEs, and cultural actors, must go beyond symbolic cooperation and foster more strategic and outcome-driven collaboration. Enhancing the capacity of tourism actors through training, building trust-based communication channels, and ensuring fair benefit distribution are essential to translating collaboration into tangible development outcomes. Moreover, policies must be aligned with local needs, and tourism development should be designed to be inclusive, culturally rooted, and consistent with the principles of sustainability and the Sustainable Development Goals (SDGs).

Recommendations for Further Research

Future research should build on the current findings by adopting more nuanced and context-sensitive approaches. A mixed methods or qualitative research design is highly recommended to capture the complexity of relational dynamics among tourism stakeholders, which may not be fully represented through quantitative measures alone. In-depth interviews, case studies, and participatory observation could uncover deeper insights into how communication, trust, and commitment are built, perceived, and enacted in local tourism networks. In addition, future studies should explore other dominant factors that may influence destination development, such as the role of public policies, local economic capacity, leadership effectiveness, and the attractiveness of tourism products. It is also crucial to assess the evolving impact of digital transformation and communication technologies in facilitating or hindering collaboration. Longitudinal studies would be valuable to track how stakeholder networks evolve over time and how collaborative relationships mature and translate into performance improvements. By expanding the scope and methodological rigor, future research can provide a more comprehensive understanding of what makes tourism collaboration successful in practice.

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