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ARTICLE

ADAPTIVE STRATEGIC MANAGEMENT IN SUSTAINABLE TOURISM GOVERNANCE: CROSS-SECTOR COLLABORATION IN PANGANDARAN, INDONESIA

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Abstract

This study examines the urgency of adaptive strategic management in sustainable tourism governance in Pangandaran Regency, Indonesia, where high visitor flows, coastal safety risks, retribution reform, and environmental pressures challenge conventional destination management. The study aims to analyze how adaptive strategic management is implemented through cross-sector collaboration in responding to visitor pressure, safety risks, retribution governance, and coastal sustainability. The conceptual framework integrates adaptive strategic management, collaborative governance, and sustainable tourism governance. Using a qualitative case study approach, the research analyzes open-source data, including official statistics, regional regulations, government information, credible news reports, and relevant scholarly literature published no later than 30 December 2024. The findings show that Pangandaran's governance response combines regulatory adjustment, visitor-flow control, beach safety operations, emergency services, environmental action, and multi-actor coordination. The study argues that sustainable coastal tourism requires adaptive governance capacity that links fiscal accountability, public service readiness, risk management, and environmental stewardship effectively.

Keywords: Adaptive Strategic Management; Sustainable Tourism Governance; Cross-Sector Collaboration

A. INTRODUCTION

Sustainable tourism requires destination governance that can balance economic growth, environmental quality, tourist experience, and local institutional capacity (Rizal, Apriliani, & Permana, 2021). Coastal destinations are particularly vulnerable because tourism activities directly intersect with ecological carrying capacity, visitor safety, local economic space, and public service infrastructure (Rizal, Apriliani, & Permana, 2021). Pangandaran Regency holds a strategic position in West Java tourism, as it recorded 3,930 international tourists, 3,894,645 domestic tourists, and 3,898,575 total visits to tourist attractions in 2023 (Badan Pusat Statistik Provinsi Jawa Barat, 2024). The availability of regional statistical data through *Pangandaran Regency in Figures 2024* further supports the need to understand Pangandaran tourism as a development sector shaped by demographic, economic, institutional, and public service conditions (Badan Pusat Statistik Kabupaten Pangandaran, 2024). The regional tourism

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development framework has also been institutionalized through RIPPARDA 2018–2025, which regulates the principles, vision, mission, objectives, targets, policies, strategies, programs, supervision, and control of tourism development in Pangandaran (Pemerintah Kabupaten Pangandaran, 2018).

The pressure on tourism governance in Pangandaran becomes more visible when the destination faces peak-season visitor flows, such as during the 2024 Eid holiday, which recorded 159,125 tourist visits to Pangandaran destinations (ANTARA, 2024). This situation requires managerial capacity that goes beyond promotion and local revenue generation, as it also involves beach safety, access congestion, health services, environmental cleanliness, and tourism risk control (ANTARA, 2024). The local government has responded through fiscal and administrative adjustment, including Regent Regulation No. 33 of 2023 on the governance of tourism destination retribution collection, which regulates types of retribution, tourist destinations, collection mechanisms, payment, deposit, collection officers, and supervision (Pemerintah Kabupaten Pangandaran, 2023). Further regulatory adaptation appears in Regent Regulation No. 23 of 2024, which governs the management procedures of regional retribution, including deposits to the regional treasury, third-party cooperation or appointment, audits, billing, collection incentives, and administrative sanctions (Pemerintah Kabupaten Pangandaran, 2024). Cross-sector collaboration is also evident in beach tourism security during the 2024 Eid holiday through the involvement of Satpolairud, West Java Regional Police, Balawista, the Indonesian Navy, Basarnas, SAR volunteers, service posts, the regional hospital, community health centers, PSC 119, and health posts (ANTARA, 2024).

The concrete form of sustainable tourism in coastal destinations lies in the capacity of destination managers to control carrying capacity, regulate tourist flows, maintain environmental quality, strengthen visitor safety, and ensure that local communities receive fair economic benefits. Navarro Jurado et al. (2012) emphasize that coastal destinations shaped by mass tourism must assess their growth limits through synthetic indicators so that tourism activity does not exceed the ecological and social capacity of the destination. Leka et al. (2022) show that the *Tourism Carrying Capacity Index* can function as a decision-making tool for monitoring tourism pressure, environmental conditions, and policy responses in coastal areas facing visitor density, urbanization, and climate-related challenges. Wondirad, Tolkach, and King (2020) argue that ecotourism sustainability cannot be achieved through destination promotion alone, but requires active collaboration among government, business actors, local communities, and supporting stakeholders to balance conservation, community welfare, and the quality of tourist experience. In the Pangandaran context, these ideas direct sustainable tourism toward the need for adaptive strategic management that can transform visitor data, beach safety risks, waste management, retribution policy, and cross-sector coordination into a fast, measurable, and sustainability-oriented policy response.

Pangandaran faces a complex governance problem because its coastal tourism character requires simultaneous coordination among local revenue management, public services, visitor safety, and environmental sustainability. High tourist flows can strengthen the local economy, yet they also increase pressure on ticketing capacity, entrance flow regulation, staff readiness, beach cleanliness, and marine accident mitigation. Beach tourism risk becomes a crucial issue because incidents involving tourists swept away by waves indicate that the quality of tourism experience in Pangandaran depends heavily on the local capacity to connect safety information, field supervision, emergency response, and visitor behavior. Retribution management should therefore not be understood merely as a local revenue instrument, but as a strategic tool for

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building accountability, transparency, and service quality in destination governance. These conditions show that Pangandaran requires adaptive strategic management that can integrate planning, regulation, actor collaboration, risk-oriented public services, and destination sustainability within a coherent tourism governance framework.

Previous studies have provided an important foundation for understanding tourism governance in Pangandaran. Putro and Briliyanti (2022) show that stakeholder collaboration in Pangandaran's *Destination Management Organization*-based governance has been relatively effective through shared goals, equality, and stakeholder commitment. Rizal, Apriliani, and Permana (2021) find that coastal tourism management in Pangandaran should move toward a sustainable development scenario because the ecological dimension remains less sustainable, while the infrastructure and technology dimensions are not yet sufficiently supportive of destination sustainability. Gartiwi, Irawati, and Karlina (2022) reveal that the implementation of regional tourism destination development policy in Pangandaran has not been fully effective, particularly due to uneven management of tourist attractions, mass tourism pressure, waste problems, accessibility limitations, and policy-content constraints. These studies indicate that Pangandaran has been examined through stakeholder collaboration, coastal sustainability strategy, and destination policy implementation, but they have not yet positioned adaptive cross-sector response as the central analytical lens for strategic management in sustainable tourism governance.

This study shares similarities with previous research in positioning Pangandaran as a strategic destination that requires collaborative governance, tourism development policy, and sustainability orientation. Another point of convergence lies in its concern with the relationship between local government, stakeholders, and the dynamics of coastal destination management. The distinction lies in the analytical focus, which does not stop at collaboration effectiveness, sustainability strategy, or RIPPARDA implementation, but links these dimensions to the adaptive capacity of local governance in responding to concrete destination pressures. This study examines retribution, visitor surges, beach safety, health services, the involvement of security authorities, SAR institutions, business actors, and local communities as part of adaptive strategic management practice. This distinction allows the study to explain how tourism governance operates in a dynamic setting where local government must balance economic revenue, public services, risk reduction, and environmental sustainability.

The growth of Pangandaran tourism, accompanied by visitor pressure, beach safety risks, retribution management needs, and sustainability demands, indicates that previous studies remain limited in explaining how local governments adapt destination governance strategies across sectors. The most relevant gaps are an evidence gap and a practical-knowledge gap, because earlier studies have provided evidence on collaboration, coastal strategy, and policy implementation, but have not connected visitor data, retribution instruments, tourism security, emergency services, and environmental control as an integrated practice of adaptive strategic management. Previous studies have not sufficiently explained how local government actors, security authorities, Basarnas, Balawista, business actors, local communities, and fiscal-regulatory instruments form a collective response when destinations face rapidly changing operational pressures. Existing scholarship has also paid limited attention to retribution and tourism safety as governance instruments directly linked to the sustainability of public tourism services. This study extends empirical and practical understanding of sustainable tourism governance by positioning cross-sector strategic adaptation as a key mechanism for maintaining destination competitiveness, safety, accountability, and sustainability in

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Pangandaran.

The urgency of this study lies in the need to understand Pangandaran tourism governance more comprehensively, especially when the destination faces simultaneous pressure from visitor growth, local revenue generation, tourist safety, and environmental protection. Pangandaran does not only need destination promotion strategies, but also institutional capacity to read change, adjust policy instruments, manage risk, and strengthen cross-sector coordination. The retribution reforms introduced in 2023–2024 indicate fiscal and administrative adaptation that should be analyzed as part of governance strategy rather than merely as a revenue-collection mechanism. Marine accident incidents, safety patrols, health posts, and the involvement of multiple actors show that tourism sustainability depends heavily on the ability of the local government to build a responsive public tourism service system. Accordingly, this study aims to analyze how adaptive strategic management is implemented in sustainable tourism governance in Pangandaran Regency through cross-sector collaboration in responding to visitor pressure, safety risks, retribution management, and environmental sustainability.

B. LITERATURE REVIEW

Adaptive Strategic Management

Adaptive strategic management refers to the capacity of public organizations to formulate, adjust, and implement strategies in response to dynamic, uncertain, and rapidly changing external conditions (Bryson, 2018). In destination governance, strategy should not be treated as a fixed planning document, but as an institutional learning process that continuously interprets emerging problems, actor constellations, resource constraints, and field-level risks (Mintzberg, Ahlstrand, & Lampel, 2009). The dynamic capabilities perspective strengthens this understanding by emphasizing the ability of organizations to sense environmental change, seize strategic opportunities, and transform institutional arrangements to maintain relevance and effectiveness (Teece, Pisano, & Shuen, 1997). Adaptive strategic management also requires policy flexibility, inter-unit coordination, evidence-informed decision-making, and the recalibration of service instruments in line with changing public needs (Bryson, Edwards, & Van Slyke, 2018). In this study, adaptive strategic management is used to examine how Pangandaran Regency adjusts tourism governance through retribution management, beach safety, emergency services, environmental cleanliness, and cross-sector coordination in response to visitor pressure.

Indicators:

- Environmental scanning
- Strategic adjustment
- Evidence-based decision-making
- Policy flexibility
- Responsive service delivery
- Inter-organizational coordination
- Institutional learning
- Integration of economic, safety, and environmental priorities

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Collaborative Governance

Collaborative governance refers to a public decision-making and implementation process that brings together government institutions, non-government actors, communities, and private stakeholders to address public problems that cannot be solved by a single actor alone (Ansell & Gash, 2008). Effective collaboration depends on trust-building, shared commitment, face-to-face dialogue, mutual understanding, and clear role distribution among stakeholders (Ansell & Gash, 2008). Emerson, Nabatchi, and Balogh (2012) conceptualize collaboration as a governance regime shaped by principled engagement, shared motivation, and capacity for joint action. In tourism governance, collaboration becomes essential because destination management involves local government, security agencies, rescue institutions, business actors, local communities, tourists, and supporting institutions with different interests but high interdependence (Bramwell & Lane, 2011). In this study, collaborative governance is used to analyze how cross-sector actors in Pangandaran coordinate beach security, waste management, health services, retribution collection, and destination sustainability.

Indicators:

- Cross-sector actor involvement
- Clarity of roles
- Inter-actor communication
- Coordination mechanisms
- Stakeholder trust
- Shared commitment
- Joint problem-solving
- Collaborative accountability

Sustainable Tourism Governance

Sustainable tourism governance refers to the coordinated management of tourism that integrates economic growth, environmental protection, local community welfare, and tourist experience within destination policy processes (Bramwell & Lane, 2011). This perspective views tourism sustainability as the outcome of institutional capacity, stakeholder participation, carrying capacity control, and long-term stewardship of destination resources (Ruhanen, Scott, Ritchie, & Tkaczynski, 2010). In coastal destinations, sustainability requires the management of growth limits, ecological pressure, visitor density, disaster risk, and public tourism spaces to ensure that tourism activity does not degrade the environmental assets that sustain destination attractiveness (Navarro Jurado et al., 2012). Leka et al. (2022) argue that tourism carrying capacity indicators can support decision-makers in monitoring destination pressure, environmental conditions, and management responses in a more measurable manner. In this study, sustainable tourism governance is used to examine how Pangandaran balances tourism revenue, visitor safety, beach cleanliness, community participation, and coastal ecosystem sustainability.

Indicators:

- Carrying capacity control
- Balance between economy and environment
- Coastal ecosystem protection
- Tourism service quality
- Visitor safety and comfort

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- Local community participation
- Waste and cleanliness management
- Sustainability of local economic benefits

C. RESEARCH METHODOLOGY

This study employs a qualitative case study approach to examine adaptive strategic management in sustainable tourism governance in Pangandaran Regency. A qualitative case study is appropriate because the research focuses on understanding a contemporary governance phenomenon within its real institutional, social, and policy context, particularly when the boundaries between the phenomenon and its context are closely interconnected (Yin, 2018; Creswell & Poth, 2018). This approach is relevant because tourism governance in Pangandaran involves multiple actors, regulatory adjustments, visitor pressure, safety risks, environmental issues, and cross-sector coordination that cannot be fully captured through numerical measurement alone. Data were collected through open-source document analysis, including official statistics, regional regulations, government reports, policy documents, credible news reports, and publicly accessible institutional information published no later than 30 December 2024. Document analysis is suitable for this study because it enables systematic interpretation of policy texts, institutional records, and public data to identify governance patterns, strategic responses, and cross-sector interactions in a specific case setting (Bowen, 2009).

The sampling technique used in this study is purposive sampling, in which data sources were selected based on their relevance to Pangandaran tourism governance, adaptive management practices, sustainable tourism issues, and cross-sector collaboration. Purposive sampling is appropriate for qualitative inquiry because it allows researchers to select information-rich sources that provide the most meaningful evidence for answering the research objective (Patton, 2015). The selected data were analyzed using thematic analysis supported by the interactive model of data analysis, which includes data condensation, data display, and conclusion drawing or verification (Miles, Huberman, & Saldaña, 2014; Braun & Clarke, 2006). The analysis was conducted by coding data into key themes, including strategic adaptation, retribution governance, visitor pressure, beach safety, emergency response, environmental management, and actor collaboration. To strengthen credibility, the study applied source triangulation by comparing evidence from official documents, statistical data, regulatory texts, and credible media reports so that the interpretation reflects a coherent and empirically grounded understanding of sustainable tourism governance in Pangandaran.

D. RESULT AND DISCUSSION

Adaptive Strategic Responses to Visitor Pressure and Retribution Governance

Pangandaran recorded 3,930 international tourists, 3,894,645 domestic tourists, and 3,898,575 total visits to tourist attractions in 2023, which confirms its position as one of the most visited coastal destinations in West Java. The pressure intensified during the 2024 Eid holiday, when the Department of Tourism and Culture of Pangandaran reported 159,125 tourist visits to local destinations. Visitor concentration also generated operational pressure at the destination entrance, as traffic congestion created an approximately two-kilometer queue of vehicles entering the Pangandaran tourism area. The local government responded through regulatory adjustment by issuing Regent Regulation No. 33 of 2023 on retribution collection governance in tourism destinations and Regent Regulation No. 23 of 2024 on regional

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retribution management procedures. These findings indicate that visitor pressure in Pangandaran does not only appear as a tourism-demand issue, but also as a governance challenge related to access control, ticketing capacity, fiscal administration, and public service readiness.

The high volume of tourist visits places Pangandaran in a strategic but vulnerable position because destination attractiveness directly increases the burden on local service systems. Visitor surges during peak holidays reveal that tourism governance must operate beyond routine administrative procedures and respond to rapid changes in mobility, demand, and field-level risks. Congestion and ticketing queues show that destination pressure emerges at the point where tourism growth meets limited operational capacity. Retribution governance therefore becomes more than a revenue-collection mechanism because it also structures visitor entry, financial accountability, service control, and institutional discipline. This condition requires adaptive strategic management that can transform visitor pressure into a basis for regulatory refinement, service redesign, and more integrated destination control.

Previous studies strengthen this interpretation by showing that mass tourism in coastal destinations requires a clear assessment of growth limits, service capacity, and ecological thresholds to prevent destination degradation (Navarro Jurado et al., 2012). Carrying capacity instruments also help destination managers monitor tourism pressure, environmental conditions, and policy responses in coastal areas exposed to visitor density and spatial concentration (Leka et al., 2022). Sustainable tourism governance depends on the ability of institutions to coordinate actors, balance competing interests, and integrate economic, social, and environmental objectives within destination management (Bramwell & Lane, 2011). Adaptive capacity becomes essential when public organizations must sense environmental change, seize strategic opportunities, and transform institutional arrangements in response to uncertain conditions (Teece, Pisano, & Shuen, 1997). Stakeholder collaboration further strengthens destination resilience because tourism problems often exceed the authority and capacity of a single institution (Wondirad, Tolkach, & King, 2020).

The findings from Pangandaran show that adaptive strategic management begins with the government's ability to recognize visitor pressure as a signal for institutional adjustment. Regulatory changes in retribution governance reflect an attempt to strengthen control over tourism flows, revenue administration, payment mechanisms, collection officers, supervision, and sanctions. This shift places retribution within a broader governance function because financial instruments also shape the quality, transparency, and discipline of destination services. Visitor data, holiday congestion, and entrance queues provide practical evidence that policy instruments must remain flexible when tourism demand changes rapidly. Pangandaran therefore illustrates how local tourism governance can move from reactive service handling toward a more strategic configuration of data, regulation, and operational control.

The reconfiguration of retribution governance creates an entry point for linking fiscal management with sustainable tourism services. Local revenue becomes meaningful when it supports safer access, clearer ticketing procedures, better visitor flow management, cleaner tourism spaces, and stronger accountability in destination operations. Adaptive strategic responses must therefore connect economic objectives with service quality because tourist satisfaction and destination sustainability depend on the same governance system. Pangandaran's experience shows that visitor pressure cannot be managed only through promotion, pricing, or ticket collection, but requires integrated coordination among regulatory, operational, and service actors. This logic leads to the need to examine how cross-sector

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collaboration works in managing tourism safety, public services, and environmental sustainability within the coastal destination system.

Cross-Sector Collaboration for Tourism Safety, Public Services, and Environmental Management

Field data show that Pangandaran's tourism governance involves coordinated safety operations during peak visitor periods, particularly in coastal tourism zones. Satpolairud Pangandaran intensified beach patrols during the 2024 Eid holiday to anticipate marine accidents and deployed personnel at vulnerable points along the West Pangandaran Beach area. The operation involved 10 Satpolairud Pangandaran personnel, 35 personnel from the West Java Regional Police, 40 Balawista personnel, 10 Indonesian Navy personnel, 8 Basarnas personnel, and other SAR volunteers. Health service posts were also prepared for travelers, tourists, and local communities during the holiday security operation. These field findings show that Pangandaran's tourism safety system already depends on multi-actor coordination rather than a single-sector administrative response.

Tourism safety in Pangandaran reflects a governance issue because coastal risks emerge directly from the interaction between visitor behavior, natural hazards, service capacity, and field supervision. The presence of police, lifeguards, naval personnel, Basarnas, health workers, and SAR volunteers indicates that tourism services must operate through a distributed responsibility system. Beach patrols, warning delivery, life jacket reminders, monitoring posts, and health posts represent practical instruments for reducing risk in a crowded coastal destination. Cross-sector coordination becomes essential because each actor controls different resources, authority, and technical capacity in the tourism service chain. Pangandaran's safety response therefore demonstrates that sustainable tourism governance requires operational collaboration that can convert risk anticipation into immediate public service protection.

Previous studies support this interpretation by arguing that stakeholder collaboration is a major factor in sustainable ecotourism because weak interaction among actors can undermine conservation, community welfare, and destination resilience (Wondirad, Tolkach, & King, 2020). Tourism governance requires institutional coordination because sustainable destination management depends on the ability of public and non-public actors to negotiate interests, share responsibilities, and manage common resources (Bramwell & Lane, 2011). Collaborative governance also emphasizes trust, shared commitment, direct communication, and joint decision-making as core conditions for addressing public problems that exceed the capacity of individual institutions (Ansell & Gash, 2008). The integrative framework of collaborative governance explains that principled engagement, shared motivation, and capacity for joint action shape the effectiveness of collective responses in complex policy settings (Emerson, Nabatchi, & Balogh, 2012). Sustainable tourism studies further show that destination governance must connect institutional capacity, stakeholder participation, and long-term resource stewardship to maintain economic, social, and environmental balance (Ruhanen, Scott, Ritchie, & Tkaczynski, 2010).

The Pangandaran case shows that cross-sector collaboration functions as an adaptive mechanism for translating tourism pressure into coordinated field action. Safety management does not rely only on formal regulation, but also on patrol routines, rescue readiness, visitor warnings, health service availability, and rapid response capacity. The June 2024 marine accident involving four students swept by waves further confirms that tourism safety requires an integrated rescue system that connects reporting, SAR mobilization, medical response, and search operations. Basarnas Bandung reported that the SAR team divided search activities into

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shoreline and water-based units, showing that emergency response in Pangandaran already operates through task differentiation and operational coordination. This pattern indicates that adaptive tourism governance becomes visible when multiple institutions transform fragmented authority into collective action during field-level risk situations.

Environmental management strengthens the same governance logic because coastal cleanliness also requires collective action across institutions and communities. The Pangandaran Regency Government conducted a beach-cleaning operation at Bojong Salawe Beach with regional agencies, vertical institutions, TNI, Polri, business actors, volunteers, and local residents to reduce waste impacts and improve tourist comfort. Waste originating from sea currents, packaged food, and beverage consumption shows that environmental pressure in coastal destinations comes from both natural movement and tourism activity. Cleanliness operations therefore become part of sustainable tourism services because they protect environmental quality, visitor experience, and the economic attractiveness of coastal destinations. The integration of safety operations, health services, emergency response, and environmental action creates the basis for understanding adaptive strategic management as a governance capacity that connects regulation, actor collaboration, and sustainability-oriented service delivery.

Adaptive Strategic Management and the Reconfiguration of Sustainable Tourism Governance

Field findings indicate that Pangandaran's tourism governance has begun to operate through adaptive responses to visitor pressure, retribution reform, safety risks, and environmental management. The 2023 tourist volume positioned Pangandaran as a high-pressure coastal destination, with 3,930 international tourists, 3,894,645 domestic tourists, and 3,898,575 total visits to tourist attractions. The 2024 Eid holiday intensified this pressure through 159,125 tourist visits, access congestion, and long vehicle queues at the destination entrance. The local government adjusted the fiscal-administrative framework through Regent Regulation No. 33 of 2023 on tourism destination retribution governance and Regent Regulation No. 23 of 2024 on regional retribution management procedures. Safety patrols, SAR readiness, health posts, beach-cleaning operations, and multi-actor involvement show that Pangandaran manages tourism pressure through an increasingly coordinated governance response rather than isolated sectoral action.

These findings show that adaptive strategic management in Pangandaran emerges from the capacity to translate destination pressure into institutional adjustment. Visitor surges create practical signals that require the local government to recalibrate ticketing systems, retribution procedures, service readiness, and field coordination. Beach safety risks expand the meaning of tourism governance because visitor protection becomes inseparable from destination competitiveness and public service credibility. Environmental pressure also pushes tourism management beyond revenue generation, since beach cleanliness, waste control, and coastal comfort directly shape the sustainability of the tourism experience. Pangandaran therefore demonstrates that adaptive strategy works when local institutions connect data, regulation, operational response, and actor coordination into a unified governance mechanism.

This interpretation aligns with the view that adaptive capacity enables organizations to sense environmental change, seize strategic opportunities, and transform institutional arrangements under uncertainty (Teece, Pisano, & Shuen, 1997). Sustainable tourism governance also requires institutional arrangements that integrate economic, environmental, social, and experiential dimensions in destination management (Bramwell & Lane, 2011).

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Coastal destination management depends on the ability to assess carrying capacity, growth limits, and ecological pressure so that tourism development does not damage the resources that sustain destination attractiveness (Navarro Jurado et al., 2012). Collaborative governance strengthens public problem-solving when multiple actors share authority, build trust, and coordinate action across institutional boundaries (Ansell & Gash, 2008). Stakeholder collaboration becomes decisive in sustainable ecotourism because conservation, community welfare, and destination resilience require joint responsibility among government, business actors, communities, and supporting institutions (Wondirad, Tolkach, & King, 2020).

The Pangandaran case shows that sustainable tourism governance becomes more effective when adaptive strategy is embedded in the daily operation of the destination. Retribution governance functions not only as a source of local revenue, but also as a mechanism for regulating access, improving accountability, and strengthening service discipline. Safety operations function not only as emergency response, but also as a preventive system that protects the legitimacy of coastal tourism governance. Environmental actions function not only as cleanliness campaigns, but also as an institutional effort to preserve the ecological basis of tourism value. The central finding is that adaptive strategic management in Pangandaran operates through the integration of fiscal regulation, visitor-flow control, risk governance, environmental stewardship, and cross-sector collaboration.

This integrated pattern provides a stronger basis for understanding sustainable tourism governance as a dynamic public management process. Pangandaran's experience suggests that coastal tourism destinations require governance capacity that can move quickly between planning, implementation, correction, and coordination. Local tourism management becomes more resilient when regulatory instruments, operational services, safety systems, and environmental actions reinforce one another. The challenge lies in transforming event-based coordination into a more stable institutional routine that can anticipate pressure before it escalates into service disruption, safety incidents, or environmental decline. This condition places adaptive strategic management at the center of policy reflection, especially in formulating conclusions, practical recommendations, and future research directions for sustainable coastal tourism governance.

E. CONCLUSION

This study concludes that adaptive strategic management in Pangandaran's sustainable tourism governance is reflected in the local government's capacity to respond to visitor pressure, reconfigure retribution governance, mobilize cross-sector collaboration, strengthen beach safety, and manage environmental challenges within an integrated coastal destination system. The findings indicate that tourism governance in Pangandaran is moving beyond a revenue-oriented and sectoral administrative model toward a more adaptive governance pattern that links visitor data, regulatory adjustment, public service readiness, emergency response, and environmental stewardship. This confirms that the research objective has been achieved by showing how cross-sector collaboration functions as a strategic mechanism for balancing tourism revenue, visitor safety, service accountability, and coastal sustainability. The study contributes by positioning retribution governance, safety management, and environmental action as interconnected instruments of adaptive strategic management, rather than as separate administrative functions. Practically, the local government should strengthen integrated visitor-flow monitoring, digital and transparent retribution systems, routine multi-actor safety coordination, and community-based environmental management, while future studies should

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use interviews, longitudinal observation, or mixed methods to capture actor perceptions and institutional dynamics more deeply; the main limitation of this study lies in its reliance on open-source data, so future research should improve primary data collection, and policy makers should institutionalize adaptive coordination mechanisms to ensure that tourism growth remains aligned with public safety, accountability, local welfare, and coastal ecosystem protection.

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