

Beyond Sustainability: Assessing the Regenerative Margins and Community Participation Gaps in Serangan Tourism

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Abstract: This research investigates the strategic evolution of Serangan Tourism Village, Bali, as it transitions from conventional sustainability paradigms toward a proactive regenerative framework. The study primarily aims to assessing regenerative margins and diagnose systemic gaps within local social governance. Employing a qualitative methodology, the investigation utilizes a robust analytical toolkit comprising Value Chain Analysis, Power-Interest Mapping, and Arnstein's Ladder of Participation. Data derived from participatory observation, semi-structured in-depth interviews, and longitudinal document reviews were integrated through a comprehensive cross-analysis. The findings empirically confirm the attainment of a positive regenerative margin in Serangan, largely catalyzed by the marine conservation community's restorative efforts. This achievement is underpinned by regenerative parallelism, a mechanism where the restoration of coral reefs and turtle habitats directly augments the destination's economic competitiveness. Despite these gains, a critical participation disparity remains; while conservation actors spearhead the regenerative transition, essential stakeholders most notably Local Culinary Community are relegated to the placation stage with limited decision-making agency. Such governance imbalances threaten the long-term resilience of regenerative outcomes. This study contributes to the field by operationalizing regenerative parallelism as a functional metric for tourism development. Ultimately, the research concludes that enduring regenerative success necessitates fundamental governance restructuring, moving toward delegated power for local actors and the diversification of restorative funding through impact investment.

Keywords: Community Participation; Regenerative Margin; Regenerative Tourism; Serangan Village; Stakeholder Mapping; Value Chain Analysis.

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Introduction

The conventional tourism development model, traditionally oriented towards short-term economic gains and maximizing visitor arrivals, has demonstrably resulted in significant negative externalities. These effects are most evident in the accelerating deterioration of environmental quality within coastal ecosystems (Holden, 2009), the erosion of local cultural integrity, and widening socio-economic disparities among host populations (Scheyvens & Russell, 2012). Destinations endowed with fragile natural resources, particularly coastal tourism villages, now confront existential challenges that necessitate a more visionary governance paradigm. In response to these systemic failures, the concept of Regenerative Tourism has emerged as the most progressive contemporary perspective. Unlike sustainability, which focuses on harm reduction, this paradigm seeks to actively restore and enrich ecological assets while expanding the socio-economic capacities of the community (Hutchins & Storm, 2019). The efficacy of this model hinges on a fundamental shift in power dynamics, positioning local communities not merely as passive beneficiaries but as autonomous decision-makers and central actors in the recovery process. Consequently, tourism is increasingly redefined as a transformative mechanism that restores the symbiotic relationship between humans and their environment (Bellato et al., 2023; Pung et al., 2024).

Within this regenerative framework, local communities function as the critical nexus connecting conservation, cultural heritage, and economic resilience (Salazar, 2012). Established literature on community-based tourism underscores that meaningful participation is determined by the degree of control communities possess over development trajectories (Hutchins & Storm, 2019; Miedes-Ugarte & Flores-Ruiz, 2025). According to Arnstein's Ladder of Citizen Participation, genuine empowerment is only achieved when communities reach the levels of Delegated Power or Citizen Control (Hurlbert & Gupta, 2024). However, contemporary research suggests that many destinations remain stagnant at the Placation level, a form of pseudo-participation where consultation exists but transformative power is withheld (Paddison & Hall, 2024; Gonçalves, 2025). This discrepancy creates participation gaps that impede the realization of equitable regenerative benefits. Furthermore, Regenerative Tourism Value Chain theory (Lara-Morales & Clarke, 2024) offers a robust framework for integrating social and ecological dimensions into value creation. Every stage of the tourism chain is expected to generate a positive regenerative margin, defined as the net benefit that improves the state of natural and social systems beyond their baseline condition.

Coastal tourism villages in Bali, renowned for their ecological uniqueness and socio-cultural wisdom, represent ideal candidates for this regenerative transition. This study focuses on Serangan Tourism Village in Denpasar, Bali, a destination currently navigating the complexities of marine ecosystem restoration through turtle and coral reef conservation. Despite a robust formal management structure, Serangan faces internal stakeholder dynamics where certain local groups remain in supportive, non-autonomous roles, a condition described by (Hutchins & Storm, 2019) as a failure to adopt living systems thinking in organizational structures. While the framework by (Bellato, 2025) provides a strong conceptual foundation, there remains a critical shortage of empirical tools to measure these regenerative margins at the village level (Dredge, 2022; Myran et al., 2025). Most existing studies remain predominantly qualitative, making it difficult to distinguish between simple impact management and true ecosystem restoration (Prihadi et al., 2024).

While the transition toward regenerative paradigms is increasingly debated, current literature remains heavily skewed toward theoretical abstractions, leaving a methodological void in how these restorative outcomes are empirically evaluated at the micro-village level. To address this gap, this research introduces two original conceptual frameworks: Regenerative Parallelism and Regenerative Asymmetry. While established works, such as Bellato et al. (2023), primarily focus on macro-level systemic healing, these proposed concepts pivot toward the socio-political friction within the local governance unit. Regenerative Parallelism is formulated here to describe the strategic alignment where economic diversification and ecological restoration function as mutually reinforcing, non-competing drivers within the tourism value chain. Conversely, Regenerative Asymmetry characterizes the documented imbalance in power and autonomy among local stakeholder clusters, a phenomenon that often serves as a primary barrier to equitable regenerative distribution but remains under-theorized in coastal contexts.

Furthermore, there is a persistent lack of empirical analysis that explicitly links the dynamics of power and interests among stakeholders with community participation gaps defined as the dissonance between community aspirations and the reality of their on the ground involvement (Price et al., 2025; Swarbrooke & Horner, 2012). These organizational power dynamics often constitute major points of inertia, limiting the opportunities for equitable participation. This study aims to bridge these conceptual and empirical gaps by introducing the frameworks of Regenerative Parallelism, the strategic alignment of economic and ecological goals, and Regenerative Asymmetry, the power imbalances that stifle community autonomy. By evaluating the transformation of Serangan Tourism Village through the assessment of regenerative margins and community involvement, this research offers significant theoretical and practical contributions. Theoretically, it enriches regenerative tourism literature by operationalizing the assessment of regenerative margins, moving beyond the macro-level systemic focus of existing studies (e.g., Bellato et al., 2023). Practically, the findings serve as a roadmap for local policymakers to design inclusive governance, enhance the autonomy of supporting groups, and ensure that regenerative success is inextricably linked to equitable social governance.

Methodology

This study adopts a qualitative, descriptive approach to explore the dynamics of roles, challenges, and community contributions in the development of regenerative tourism in Serangan Tourism Village, Bali. This methodology was selected for its ability to provide a deep understanding of the social, cultural, and environmental contexts, acknowledging that the meaning of regeneration and participation gaps are socially constructed through the holistic analysis of stakeholder interactions (Creswell, 2014).

Data were collected through three principal methods: (1) participatory observation to directly document regenerative tourism practices in the field; (2) semi-structured interviews with key informants to explore their experiences and perspectives; and (3) document studies to gather relevant theories, concepts, and policy perspectives. Informants were selected through purposive sampling, encompassing the village head, tourism awareness groups (*Pokdarwis*), customary village leaders, coral reef and turtle conservation communities, fishing communities, and local business actors. A total of 14 key informants (N=14) participated in this study. The selection followed the principle of data saturation, where no new thematic insights emerged from subsequent interviews. The detailed profile of these informants is presented in Table 1.

Table 1. Profile of Research Participants

Participant Code	Stakeholder Category	Role/Position	Gender	Experience (Years)
P-01	Village Government	Village Head	Female	6
P-02	Customary Village	Customary Village Leader	Male	5
P-03	Tourism Awareness Group	Head of <i>Pokdarwis</i>	Male	10
P-04	Tourism Awareness Group	<i>Pokdarwis</i> Secretary	Male	6
P-05	Marine Conservation	Coral Reef Conservation	Male	5
P-06	Marine Conservation	Turtle Conservation	Male	20
P-07	Marine Conservation	Conservation Community Member	Male	9
P-08	Fishing Communities	Head of Fisherman Association	Male	12
P-09	Fishing Communities	Traditional Fisherman Representative	Male	11
P-10	Local Business Actors	Watersport Operator	Male	10
P-11	Local Business Actors	Local Tour Coordinator	Male	7
P-12	Local Culinary Community	Culinary Group Representative	Female	12
P-13	Local Culinary Community	Small-scale Food Vendor	Male	9
P-14	Local Culinary Community	Culinary Business Owner	Female	13

Ethics and compliance

To ensure the highest standards of research integrity, this study adhered to the following protocols:

1. Ethical clearance: beyond administrative permits, formal Ethical Clearance was obtained from the University's Institute of Research, Publication, and Community Service (LP3M). This approval ensures that the research design protects the rights and well-being of all participants.
2. Administrative and field access: An official research permit from the university was submitted to the Serangan Village administration. Once administrative clearance was obtained, potential informants were contacted individually via WhatsApp to introduce the study and seek their participation.
3. Informed consent: participation was entirely voluntary. Prior to each interview, an informed consent process was conducted where the research objectives, data usage, and the right to withdraw at any time were clearly explained. To maintain privacy, all informants were pseudonymized using codes (P-01 to P-14) as shown in Table 1. Face-to-face meetings were arranged at the informants' convenience to build rapport and ensure a secure environment for data sharing.

To ensure the validity and reliability of the findings, this study employed triangulation techniques, specifically source triangulation by cross-checking information across different stakeholder groups, and methodological triangulation by verifying interview data with direct field observations and official records.

Data analysis and analytical framework

The raw qualitative data gathered from interviews and observations were initially processed using a systematic thematic analysis approach. This involved coding the data and grouping them into coherent themes: regenerative governance, value generation, and participation deficits. To facilitate the multi-layered analytical design of this study, Microsoft Excel 365 was employed for systematic cross-tabulation and qualitative codification procedures, following the qualitative data analysis framework established by (Miles et al., 2014). The data were subjected to a multi-layered analytical design consisting of: (1) Power-Interest Matrix: employed to map stakeholder positions based on their influence and interest. To visualize these dynamics, stakeholders were assigned qualitative descriptors which were then codified into numerical scores (1–5). This scoring is not intended for statistical inference but serves as a systematic heuristic to compare relative positions based on qualitative evidence, such as the documented frequency of participation and commitment of personal resources; (2) Arnstein’s Ladder of Participation: used to assess the actual degree of community involvement in decision-making, distinguishing between symbolic participation and genuine empowerment (Hurlbert & Gupta, 2024); and (3) Cross-Analysis: this technique synthesized the previous two analyses with the identification of internal and external constraints faced by each stakeholder group. This approach highlights the interrelationships among stakeholder position, participation level, and obstacles. To ensure inter-rater reliability and minimize researcher bias, the qualitative scoring and thematic categorization underwent a peer-debriefing process, where initial interpretations were cross-verified against the interview transcripts to reach an analytical consensus.

Additionally, the study incorporated Regenerative Tourism Value Chain framework (Lara-Morales & Clarke, 2024) to empirically measure the regenerative margin. This framework systematically maps the net value created by each activity, underscoring that every stage from inbound logistics to post-service, must generate not only economic value but also a positive regenerative margin that actively improves social and environmental conditions (Dredge, 2022). The analysis specifically identified how Serangan's conservation mandates are integrated into the value chain's economic activities. Consequently, this multi-faceted framework enables a holistic understanding of the relationships among power, interests, participation, and the creation of regenerative value, as illustrated in Figure 1.

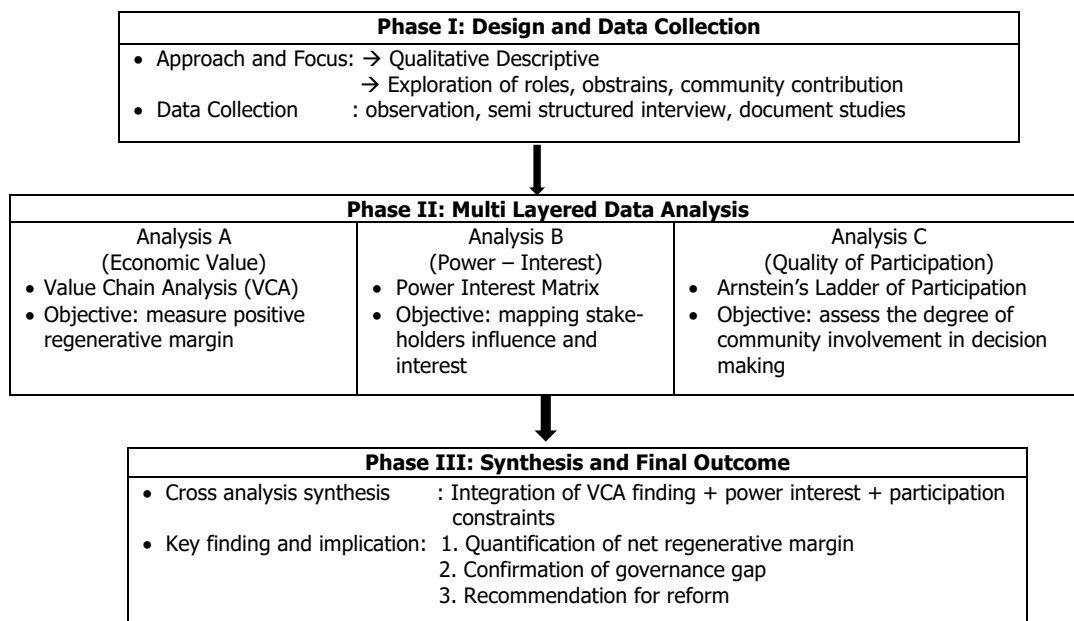


Figure 1. Multi-Layered Research Methodology Framework

The framework illustrates the interconnected phases of the research, moving from primary data collection (observation, interviews, document study) to the synthesis of three core analytical

tools: Stakeholder Power-Interest Matrix (mapping influence), Arnstein's Ladder of Participation (assessing community control gaps), and Regenerative Tourism Value Chain Analysis (measuring net social and ecological margin). The Cross-Analysis phase then integrates these findings to formulate policy recommendations for inclusive regenerative governance in the Serangan Tourism Village.

Results and Discussions

Community Participation Gaps in Serangan Tourism Village

Serangan Tourism Village represents a strategic integration of ecological restoration and cultural preservation, serving as a vital nexus for education, history, and maritime tourism. The village's identity is anchored by spiritual landmarks such as Pura Sakenan and Masjid Asyuhada, which provide a robust foundation for its social fabric. Ecologically, the area is defined by its rich marine biodiversity, where regenerative tourism is operationalized through restorative engagements like turtle release programs and coral adoption. These initiatives are complemented by traditional boat (*jukung*) craftsmanship and a unique maritime-based culinary sector, featuring seaweed-based dishes and grilled fish, collectively forming an authentic tourist experience. This transition marks a radical paradigm shift from historical turtle consumption toward a contemporary conservation movement, deeply embedded in local wisdom and codified through customary regulations (*awig-awig*) guided by the *Tri Hita Karana* principle.

The governance model in Serangan demonstrates a potent synergy between spiritual values and customary administration, ensuring tourism facilitates a net-positive impact on ecosystem recovery. Rather than merely neutralizing environmental pressures, tourism activities actively support the management of mangrove forests, which serve as both critical biophysical shields and participatory educational platforms. While seaweed cultivation has declined as a primary economic driver, it persists as a symbolic representation of local wisdom regarding the sustainable utilization of maritime resources. Under the legitimizing force of *awig-awig*, Serangan ensures that all tourism initiatives align with communal social etiquette and ecological harmony, positioning the village as a resilient model for community-based regenerative development.

The successful operationalization of regenerative tourism within Serangan is intrinsically linked to the multifaceted roles and active engagement of the local community. This grassroots support system is categorized into several strategic functions:

1. Institutional Leadership: the Tourism Awareness Group (*Pokdarwis*) and the Customary Village (*Desa Adat*) act as the primary catalysts for community-based initiatives, overseeing the holistic management and strategic expansion of the tourism village.
2. Marine Restoration Experts: the Coral Reef Community leads technical conservation efforts, including the maintenance of transplanted corals and the preparation of grafting substrates, ensuring the long-term vitality of the seabed ecosystem.
3. Socio-Economic Operators: Local residents drive the circular economy as managers of homestays and culinary establishments. Their involvement extends to waste management programs, eco-preneurship training, and the diversification of local tourism packages.
4. Maritime Stewards: the Fishing Community maintains a dual-purpose role by balancing traditional fishing with tourism services, such as guiding visitors to conservation zones and assisting reef communities in monitoring underwater restoration sites.
5. Conservation Practitioners: Dedicated community members staff the Turtle Conservation Education and Training Center (TCEC), fulfilling critical roles as hatchery technicians and caretakers who ensure the survival of hatchlings prior to their release.
6. Value-Added Entrepreneurs: The Local Culinary Community has established specialized culinary clusters focused on seafood, a strategic move designed to amplify the market value of the daily catch provided by local fishermen and strengthen the local supply chain.

Following the identification of these diverse roles, a systematic scoring and mapping process was executed to evaluate the relative power and interest of each stakeholder. This quantitative assessment provides a foundation for understanding the governance dynamics within Serangan's regenerative framework. The comprehensive results of this stakeholder power-interest mapping are synthesized in Table 2.

Table 2. Scoring and Mapping of Stakeholder Power-Interest

Stakeholder	Power (1-5)	Interest (1-5)	Total Score	Quadrant Position	Management Strategy
The Tourism Awareness Group	5	5	10	High-High	Manage closely
The Customary Village	5	5	10	High-High	Manage closely
The Local Business Actors	4	5	9	High-High	Manage closely
The Fishing Community	4	4	8	High-High	Manage closely
The Marine Conservation Community	3	5	8	Medium-High	Keep Informed & Engage
The Local Culinary Community	3	4	7	Medium-High	Keep Informed & Satisfied

The "Key Players" identified in the high power-interest quadrant constitute the foundational pillars of regenerative tourism in Serangan. These stakeholders represent the operational and philosophical core of the initiative, exercising substantial influence and unwavering commitment to the program's long-term trajectory. Consequently, the optimal management strategy necessitates a manage closely approach across all development phases. Within this quadrant, the Tourism Awareness Group and the Customary Village (*Desa Adat*) hold dual legitimacy, blending formal administrative authority with traditional customary power. Acting as institutional gatekeepers, they ensure that tourism development remains congruent with indigenous values. Their comprehensive involvement, from strategic planning to rigorous evaluation, is essential to prevent developmental stagnation. Similarly, Local Business Actors serve as the primary economic drivers. Their influence necessitates the daily integration of regenerative practices, such as circular waste management and ethical service standards. For this group, management must prioritize equitable benefit-sharing to sustain local motivation. Furthermore, the Fishing Community possesses noteworthy practical control over maritime access and traditional transportation (*jukung*). Their role in facilitating eco-tourism is pivotal for livelihood diversification, thus, formalizing their status as sea monitors or active conservation partners is a critical strategy to secure their full support for marine initiatives.

Stakeholders positioned within the Medium Power, High Interest quadrant act as the functional executors of Serangan's ecosystem restoration agenda. Despite possessing limited formal authority, their high level of interest makes them indispensable to the village's regenerative goals. The management focus here is to keep them informed and engage to maintain their high commitment. The Marine Conservation Community is the definitive engine of environmental recovery. The success of coral and turtle restoration programs is a key determinant of the destination's regenerative margin. Since their power is primarily technical and operational, the stability of the entire model relies on the consistent resource commitment and official recognition provided by the Key Players. Meanwhile, the Local Culinary Community represents a vital link in the circular economy, focusing on enhancing the market value of maritime products. While their culinary offerings are a major tourist draw, their moderate formal power necessitates interventions aimed their economic autonomy. Strategies should focus on capacity building and securing a resilient supply chain from local fishermen, aligning with the core principles of community empowerment.

In synthesis, the regenerative tourism governance model in Serangan demands a collaborative framework centered on interest synchronization. Strengthening collective governance is paramount to ensure that the three primary groups: The Tourism Awareness Group, Local Business Actors, and Fishing Community, operate synergistically to facilitate inclusive decision making and mitigate potential conflicts of interest (Naylor et al., 2021; Prasiasa & Widari, 2024). Furthermore, empowering ecosystem implementers involves providing comprehensive institutional legitimacy and resource support to Marine Conservation Community. As a high priority group with vital interests but limited formal leverage, their technical capacity for ecosystem restoration must be reinforced (Jager et al., 2020). This integrated governance approach is a fundamental prerequisite for successfully transitioning Serangan's tourism sector from a conventional sustainability model toward a truly regenerative paradigm.

Following the categorization of stakeholders through the power-interest matrix, the analysis proceeds to an in-depth examination of how their respective levels of involvement are manifested within the tourism management process. To evaluate the diversity and substantive depth of this engagement, the theoretical framework of Arnstein's Ladder of Participation is employed, as adapted from (Wondirad & Ewnetu, 2019). This framework functions as a critical diagnostic tool to discern whether the community exercises genuine power-sharing and control or remains confined to a passive role as mere information recipients. Table 3 synthesizes the mapping of the stakeholder participation ladder within Serangan Tourism Village.

Table 3. Mapping of Stakeholder Participation Ladder

Level of Participation	Characteristics of Involvement	The Role of Community	Mapping Analysis
8. Citizen Control	The community has full control over the planning process and programs.	The Tourism Awareness Group & Customary Village (a) act as the main drivers, managers, and policymakers of the tourist village.	Highest level: the local community, through customary institutions and the Tourism Awareness Group, has full control over the direction and operation of tourism.
7. Delegated Power	The community holds the majority in decision-making; external partners only provide advice.	The Local Business Actor (c) manage homestays and restaurants; Fishing Community (d) determines rates and routes for jukung tourism.	High: technical and economic management is decentralized to communities, who run the business without intervention from the Tourism Awareness Group /Customary Village.
6. Partnership	Power is shared through negotiation, planning, and joint decision-making.	The Marine Conservation Community (b) in designing restoration and education programs.	High: there is a close partnership between the community and Tourism Awareness Group and external partners (NGOs/Government agencies related to conservation).
5. Placation	The community is allowed to give suggestions and input, but the main stakeholders still have the right to assess and make the final decision.	The Local Culinary Community (e) participates in the establishment of the culinary village; the community (c) is involved in waste management	Moderate: participation is accommodated and turned into a program, but the framework (location, budget) is often determined by the managers
4. Consultation	The community voices their opinions through surveys and public meetings, but there is no guarantee that their input will be used.	Participation in ecotourism-based entrepreneurship training or regular village meetings to gather input.	Medium: used as a tool to collect feedback and ideas, especially from residents who are not yet part of formal structures.
3. Informing	The community is only provided with information about rights, options, or programs. Communication is one-way.	Launching new programs or announcing the results of evaluations/awards for tourist villages.	Low: occurs at the program socialization stage, where the community is only informed about the results or decisions.
2. Therapy	Pretending to involve the community, but the actual goal is to change community behavior to align with the objectives of the main stakeholders.	No explicit role is found.	Very low: the concept of regenerative tourism attacks is based on local initiatives, so this practice is minimal.
1. Manipulation	Using community representatives to secure public support.	No explicit roles were found.	Very low: the concept of regenerative tourism attacks is based on

local initiatives, so this practice is minimal.

The empirical evidence synthesized in Table 3 reveals that community engagement in Serangan Tourism Village is predominantly concentrated at the higher echelons of Citizen Power (Levels 6 through 8). This indicates the successful integration of a robust, high-participation model within the village's regenerative tourism framework. Formal institutional bodies, specifically the Tourism Awareness Group and the Customary Village, occupy the Citizen Control level, exerting autonomous authority over the strategic direction and policy-making of the destination. These results align with previous scholarship emphasizing that the resilience of sustainable village governance is intrinsically linked to the institutional sovereignty of local organizations (Jager et al., 2020; Simanihuruk et al., 2024). Furthermore, functional actors such as local entrepreneurs, fishing communities, and conservation groups operate at the Delegated Power and Partnership levels, signifying a decentralized governance structure where authority is effectively shared and technical management is managed independently by the community.

In contrast, certain peripheral activities—particularly specialized training programs and the nascent development of the culinary sector, remain positioned at the Placation and Consultation levels. While this 'participation gap' is frequently attributed to varying degrees of individual capacity within the community, it is imperative to ensure these stages do not stagnate into pseudo-participation or tokenism, which could ultimately stifle long-term empowerment. This disparity suggests that while stakeholders are heard, their influence over structural decisions remains advisory rather than pivotal. However, the near-absence of Manipulation and Therapy is a noteworthy indicator of institutional health; it confirms that the residents of Serangan act as sovereign subjects rather than passive objects within the tourism ecosystem. This finding robustly supports the regenerative paradigm, which necessitates that local communities serve as the primary architects in the restoration of socio-ecological assets (Hussain & Haley, 2022; Widari, et al., 2025). The observed progression from Informing to Partnership underscores a burgeoning culture of transparency and bidirectional communication. This shift is not merely procedural but foundational, serving as the bedrock for social trust and participatory governance. To bridge the remaining gaps, the transition from consultation to delegated power must be intentional, ensuring that even emerging sectors like Local Culinary Community can evolve from participants into stewards of the regenerative value chain.

The maturity of Serangan's participation model is further evidenced by the Marine Conservation Community's position at the Partnership level, ensuring that critical environmental mandates, such as coral reef and turtle rehabilitation, are executed through equitable collaboration. At this stage, the community functions as a co-manager in both the planning and implementation phases, fulfilling the core requirements of sustainable co-management principles (Nasution et al., 2024; Miedes-Ugarte & Flores-Ruiz, 2025). However, as new initiatives like the Culinary Village are currently categorized under Placation, the Tourism Awareness Group must proactively facilitate a transition toward higher autonomy to ensure that local voices are influential in profit distribution and management. Ultimately, the participation architecture in Serangan confirms that structured, cross-sectoral synergy is a vital prerequisite for realizing an inclusive regenerative model that delivers tangible socio-ecological dividends (Bellato, 2025). Consequently, the success of this governance model serves as a critical empirical benchmark and a strategic blueprint for other coastal tourism destinations in Bali and across the archipelago, proving that the redistribution of power to local institutions is the primary catalyst for transforming tourism into a genuine restorative force for both natural and social capital.

The operationalization of regenerative tourism in Serangan is confronted by a diverse array of challenges that are non-uniform and vary notably significantly across various stakeholder groups. These impediments are fundamentally shaped by each stakeholder's respective positioning within the power-interest matrix and their substantive degree of engagement in management processes. This analysis seeks to elucidate the critical intersection between stakeholder status, participation dynamics, and specific constraints, thereby facilitating the formulation of the targeted mitigation strategies synthesized in Table 4.

Table 4. Cross-Analysis of Power-Interest, Participation, and Constraints

Stakeholder	Level of Participation	Main Constraint	Mitigation Strategy
The Tourism Awareness Groups & the Customary Village	Citizen Control (8)	Risk of abuse of power and lack of transparency in fund allocation.	Implement an open financial reporting system that is periodically audited by the customary village and the village advisory body. Set clear terms of office.
The Local Business Actor	Delegated Power (7)	Limited capital to meet higher regenerative tourism standards.	Facilitate access to revolving funds or microcredit programs to improve business quality.
The Fishing Community	Delegated Power (7)	Conflict of interest between traditional fishing and the use of waters for conservation ecotourism.	Establish clear utilization zones and conservation zones. Provide attractive incentives from ecotourism so that fishermen choose tourism.
The Marine Conservation Community	Partnership (6)	Limited resources to sustain long-term coral and turtle restoration programs.	Ensure a consistent allocation of operational funds from the village tourism's own revenue. Build sustainable partnerships with NGOs or universities.
The Local Culinary Community	Placation (5)	Symbolic participation (Placation), lack of autonomy in management and marketing, which could potentially lower motivation.	Encourage this group to move up to the level of Delegation of Authority; give full authority over profit management and market development.

The examination of stakeholder dynamics in Serangan Tourism Village indicates that primary groups specifically Tourism Awareness Group, Customary Village, Local Business Actors, and Fishing Community, exercise pivotal authority within the realms of delegated power and citizen control. This governance structure is inherently aligned with the paradigms of community-based tourism and the regenerative model. Nevertheless, these stakeholders are confronted by internal impediments and resource scarcities, including transparency risks and potential conflicts of interest. Strategic mitigation necessitates the reinforcement of institutional frameworks, such as implementing mandatory financial audits and delineating precise resource zones to uphold communal trust and deter the centralization of power.

In contrast, the Local Culinary Community, despite maintaining a high degree of interest, is currently restricted to the Placation level. While their involvement is acknowledged, they lack substantive autonomy over operational management and the distribution of financial surpluses. To harmonize their interest with actual participation, targeted initiatives must be enacted to elevate this group toward delegated authority, empowering them to manage activities independently and maximize local maritime economic value (Widari & Prasiasa, 2022).

Furthermore, the Marine Conservation Community functions as a strategic collaborator at the Partnership level, despite possessing moderate formal power. Their technical proficiency in reef restoration and turtle protection is essential to the village's regenerative margin; however, their reliance on volatile funding remains a critical vulnerability. Mitigation efforts must prioritize financial resilience, perhaps through earmarked allocations from village-owned tourism revenue or the establishment of environmental endowment funds. Such measures are vital to ensuring the continuity of restorative practices amidst the inherent variations of the tourism market.

Overall, the participatory architecture in Serangan exemplifies a sophisticated cross-sectoral synergy where the institutional core maintains strategic oversight while support groups are progressively guided toward higher levels of empowerment. This nuanced approach is fundamental to securing the long-term viability of regenerative tourism and delivering authentic socio-ecological dividends to the local population (Paddison & Hall, 2024; Gonçalves, 2025). By successfully aligning institutional oversight with grassroots agency, the Serangan model demonstrates how community-led governance can effectively transform tourism into a restorative force, ensuring

the long-term resilience of both natural ecosystems and cultural heritage through proactive and structured mitigation.

Measuring the regenerative margins in Serangan Tourism Village

The assessment of regenerative margins in Serangan Tourism Village necessitates a comprehensive value chain analysis. This approach elucidates how stakeholder roles are operationalized to generate synergistic economic and regenerative outcomes across all functional stages, as detailed in Table 5 and Table 6.

Table 5. Main Activities (Direct Economic Creation)

Value Chain Stage	Main Stakeholder	Economic Value Generated	Regenerative Value Generated
Inbound Logistics	The Fishing Community, the Local Culinary Community	Diversifying fishermen's income through the sale of seafood (to meet culinary needs).	Encouraging the local circular economy, strengthening localized supply chains
Operations	The Local Actor Business, the Marine Conservation Community, the Fishing Community	The largest income comes from accommodation, culinary, and tourism transportation.	Core of regeneration: coral reef restoration; care and release of baby turtles; eco-friendly homestay practices
Outbound Logistics	The Local Culinary Community, the Tourism Awareness Group	Branding and increasing the market value of Serangan's specialty cuisine.	Enhancing the added value of local products, strengthening cultural identity.
Ethical Market Differentiation	The Tourism Awareness Group	Sales of premium-priced tour packages based on impact.	Market differentiation: attracting high-value tourists who care about the environment.
Service	The Local Community, the Conservation Community	Maintaining the reputation of the tourist village.	Environmental recovery: efficient waste reduction/management; post-visit conservation follow-up.

While Table 5 illustrates the direct creation of regenerative margins (which corresponds to Regenerative Value Generated in the table), their long-term viability depends on robust foundational support. Table 6 therefore maps these essential supporting activities, highlighting how governance, technology, and human resource management provide the critical infrastructure necessary to sustain the entire regenerative value chain.

Table 6. Supporting Activities (Foundation of Sustainability)

Value Chain Stage	Main Stakeholder	Economic Value Generated	Regenerative Value Generated
Governance Infrastructure	The Tourism Awareness Group & the Customary Village	Stability and authority: providing legitimacy to the entire value chain through citizen control.	Critical: these high positions must be used to ensure transparency so that the foundation does not collapse.
Technology/ Ecotourism Development	The Marine Conservation Community	Regenerative innovation: providing technical expertise (coral grafting, turtle conservation) which becomes a unique selling proposition.	Priority: although their power is moderate, their role is central to regenerative value. Ensuring their stable funding is a prerequisite for the success of this model.
Human Resource Management	The Local Actor Business, the Tourism Awareness Group	Improvement of service quality and local entrepreneurship.	Opportunity: to encourage Local Culinary Community that are still at the placation level to increase their capacity so they can move up to the delegated power level.

A comprehensive assessment of the tourism value chain in Serangan Village reveals that its institutional success is predicated on a strategic transition from conventional sustainability toward a regenerative paradigm. The empirical evidence confirms the attainment of a positive regenerative margin, a state where socio-ecological dividends outweigh environmental costs, primarily facilitated by the Marine Conservation Community during the operational phase. The role of this community, functioning at the Partnership level, is essential; without the tangible outcomes from these asset-based restoration efforts, Serangan's value chain would likely regress into traditional tourism, forfeiting its unique competitive edge. This synergy aligns with the discourse that regenerative and nature-based tourism harmonizes visitor interests with impact investment, requiring the integration of profound sustainability ethics into commercially viable tourism initiatives (Pung et al., 2024)

Moreover, the resilience of this framework is bolstered by regenerative parallelism, a mechanism where economic and ecological objectives are mutually reinforced through value integration and cross-subsidization. The Tourism Awareness Group (Pokdarwis) leverages the Marine Conservation Community as its core marketing narrative, fostering a positive feedback loop that strengthens the destination's overall stability. However, the equilibrium of this value chain faces substantial threats from asymmetric participation. The restricted autonomy of the Local Culinary Community, currently operating at the Placation level, risks bottlenecking outbound logistics and fracturing the local circular economy loop. Such participation gaps undermine the equitable capitalization of environmental impacts. To counteract this, governance must transcend traditional hierarchies to grant increased autonomy to economic support groups, thereby solidifying the community-based oversight essential for regenerative tourism. Consequently, Serangan's value chain must be managed as a conservation-centric model where strategic oversight by the Pokdarwis is supported by stabilized funding and enhanced autonomy for supporting economic actors.

Beyond the operational dynamics in Serangan, these findings offer a crucial theoretical shift by re-evaluating the ladder of participation within the specific context of regenerative tourism. While traditional Community-Based Tourism (CBT) frameworks often advocate for a uniform upward progression toward full local control (Naylor et al., 2021; Salazar, 2012), the Serangan case introduces the concept of Regenerative Asymmetry. This suggests that a positive regenerative margin can be sustained even with uneven participatory levels, provided that core restoration assets are managed through high-functioning partnerships. This perspective expands upon the regenerative paradigm proposed by (Bellato et al., 2023), emphasizing that regeneration is a non-linear process of socio-ecological healing rather than a static destination. Furthermore, the integration of conservation into the value chain supports the argument of (Haley, 2023), regarding restorative feedback loops. By bridging these theories, the research contributes a new lens to regenerative governance: that resilience lies in managing the dynamic tension between centralized strategic oversight and localized autonomy.

Furthermore, this study extends the theoretical understanding of the tourism value chain by repositioning ecological restoration as the primary driver of competitive advantage, rather than a secondary operational cost. In the context of Serangan, the Positive Regenerative Margin observed suggests that value creation is intrinsically linked to the health of the local commons, aligning with the living systems approach to tourism (Dredge, 2022). This necessitates a shift from traditional linear value chains toward a Restorative Value Network. Such a network implies that the economic viability of supporting actors, like the local culinary community, depends on the ecological integrity maintained by conservation groups, a concept that resonates with the principles of place-based planetary health (Bellato, 2025). Consequently, these findings propose that regenerative tourism theory must integrate a cross-sectoral dependency lens, where destination stability is measured by the strength of the feedback loops between environmental health and community-wide economic distribution (Duxbury et al., 2021).

In summary, the value chain analysis in Serangan underscores a fundamental shift from sustainability toward a regenerative tourism model, evidenced by the generation of positive regenerative margins during operations. The efficacy of the Serangan model is deeply rooted in regenerative parallelism, with Marine Conservation Community acting as a primary conservation asset that bolsters competitive advantage and creates a resilient feedback loop (Haley, 2023). Nevertheless, this research identifies critical vulnerabilities regarding the uneven distribution of

environmental dividends, particularly the limited participatory autonomy of supporting economic groups. This imbalance, which contradicts the beyond the ladder principle of engagement (Gonçalves, 2025), suggests that while strategic control is successfully held by Pokdarwis, long-term sustainability requires institutional reform. To maintain a robust value chain capable of attracting impact investment, future efforts must prioritize inclusive participation and the empowerment of all local actors, consistent with the evolving principles of regenerative governance (Dredge, 2022; Bellato, 2025; Duxbury et al., 2021). These findings establish Serangan Village as a pivotal case study for navigating the complexities of community-led regenerative tourism.

Conclusions

This research concludes that Serangan Tourism Village has evolved beyond the traditional boundaries of passive sustainability to establish a functional and active regenerative value chain. The core of this transformation lies in the achievement of a positive regenerative margin, propelled by regenerative parallelism. This mechanism ensures that the Marine Conservation Community's ecosystem restoration efforts act as a direct catalyst for the destination's economic vitality. The primary novelty of this study is the empirical validation of this restorative feedback loop, which demonstrates that destination resilience is fundamentally dependent on the vitality of its natural capital. However, the analysis also exposes critical participation disparities. While the institutional core is robust, supporting economic actors most notably the Local Culinary Community remain positioned at Placation level. This participation gap not only risks the equitable distribution of environmental benefits but also poses a threat to the enduring stability of the entire value chain, highlighting the critical need for stakeholder autonomy as a cornerstone of regenerative governance.

The implications of these findings are noteworthy for both academic discourse and field application. Theoretically, this study advances the governance literature by integrating Regenerative Value Chain with Arnstein's Ladder. This synthesis provides a sophisticated model that links community engagement gaps directly to the challenge of equitably capitalizing on regenerative assets. Furthermore, it contributes a nuanced framework for measuring regenerative margins, thereby enhancing the operational clarity of regenerative value. From a practical standpoint, the research serves as a strategic roadmap for local policymakers to initiate governance reforms. These reforms should prioritize elevating supporting economic groups from mere consultation toward delegated power to solidify the local circular economy. Moreover, the evidence of net-positive margins provides a compelling rationale for attracting impact investment and establishing endowment funds, ensuring the long-term stewardship of Serangan's ecological assets.

Despite its contributions, this study acknowledges limitations inherent in its qualitative, single-site approach. The findings are deeply rooted in the unique socio-ecological fabric of Serangan Tourism Village, and the analysis of participation dynamics relies on a targeted group of key stakeholders. Future research should address these constraints by employing mixed-methods approaches to examine the relationship between community autonomy and visitor satisfaction across a broader demographic. Additionally, investigating the effectiveness of diverse impact investment strategies and conducting comparative studies in similar coastal contexts would substantially enrich the global scholarship on regenerative tourism governance.

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