



# Character and typology actor: Foundations for constructing collaborative network in halal tourism

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## Abstract

This study explores the character and typology of actors as a foundation for building collaborative networks in halal tourism. This study used a qualitative method through observations and in-depth interviews with thirteen actors from government, religious and traditional community leaders, tourism and investment sectors, nagari and pokdarwis. The data was analyzed by qualitative analysis, which was written in the form of a narrative. The results showed that each actor involved in collaborating had attributes of legitimacy, power, and urgency. The differences in actor attributes illustrate that each actor has different characters and typologies. Then, actors with socio-cultural legitimacy in society have a stronger influence than actors with formal legitimacy. However, these attributes contribute to the formation of a solid collaborative network. This study offers practical contributions to policymakers and organizational leaders in designing more effective collaborative networks in various fields.

**Keywords:** *collaborative networks, networking, collaboration, traditional community leaders*

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## 1. Introduction

Collaborative governance is a complex and dynamic process because it involves various actors with different interests, resources, and perspectives. This complexity gives rise to potential conflicts and friction in decision-making. However, successful collaboration can improve relationships among organizations, ensure broader participation of actors, provide feasible solutions to problems, and facilitate the implementation of collective decisions (Wondirad et al., 2020). Collaboration is also a process by which actors come together to discuss issues of mutual interest and reach a common understanding (Jamal & Stronza, 2009; Wondirad et al., 2020). Furthermore, it is dynamic among actors and evolves according to their capacities and contexts (Kim & Scott, 2018). Sometimes, differing interests among actors can both contribute to and hinder the success of the collaboration process (Perkins et al., 2022). For example, Wondirad et al. (2020) showed that the collaboration process is determined by several factors, such as transparency, power, trust, participation, responsibility, inclusiveness, and awareness. In addition, each actor's role is important in the formation of collaboration (Soriano et al., 2023). Although actors make different contributions, each plays a crucial role in collaborative efforts. Given these differing interests, it is important to understand the characteristics and typology of actors as a foundation for creating sustainable collaboration (Timur & Getz, 2009).

An actor-based typology approach helps in identifying the roles and responsibilities of each actor. In studying these actors, it is important to identify their typology and characteristics in tourism contexts (Perkins et al., 2022). The literature has extensively discussed the importance of collaboration among actors; however, there is a lack of empirical research explaining the complex relationships between actors at the initial stages of collaboration (Perkins et al., 2022). Thus, to initiate collaboration, it is necessary to identify the typology and characteristics of actors. This facilitates the collaboration process, as each actor can better understand their respective roles, responsibilities, and interests. One relevant model is stakeholder salience, proposed by Mitchell (1997), which classifies stakeholders based on the attributes of power, legitimacy, and urgency. This model defines eight types of stakeholders: (1) inactive, (2) free, (3) demanding, (4) dominant, (5) dangerous, (6) dependent, (7) definitive, and (8) non-stakeholders (Mitchell, 1997). These attributes align with the concept of actor typology; therefore, the study adopts the stakeholder salience framework as the foundation for building a sustainable collaboration network.

The stakeholder salience framework provides a solid basis for understanding the position and interests of each actor within a collaboration network. In this context, the typology and characteristics of actors are important for understanding their contributions to the development of halal tourism, which is currently trending globally. Halal tourism represents an alternative form of tourism development aligned with the growth of the global Islamic tourism industry (Battour & Ismail, 2016; Meirezaldi, 2020; Noviantoro & Zurohman, 2020). It is also a relatively new variant within the tourism industry, and several countries, including Malaysia, Thailand, Singapore, Korea, Japan, Taiwan, and China, have developed halal tourism offerings (Amalia, 2018). Many of these countries, despite having non-Muslim majority populations, have recognized the significant potential of the Muslim market (Fahham, 2017). This is because the halal tourism industry is increasingly in demand, driven by the growing number of Muslim tourists who prioritize halal products and services (Suhartanto et al., 2022). These tourists seek to perform daily prayers, access halal food at destinations, and conduct thorough research before traveling (Said et al., 2022). Thus, the development of halal tourism is shaped by the needs of Muslim tourists, while the actors involved are motivated by economic opportunities to provide halal services (Battour et al., 2022).

The development of halal tourism faces several challenges, such as divergent interests, lack of coordination, and limited resources (Slamet et al., 2022; Wondirad et al., 2020; Zarkasyi et al., 2021). As the primary actor responsible for issuing policies, the government has not been able to fully accommodate the needs of halal tourism. This is due to the complexity of the tourism development concept. Moreover, many perspectives suggest that the development of halal tourism is dominated by political and economic interests (Slamet et al., 2022). The perspectives of the actors involved vary because each holds different values. Some Muslim tourists and providers of tourism products and services maintain strong religious ideals, whereas government actors often interpret halal tourism as a promotional medium influenced by political interests (Huda et al., 2021). Entrepreneurs, on the other hand, view it as a new business opportunity within the tourism industry (Battour et al., 2022). These differing perspectives and values among actors hinder effective collaboration. Tourism development is highly dependent on the actors involved (Martini & Buffa, 2015). As key participants in tourism development, they must collaborate and coordinate to align their perceptions so that tourism development goals can be achieved (Arnaboldi & Spiller, 2011; Grauslund & Hammershøy, 2021).

This research explores the characteristics and typology of actors in the context of halal tourism in Tanah Datar, Indonesia. Tanah Datar is recognized as a halal tourism destination that has developed in alignment with local culture, guided by the motto *adat basandi syarak, syarak basandi kitabullah* (customs based on religion, religion based on the Holy Book). This cultural foundation necessitates the active participation of local actors in every aspect of tourism development. This study contributes to academic knowledge by examining the typology and characteristics of actors as a foundation for building collaborative networks. Although previous literature has explained that stakeholders contribute to the formation of clusters, there is limited empirical evidence demonstrating that the typology and characteristics of actors serve as a basis for building actor collaboration networks. Therefore, this study emphasizes that each actor has a distinct role in the development of halal tourism, and within the dynamics of collaboration, local actors possess the capacity to mobilize and influence other actors.

## 2. Literature Review

This section describes two concepts, namely actor typology and actor collaboration networks. Actor typology provides an overview of actor classification based on attributes of power, legitimacy, and urgency. On the other hand, collaborative networks are understood as a platform for various actors, including individuals, organizations, and institutions, to work together to achieve common goals. This concept involves formal relationships as well as socio-cultural relationships within the community that can influence the sustainability of collaboration.

### 2.1. Actor Typology

In collaboration networks, actors are not only individuals but can also be organizations, as those involved often represent groups (Lestari et al., 2023). Meanwhile, stakeholders are parties who both influence and are influenced (Boutilier, 2024). Stakeholders may also be individuals or groups with an interest in influencing decision-making processes (Chase et al., 2012). They generally play a fundamental role in the growth of tourism by contributing according to their specific roles, and they are directly involved in the tourism industry. An actor refers to an individual or group that has a strong association with power and a specific purpose (Arnaboldi & Spiller, 2011; Becker et al., 2023; Ghose & Pettygrove, 2014). Thus, in

this study, the concept of stakeholders is interpreted as equivalent to that of actors in tourism, and therefore stakeholder theory is applied.

In the study of stakeholders or actors in tourism development, it is important to identify typologies based on stakeholder characteristics (Perkins et al., 2022). This helps determine how different actor typologies contribute to collaboration networks. The stakeholder typology model proposed by Mitchell (1997) classifies stakeholders based on the attributes of power, legitimacy, and urgency. Power refers to a stakeholder's ability to influence others to act in ways they might not otherwise choose; legitimacy refers to the appropriateness and desirability of a stakeholder's actions within the existing social structure; and urgency describes the degree to which a stakeholder requires immediate attention or action (Mitchell, 1997). These stakeholder attributes are highly relevant to this research, making the stakeholder approach fundamental. However, tourism research that provides an in-depth understanding of stakeholder typologies and their contribution to collaboration remains limited (Perkins et al., 2022). Furthermore, this study offers deeper insights into stakeholder typologies in relation to collaboration networks.

## ***2.2. Actor Collaboration***

The lack of coordination and collaboration within the tourism industry is a recognized problem among actors (Jamal & Stronza, 2009). However, efforts to resolve this issue are often hampered by differences in interests. Each actor has distinct priorities, which make coordination and collaboration suboptimal (Cehan et al., 2021; Savage et al., 2010). For example, the government acts as a regulator, facilitator, provider of incentives, and promoter of tourism (Muttaqin et al., 2023). Successful collaboration cannot be achieved without cooperation, which requires the business sector to deliver services and the community to preserve culture and the environment (Battour & Ismail, 2016). Such collaboration can improve relationships among organizations, provide solutions to problems, and facilitate the implementation of collective decisions (Wondirad et al., 2020). Collaboration is also essential for sustainability in tourism destination management (Koiwanit & Filimonau, 2023). Thus, collaboration requires the active involvement of all actors to ensure that tourism develops and positively impacts the economy, culture, and environment.

The concept of collaboration among actors has emerged to better understand how those involved form collective groups (Wagner Mainardes et al., 2011). The agglomeration of actors,

including those from the tourism sector, government, non-profit organizations, individuals, and other related entities, has contributed to the development of organizational management structures (Nguyen et al., 2021). Although collaboration may sometimes fail, engaging actors in collaborative efforts remains a challenging task; therefore, it is important to first understand the actors themselves (Cehan et al., 2021). Actors exert strong influence, and to improve collaboration, leaders among them often need to intervene in shaping agendas to achieve optimal coordination (Vangen & Huxham, 2003). The presence of a shared agenda fosters closer relationships among actors, thereby strengthening organizational networks and collaboration (Weissbrodt et al., 2024). Thus, identifying the actors involved can enhance collaboration by enabling them to adapt to systems and manage differing interests effectively.

Based on the literature, this study confirms that actors are understood as individuals, organizations, or groups that have roles and influence in the development of halal tourism. The use of Mitchell's stakeholder theory (1997) is relevant for mapping the typology of actors based on the attributes of power, legitimacy, and urgency. Within this typology, actors assume specific roles in forming collaboration networks. Therefore, this study not only describes the presence of actors but also maps their typologies to better understand how they contribute to strengthening collaboration among actors.

### **3. Methodology**

#### ***3.1. Research Design***

This study employs a qualitative approach using an exploratory single-case study design, following the stages proposed by Yin (2018), including planning, design, data collection, analysis, and reporting, to obtain in-depth insights into collaborative networks in halal tourism. The researcher acts as the primary instrument, with data collected through in-depth interviews, observation, and document analysis, and validated using triangulation of sources, time, and documentation. Data analysis was conducted using thematic analysis, in which coding was primarily inductive to allow themes to emerge from the data, followed by limited deductive interpretation to connect the findings with relevant theories.

The coding process involved two independent coders, and inter-coder agreement was achieved through comparison and discussion to resolve discrepancies. Themes were further validated through peer debriefing and member checking to ensure credibility and consistency. Ethical considerations were addressed through informed consent for participation and

recording, formal ethical approval from an authorized institution, anonymization of participants using pseudonyms, and secure data storage with restricted access to ensure confidentiality and data protection.

### 3.2. Participants

The data collection process was conducted to obtain both primary and secondary data. Primary data were collected through in-depth interviews with various actors and through observations, while secondary data were obtained from government documents. In-depth interviews were conducted with actors who have an interest in the development of halal tourism in Tanah Datar Regency. In addition, snowball sampling was used to identify additional actors involved in the collaboration network (Cehan et al., 2021; Waayers et al., 2012). These actors include government representatives, religious leaders, traditional leaders, community members, tourism practitioners, investors, guides, and local residents.

Table 1 shows that each actor provided different information based on their backgrounds through the in-depth interviews. This study requires respondents who understand actor participation in tourism; therefore, participants were selected based on their relevant experience and knowledge to ensure meaningful contributions to the research.

**Table 1**  
*Summary of participants*

| Category            | Gender | Background   |
|---------------------|--------|--|
| Government          | Male   | West Sumatra Provincial Tourism Office               |
| Government          | Female | Tanah Datar Regency Tourism, Youth and Sports Office |
| Government          | Female | Tanah Datar Regency Tourism, Youth and Sports Office |
| Government          | Male   | Tanah Datar Regency Tourism, Youth and Sports Office |
| Religious Leaders   | Male   | Indonesian Ulema Council Sumatra Barat               |
| Academy             | Male   | Universitas Muhammadiyah Sumatera Barat              |
| Traditional Leaders | Male   | LKAAM (Traditional Leadership)                       |
| Community           | Male   | Masata (Tourism Conscious Community)                 |
| Tourism Actors      | Male   | ASPPI (Indonesian Tourism Actors Association)        |
| Investor            | Male   | Tanah Datar Regency                                  |
| Nagari              | Male   | Nagari Pariangan                                     |
| Pokdarwis           | Male   | Nagari Pariangan                                     |
| Guide               | Male   | Nagari Pariangan                                     |

### 3.3. Data Analysis

The results of the in-depth interviews were recorded and transcribed with the participants' consent. The transcribed data were analyzed using thematic analysis to identify patterns, relationships, and dynamics among actors. Findings from the interviews, observations, and document analysis were organized into themes, including the roles of actors, power, legitimacy, urgency, and contributions to collaboration. The data were interpreted and systematically connected to enhance clarity and ensure alignment with the research objectives.

Furthermore, triangulation was employed to strengthen the findings and minimize subjectivity. This involved cross-checking and enriching data from multiple sources at appropriate times. The results of the analysis were then compared with empirical evidence to draw conclusions that accurately represent the overall phenomenon. Following the completion of the analysis, the findings were presented using descriptive techniques, with themes developed in accordance with the research problems, objectives, and conclusions.

**Table 2**

*Data analysis*

| <b>Aspect to be analysed</b> | <b>Explanation</b>                                      |
|------------------------------|---|
| Characteristics              | Role, capacity, resources, and interests                |
| Typology                     | Definitive stakeholder: power, legitimacy, dan urgency. |
|                              | Dominant stakeholder: power + legitimacy.               |
|                              | Dependent stakeholder: legitimacy + urgency,            |
|                              | Dangerous stakeholder: power + urgency.                 |
|                              | Dormant stakeholder: power                              |
|                              | Discretionary stakeholder: legitimacy.                  |
|                              | Demanding stakeholder: urgency                          |

Table 2 presents the aspects analyzed in this study, namely the characteristics and typology of actors. The analysis of characteristics focuses on key dimensions that contribute to the formation of actor collaboration networks. The second aspect is the typology of actors, which refers to Mitchell's (1997) framework, consisting of three attributes: power, legitimacy, and urgency. These attributes are used to characterize and classify actors according to their

strategic positions within the typology. Thus, this mapping provides an understanding of which actors have strong or weak roles, serving as a foundation for effective collaboration.

### ***3.4. Research Ethics***

All participants provided informed consent prior to the interviews, including permission for audio recording, and were informed of their right to withdraw at any time without consequences. All data were anonymized and securely stored to ensure confidentiality and prevent unauthorized access.

## **4. Findings**

### ***4.1. Character and Actor Typology***

Actors include various parties who play roles in tourism development, starting from the planning, management, and implementation of tourism activities. Their roles are classified as facilitators, communicators, collaborators, knowledge sources, and network builders (Kamara et al., 2023). These actors can work synergistically to create a sustainable halal tourism ecosystem. As facilitators, they support the implementation of programs. As communicators, they ensure that information related to halal tourism is effectively conveyed to tourists. As collaborators, they engage with other actors to integrate halal tourism values into practice.

The involvement of actors in the development of halal tourism in Tanah Datar Regency is unique (Battour et al., 2022; Huda et al., 2021; Zarkasyi et al., 2021). Halal tourism in West Sumatra has grown in alignment with local values and culture (Masful, 2017; Purwandani & Yusuf, 2021). The Minangkabau philosophy, “*adat basandi syarak, syarak basandi kitabullah,*” reflects that halal tourism is consistent with the cultural context of the region. Thus, actors involved in halal tourism development share a common motivation to implement Islamic values alongside local cultural principles.

Table 3 presents the typology of actors in Tanah Datar Regency, West Sumatra. Each actor has specific roles and responsibilities according to their capacity. Although these actors share strong ideals for implementing halal tourism, differences in perceptions at the practical level remain a significant issue. This is because each actor holds distinct values and perspectives. For example, the government, as a definitive actor, possesses power, legitimacy, and urgency. However, at the practical level, other actors, such as local customary leaders

(*niniak mamak*), may hold greater influence. The *niniak mamak* possess legitimacy and power within the community as traditional and community leaders, while the government primarily acts as a facilitator.

According to information from a local government representative:

*“The function of the wali nagari in village government is to facilitate and administer the community, while the niniak mamak have the power to mobilize the community. They have the masses, so in meetings, niniak mamak are always involved.” (Participant 11)*

This is further supported by another statement from a respondent:

*“The community fears the niniak mamak more than the wali nagari, because the community tends to be more respectful to the niniak mamak due to social sanctions. The niniak mamak are representatives of the ethnic groups. They are the ones who have the community, so the nagari always consults with them. The village head's government also cannot enter the territory of the niniak mamak. If the community agrees but the niniak mamak do not, then it becomes a problem. If the niniak mamak agree but there are relatives who disagree, then the niniak mamak can explain further.” (Participant 13)*

Table 3

*Character and typology actor*

| <b>Actors Involved</b> | <b>Description</b>                                   | <b>Actor Type</b> | <b>Characteristics of Actors</b>  | <b>Actor Roles</b>  |
|------------------------|--|-------------------|---|---|
| Tourist                | Domestic and foreign tourists                        | Demanding Actor   | Limited power, demands for good experiences and services, changing traveler’s preferences.                                    | (1) Establishing market trends based on preferences, (2) determining service quality, (3) preserving the environment of tourist destinations, (4) respecting local culture.   |
| Government             | West Sumatra Tourism Office                          | Actor Definitive  | (1) Has substantial regulatory, licensing and policy power, (2) has formal legitimacy under the law and government structures | (1) Making policies, regulations, and building tourism support infrastructure at the provincial level, (2) Cooperate with the private sector in tourism management, (3) supervise tourism actors to ensure compliance with tourism standards. (4) Promoting tourism |
|                        | Tanah Datar Regency Tourism, Youth and Sports Office | Actor Definitive  | (1) Has the power to implement policies at the district level, including in destination management, (2) has legitimacy which  | (1) Managing and developing tourism destinations in the Regency (2) To encourage the community to be actively involved (3) providing training   |

| Actors Involved     | Description  | Actor Type          | Characteristics of Actors  | Actor Roles  |
|---------------------|--|---------------------|--|--|
|                     | Nagari Government                                    | Actor Definitive    | is an extension of the Regional Government's hand, (3) has a high urgency in ensuring the success of tourism destinations<br>(1) Has limited power on a local scale, (2) has strong legitimacy from the local community, (3) the first party to be affected by the change in tourism | and assistance to tourism actors, (4) collaborate with local communities and tourism actors, (5) providing mentoring and training<br><br>(1) Community-based tourism destination management, (2) building basic infrastructure in Nagari, (3) Participate in decision-making processes at the nagari level |
| Religious Leaders   | MUI Sumatera Barat                                   | Discretionary Actor | (1) Has legitimacy in providing guidance related to halal tourism, (2) has limited power in policy making, (3) moral supervisor of tourism actors and tourists.  | (1) Provide guidelines to tourists and the operators of tourism destinations concerning halal principles, (2) educate the public and tourists about sharia-compliant tourism, (3) supervise tourism in accordance with Islamic values.   |
| Traditional Leaders | LKAAM Manager  | Dominant Actor      | (1) Has moral and social power in protecting cultural values, (2) has urgency in maintaining Minangkabau customs and culture,  | (1) To preserve Minangkabau traditions and culture, (2) To protect traditional interests in tourism development, (3) To collaborate with the government in organizing traditional and cultural activities.   |
|                     | Niniak Mamak   | Dominant Actor      | (1) Has strong power in his clan which influences decision making at the Nagari level, (2) has legitimacy as a leader with a datuk appellation in his clan. .  | (1) Decision-maker in meetings at the Nagari level, (2) mediator in resolving conflicts in the community, (3) connector between the community and the wali nagari.   |
| Academy             | College  | Discretionary Actor | (1) Strong legitimacy in providing research-based scientific advice, (2) limited decision-making power. (3) observers and consultants.   | (1) Conduct halal tourism research, (2) provide recommendations to the government and tourism actors, (3) educate and provide training on tourism management, (4) consultants in the development of halal tourism  |
| Community           | Masata (Masyarakat Sadar Wisata), Asosiasi Homestay. | Dependent Actor     | (1) Local communities have moral and social legitimacy, (2) limited power in political and economic terms (3) urgent interests to be considered because they are directly affected by tourism development (4) dependence on other parties such as the                                | (1) As a tourism destination manager, (2) Provide tourism services such as homestays, restaurants, tour guides, (3) involved in the management process, (4) preserve local culture, (5) provide comfort to tourists.   |

| Actors Involved | Description   | Actor Type       | Characteristics of Actors  | Actor Roles  |
|-----------------|---|------------------|--|--|
|                 |   |                  | government, organizations in fighting for their rights.  |  |
| Tourism Actors  | ASSPI (Indonesian Tourism Actors Association)                   | Dependent Actor  | (1) Local legitimacy such as homestay managers, travel agents, restaurants etc. (2) limited power in decision-making | (1) Provide local lodging, culinary and souvenir services, (2) cooperate with the government and local communities for service quality enhancement, (3) improve the image and competitiveness of tourism destinations. |
| Investor        | Local   | Dormant Actors   | (1) Profit orientation, (2) financial power that affects the development of tourism facilities                       | (1) Provide capital for the development of tourist facilities such as hotels, restaurants and tourist attractions, (2) create work opportunities for local communities,  |
| Media           | @tanahdatartourism,<br>@pesona.tanahdatar<br>@faceoftanahdatar. | Dangerous Actors | (1) opinion-shaping power (2) lack of legitimacy in decision-making, even if acting as an observer or critic         | (1) Exploring and promoting tourism destinations to tourists, (2) influencing public opinion concerning tourism destinations, (3) educating tourists by writing articles and documentaries about tourism destinations. |

*Source:* Peneliti (2025)

#### 4.2. Attributes of Actor Typology

The development of halal tourism requires synergy among actors to achieve mutual success. Each actor has a different typology and level of influence. For example, the government is classified as a definitive actor, possessing power, legitimacy, and urgency. As such, it serves as the primary driver of tourism development. The government holds all the key attributes that influence the development of halal tourism.

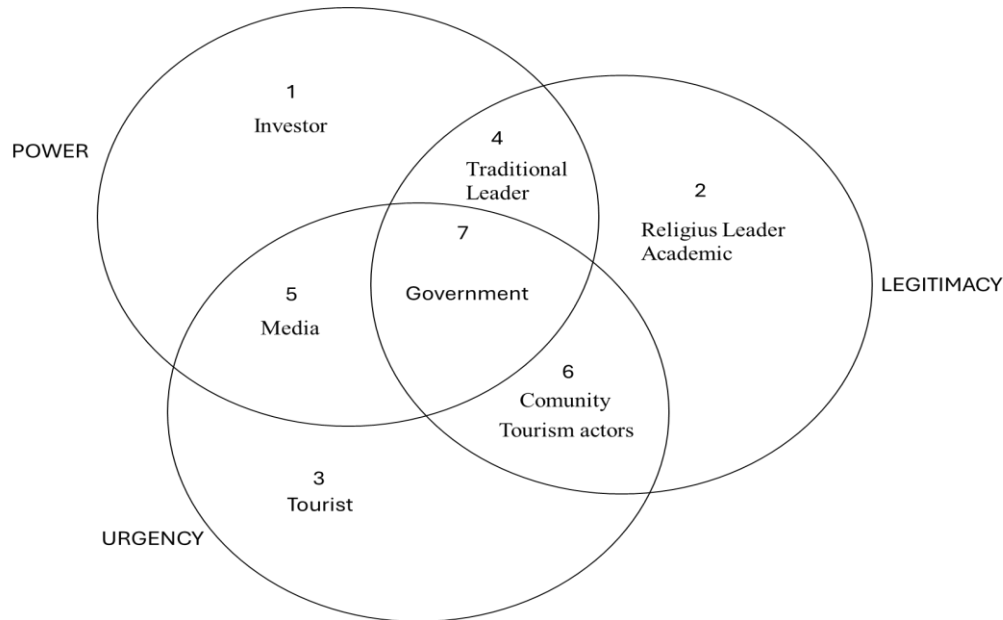
Traditional leaders, including those from LKAM and *niniak mamak*, possess the attributes of power and legitimacy. Although the government is the main actor, local actors hold significant authority in mobilizing the community. While the government, as a definitive actor, has substantial authority to drive tourism initiatives, this approach is sometimes implemented in a top-down manner. As a result, the involvement of other actors, particularly those from the local community, may be less than optimal.

Figure 1 illustrates the typological framework of actors based on whether they possess one, two, or three attributes. Actors with three attributes, power, legitimacy, and urgency, are

government actors, who have a significant influence on tourism development, particularly in terms of regulation and facilitation.

**Figure 1**

*Attributes in the typology of actors*



**Source:** Authors' conceptualization (2025).

**Description:** 1: Dormant Actor; 2: Discretionary Actor; 3: Demanding Actor; 4: Dominant Actor; 5: Dangerous Actor; 6: Dependent Actor; 7: Definitive Actor

Based on information from an informant:

*“Halal tourism that develops in Tanah Datar district is indeed based on regulations and policies. This is generally in accordance with the socio-cultural conditions of the local community. The government becomes a facilitator for the management of tourist destinations, and they even provide support or incentives to nagari through the program ‘one nagari one event.’” (Participant 2)*

The government acts as a facilitator in the development of halal tourism; however, it also has opportunities to function as an executor or direct implementer of tourism initiatives. For example, the Tourism, Youth, and Sports Office of Tanah Datar Regency directly manages the Istano Baso Pagaruyung and Puncak Pato tourism destinations.

Actors who possess two attributes, power and legitimacy, are traditional leaders. These leaders play a significant role in tourism development, particularly in mobilizing human resources and managing land related to tourism destinations. In practice, tourism development

in Tanah Datar Regency cannot be carried out by the government alone; traditional leaders are equally essential. While the government has sufficient institutional resources, traditional leaders have strong social influence, as community members listen to and follow their decisions. Traditional leaders, known as *niniak mamak*, hold substantial power and legitimacy within their respective clans.

#### ***4.3. The Contribution of Actor Typology in Collaborative Networks***

The actors involved have different roles, capacities, resources, and interests. These differences influence their positions within the collaborative network. Although Perkins et al. (2022) revealed that typologies contribute to cluster formation, it has not been clearly identified which typologies of actors have the greatest influence on such formation. This study finds that definitive actors play a major role as drivers in building actor networks. They possess the attributes of legitimacy, power, and urgency, which compel them to take action. In addition, dominant actors, particularly local figures, act as catalysts for mobilizing local communities in the development of collaborative actor networks. Meanwhile, the typology of non-stakeholders or actors is not identified in this study, as they do not contribute to the formation of halal tourism collaboration networks.

Actors who play a central role as drivers and facilitators in halal tourism networks are definitive actors. They possess the power, legitimacy, and urgency required to support tourism development. These definitive actors include provincial, district, and municipal governments, which have the authority to make decisions with direct impact. They also carry the responsibility to respond to challenges in tourism development. This demonstrates that stakeholder attributes provide valuable insights for identifying actor types and understanding their interests (Perkins et al., 2022).

## **5. Discussion**

The characteristics and typology of actors play an important role in building collaborative networks in the context of halal tourism development. This typology refers to actors involved in halal tourism who possess the attributes of power, legitimacy, and urgency. These actors contribute differently to the formation of collaboration. The case study in Tanah Datar Regency, West Sumatra Province, shows that the actors involved include tourists, the government, religious leaders, traditional leaders, communities, investors, tourism operators,

academics, and the media. These actors are grouped based on typology using the stakeholder salience framework (Mitchell, 1997). Within this typology, the roles of each actor can be identified, providing a foundation for designing targeted and sustainable collaboration. Typology helps identify specific roles that enhance the effectiveness of collaboration.

The government acts as a driving force in the collaborative network. It has the authority to formulate and implement regulations and can therefore be classified as a definitive actor with power, legitimacy, and urgency. However, despite possessing these attributes, the government cannot operate independently. It requires collaboration with other sectors to achieve shared goals (Arnaboldi & Spiller, 2011; Jamal & Stronza, 2009; Vargas-Sánchez & Moral-Moral, 2019). This study finds that local actors with socio-cultural legitimacy play a crucial role within the community. Local wisdom illustrates how traditional leaders become influential actors in the halal tourism collaboration process.

The development of halal tourism in Tanah Datar Regency is closely linked to the local wisdom of the Minangkabau indigenous community. Traditional leaders, known as *niniak mamak*, hold significant authority and influence within the local society. This contrasts with the common assumption that formal actors, such as the government, are more dominant due to their structural legitimacy. In practice, the role of traditional leaders is often more influential and shapes key decisions. This finding confirms that socio-cultural legitimacy can be stronger than formal legitimacy. Legitimacy is one of the main attributes determining stakeholder influence (Hermes & Mainela, 2022; Mitchell, 1997; Zapata & Hall, 2012).

The findings indicate that the success of halal tourism development in Tanah Datar is highly dependent on the ability to understand and integrate local values that are deeply embedded in community traditions. Local actors serve as mediators and dominant agents in implementing government programs, including halal tourism development. The *niniak mamak* play a mediating role between government interests and community needs. In a study conducted by Mughits et al. (2025), strong local leadership was shown to accelerate policy adoption by effectively mediating the interests of different actors. Thus, *niniak mamak* are not merely complementary within the actor structure but are essential actors in ensuring the success and sustainability of collaboration.

The dynamics of power relations provide important guidance for policy formulation, particularly in supporting the development of halal tourism. The government should not rely solely on formal bureaucratic structures but must also collaborate with and involve traditional

leaders in planning and implementation. In Minangkabau society, formal structural legitimacy tends to have limited influence and is often confined to administrative functions. In contrast, socio-cultural legitimacy within local communities serves as a powerful force that mobilizes and shapes community attitudes and actions. Collaboration grounded in local leadership can enhance community participation and strengthen sustainable tourism governance (Dolezal & Novelli, 2022; Martini & Buffa, 2015).

The influence of traditional leaders, namely *niniak mamak*, is crucial in ensuring community participation in the development of halal tourism in Tanah Datar. This case provides an important example for other regions, highlighting the need to consider prevailing socio-cultural legitimacy. Traditional leaders hold strong influence within the community, thereby affecting other actors as well. In addition to *niniak mamak*, other culturally embedded actors include religious scholars and *cadiak pandai*. Within the actor typology, these three groups are categorized as influential actors. However, in practice, *niniak mamak* play a more dominant role in decision-making.

The actor typology approach offers practical guidance on how actors contribute to network collaboration. Collaboration often encounters challenges, making it essential to understand actor typologies. Common problems in network collaboration are frequently related to power dynamics (Dolezal & Novelli, 2022; Hermes & Mainela, 2022). Asymmetrical power in collaborative networks arises because each actor possesses different levels of power, legitimacy, and urgency (Muttaqin et al., 2023; Perkins et al., 2022). Actor typology, as a foundation for building collaborative networks, highlights how these attributes contribute to network formation. Actors are interconnected in creating a halal tourism ecosystem because they perform complementary roles. This diversity of roles strengthens collaborative networks. Actors with power can mobilize or resist change, legitimacy reflects formal or traditional authority, and urgency compels actors to act in accordance with their interests (Mitchell, 1997).

## 5. Conclusion

This study aims to understand how the characteristics and typology of actors contribute to the establishment of collaboration in halal tourism networks. It uses the framework of legitimacy, power, and urgency to identify actor typologies, including definitive, dominant, discretionary, dependent, demanding, dormant, and dangerous actors. Based on this classification, the study found that each actor plays a distinct role in collaborative networks.

However, differences in actor attributes contribute to the formation of a strong and effective collaborative network, as each actor performs functions aligned with their respective capacities and abilities. For instance, actors classified as definitive and dominant play particularly significant roles in collaboration. Their possession of legitimacy and power enables them to exert substantial influence on the success of collaborative efforts. These findings provide a foundation for building actor networks and offer direction for future research on how collaboration processes are shaped by actor typologies. Furthermore, this study extends collaborative network theory by offering new insights into the importance of actor characteristics and typology as a foundation for collaboration.

This research addressed limitations in previous studies that have primarily focused on the roles and identification of actors. Future research can explore different contexts, particularly in collaborative event development, as each event or festival involves diverse goals and actors. This can generate new findings that are both theoretically and practically useful for designing effective collaboration networks. This study offers practical contributions for policymakers and organizational leaders in designing more effective collaboration networks across various fields.

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### AI Declaration

The authors declare that the use of artificial intelligence (AI) tools was limited to improving the readability of the manuscript. All scientific content, analysis, and interpretations are the original work of the authors, who take full responsibility for the accuracy and integrity of the study.

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