PENTAHELIX COLLABORATIVE GOVERNANCE IN THE DEVELOPMENT *OF FOREST HEALING* AS A WELLNESS TOURISM PROMOTION STRATEGY IN PADUSAN VILLAGE, MOJOKERTO REGENCY

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ABSTRACT

Nature-based wellness tourism has experienced rapid growth over the past decade, with global wellness tourism spending reaching 894 billion U.S. dollars in 2024 and projected to continue rising as traveler preferences shift in the post-pandemic era. This trend has also driven the development of the "forest healing" concept as a form of forest-based health tourism that has been standardized nationally through SNI 9006:2021. However, its implementation in natural tourist destinations in Indonesia including Padusan Village in Mojokerto Regency, which features natural hot springs and is located within the Raden Soerjo Grand Forest Park has yet to be managed in a collaborative and standardized manner. This research is important because there are still few studies that integrate the pentahelix collaborative governance model with the development of forest healing as a strategy for promoting wellness tourism in hot spring destinations located within forest conservation areas. This study aims to analyze the (1) potential of Padusan Village as a forest healing site based on the criteria of SNI 9006:2021, (2) map the roles of the five pentahelix actors: academia, business, community, government, and media in area management, and (3) formulate a collaborative governance strategy to support the sustainable promotion of wellness tourism. This study employs a descriptive qualitative approach using face-to-face interviews, document analysis, and a literature review, drawing on scientific publications from the past five years, policy documents from relevant agencies, and official local government data, which were then analyzed thematically to map existing conditions, governance gaps, and relevant collaboration strategies.

Keywords: *Collaborative Governance, Forest Healing, Padusan Village, Pentahelix Model, Wellness Tourism*

A. INTRODUCTION

The wellness or lifestyle health industry has transformed into one of the fastest growing sectors of the global economy. The Global Wellness Institute (2025) noted that the world's wellness economy grew by 7.9 percent from 2023 to 2024 and reached a peak value of 6.8 trillion US dollars, far exceeding the global economic growth rate of only around 3.2 percent per year. In particular, *the wellness tourism* subsector has also experienced a tremendous surge, with the world's wellness tourism spending increasing from $651 billion in 2022 to nearly $894 billion in 2024, and is projected to grow by an average of 16.6 percent per year until 2027 (Global Wellness Institute, 2024). The latest market research even estimates that the global *wellness tourism* market value will reach 2.4 trillion dollars by 2035 with the Asia Pacific region as the fastest growing region (grandviewresearch, 2026)

The market growth is in line with the change in tourist orientation post-pandemic which increasingly prioritizes physical and mental recovery through direct interaction with nature. One form of nature-based health tourism that is developing is *forest healing* or forest therapy, which is a recreational activity that utilizes elements of the forest ecosystem such as air, vegetation, natural sounds, and the distinctive aroma of the forest to restore the physical and psychological condition of visitors (Directorate General of KSDAE, 2021). With the area of forest areas reaching more than half of Indonesia's landmass, the potential for *forest healing* development in the country is considered very large and has not been used optimally. The government of Indonesia through the National Standardization Agency has even issued SNI 9006:2021 concerning Forest Tourism for Health Therapy as a technical guideline for forest area managers who want to develop a healing forest program.

The effectiveness of *forest healing* on human health has also been empirically proven in various international studies. A systematic review and meta-analysis conducted by (Kotera et al., 2022) on various studies of shinrin yoku or forest bathing showed that these activities consistently lowered anxiety levels and improved participants' mood. Similar findings were put forward by Li (2022) who emphasized that exposure to the forest environment is able to lower cortisol hormones, stabilize blood pressure, and strengthen the body's immune system, so forest *healing* is now beginning to be developed as a separate scientific branch called forest medicine. The development of scientific evidence strengthens the urgency of developing health-based forest tourism destinations in Indonesia in a more targeted and standardized manner.

One of the areas in Indonesia that naturally has the characteristics of supporting the development *of forest healing* is Padusan Village, Pacet District, Mojokerto Regency, East Java. This village is located on the slopes of Mount Welirang at an altitude of about 800 meters above sea level with an average air temperature of 20 degrees Celsius, and has a natural hot spring source that contains sulfur and has long been used by the community as a means of relaxation (Good News From Indonesia, 2025). This area is also in the Raden Soerjo Forest Park cluster, which is a nature conservation area covering an area of 27,868.30 hectares that stretches across five administrative areas of East Java and is managed directly

by the Technical Implementation Unit of the East Java Provincial Forestry Service (UPT Tahura Raden Soerjo, t.t.). The combination of natural hot springs, preserved mountain forest vegetation, and cool mountain air makes Padusan Village have ecological capital that is relevant to the criteria for health therapy tourism areas.

Institutionally, the Padusan area is currently managed by a number of different parties, ranging from the Mojokerto Regency Culture, Youth, Sports, and Tourism Office which manages the Padusan Hot Springs tourist attraction (*Pemandian Air Panas - Srigitarja*, t.t.) private business actors such as Padusan Park and De Qoem Qoem which develop paid family recreational rides, to Perhutani Mojokerto Forest Management Unit and UPT Tahura Raden Soerjo responsible for the preservation of the surrounding protected forest areas (Perhutani, 2025). Mojokerto Regency's tourist visit data also illustrates the great market potential, because the number of domestic tourists that had decreased due to the pandemic from 832,330 people in 2020 to 447,291 people in 2021 managed to recover to reach 861,377 visits in just the period from January to August 2022 (TIMES Indonesia, 2022). This rapid recovery phenomenon confirms that tourist interest in natural destinations in the Pacet area and its surroundings remains high even though it has not been specifically directed to the *wellness tourism segment*.

Cross-sector management efforts in the Tahura Raden Soerjo area have actually begun to be pioneered. In the evaluation of management effectiveness in 2024, Tahura Raden Soerjo obtained the highest national assessment for the Great Forest Park category through the Management *Effectiveness Tracking Tool* method involving the East Java Natural Resources Conservation Center, Perum Perhutani, academics, and the local nature conservation community (Kabar SDGs, 2025). *The Group Discussion Forum* initiated by Perhutani Mojokerto together with local governments and academics is also a forum for cross-sector collaboration to formulate conservation policies as well as the sustainable use of the conservation area (Perhutani, 2025). This condition shows that the basic elements of multi-stakeholder collaboration are actually available in the Padusan area and its surroundings, although it has not been specifically directed to the agenda for *forest healing* development as a wellness tourism promotion strategy.

A number of previous studies have examined the potential *of forest healing* in various forest areas in Indonesia by referring to the criteria of SNI 9006:2021, for example a study on the suitability of the Pelawan Forest Garden in Central Bangka as *a forest healing location* that assesses the biophysical parameters of the area such as vegetation density, temperature, humidity, and noise levels (Cahyani et al., 2025). Pentahelix collaboration in building community-based tourism villages Even in a context that is geographically closer, a study ontourism governance in Ketapanrame Village, Trawas District, which incidentally is in the same district as Padusan Village, namely Mojokerto Regency. The study consistently proves that the involvement of five actors from academia, business, community, government, and the media synergistically is able to optimize the potential of local tourism while improving the welfare of the local community.

Studies that explicitly integrate the suitability analysis of *forest healing* based on SNI 9006:2021 with the pentahelix collaborative governance model in one hot spring tourist destination based on conservation forest areas are still very limited.

This void is increasingly felt in the context of Padusan Village, which institutionally involves actors across levels of government ranging from village and district governments to Perhutani and the Provincial Forestry Service, so that the complexity of governance is different from tourism villages based on village-owned enterprises in general. This research gap is the basis of the novelty of this research, which presents an integrated analysis between the ecological potential of *forest healing* and the pentahelix collaborative governance strategy as a unit of *wellness tourism promotion strategy* in Padusan Village.

If the gap is not immediately answered through adequate research, tourism development in Padusan Village risks continuing to run on conventional mass recreation patterns without being able to capture the opportunity of *a wellness tourism market* that is much more economically valuable. The Global Wellness Institute (2024) that wellness tourists now account for almost 18.7 percent of all world tourism expenditure even though the number of trips is only about 7.8 percent of total tourist trips, which indicates that the spending value per wellness tourist is much higher than that of ordinary leisure tourists. Without a clear development direction towards this segment, the potential to improve the economic welfare of the people of Padusan Village is at risk of not being worked on optimally.

On the other hand, without a clear collaborative governance framework, the use of conservation forest areas around Padusan also risks creating overlapping interests between the conservation function and the tourism utilization function. This kind of concern has been mentioned in the collaboration forum between Perhutani Mojokerto and the local government, which emphasized the need for synergy between the management of production forests and the conservation goals of Tahura Raden Soerjo so that the use of forest resources remains sustainable for the welfare of the community (Perhutani, 2025). If research on the right collaborative governance model for this kind of area is not developed, then the management of Padusan Village has the potential to continue to run sectorally and not optimally in the long term.

Based on this description, research that integrates *forest healing suitability analysis* with the pentahelix collaborative governance model is very important and urgent to be carried out in the context of Padusan Village. This research is expected to be able to answer the gap between large ecological potential and institutional governance that is still fragmented, as well as presenting recommendations for wellness tourism promotion strategies that are concrete, contextual, and can be applied by relevant stakeholders. This study aims to analyze the potential of Padusan Village as a location for forest *healing development* based on the criteria of SNI 9006:2021, map the role and interaction patterns of the five pentahelix actors in area management, and formulate a collaborative governance strategy that can support the promotion *of wellness tourism* in Padusan Village in a sustainable manner.

B. LITERATURE STUDY

Wellness Tourism

Wellness tourism represents a form of transformative travel and provides an

opportunity for visitors to maintain and enhance their health by incorporating wellness into their lifestyle. It is not merely understood as the pursuit of a healthy lifestyle but also as a planned form of travel intended to nourish and harmonize the body, mind, and spirit (Gede, S. I., et al., 2024). Wellness tourism encompasses six dimensions: (1) the physical dimension; (2) the emotional dimension; (3) the social dimension; (4) the mental dimension; (5) the environmental dimension; and (6) the spiritual dimension (Utama et al., 2023). These dimensions have become an important trend in the tourism sector, particularly with the emergence of mindful travel. Mindful travel extends beyond the practice of mindfulness through activities such as yoga and meditation. More broadly, it involves travel experiences that encourage individuals to reconnect with nature, interact with local cultures, and engage in contemplation that provides positive meaning and contributes to a greater sense of well-being.

Three closely related concepts are commonly associated with wellness tourism: (1) health tourism, which can broadly be understood as the provision and utilization of healthcare facilities and resources within a particular destination or region; (2) medical tourism, which refers to travel undertaken primarily to obtain medical treatment or healthcare services, with patients seeking specific medical interventions. In some countries with advanced healthcare facilities, such as Singapore, medical tourism has developed into a distinctive tourism product; and (3) well-being tourism, which is closely related to wellness tourism and refers to tourism activities intended to maintain or enhance an individual's health and well-being holistically, encompassing physical, mental, and spiritual dimensions.

Indigenous knowledge in Indonesia has long reflected an understanding of balance among the body, mind, and spirit. Such knowledge can be traced through cultural heritage, including the reliefs of Borobudur Temple, ancient palm-leaf manuscripts in Bali, and manuscripts preserved in royal courts during the era of the Islamic Mataram Kingdom. This holistic understanding of wellness provides an important cultural foundation for the development of wellness tourism in Indonesia. The integration of cultural heritage and the natural resources of the Indonesian archipelago represents a significant potential for developing distinctive wellness tourism experiences. One such potential is the utilization of forest environments as spaces for health restoration, reflection, and well-being, commonly referred to as forest healing.

Forest Healing as a Nature – Based Wellness

Forest healing has emerged as a form of nature-based wellness that positions natural environments, particularly forest ecosystems, as spaces that can contribute to improving human quality of life. The concept is grounded in the understanding that interactions between humans and nature are not merely recreational but can also provide restorative experiences associated with physical, psychological, emotional, and social well-being (Hidayati, T. S., et al., 2025). Forests provide multisensory environments through vegetation, air quality, natural sounds, light, and landscape features, enabling individuals to establish a direct connection with their surrounding environment (Meytasari, C., 2025). In the context of tourism, these characteristics position forests not merely as destinations to be visited but as

wellness landscapes capable of generating well-being experiences through interactions between visitors and nature (Setiadi, T., et al., 2024).

From a nature-based wellness perspective, the effectiveness of forest healing is determined not only by the presence of forests but also by the quality of experiences that are created within them. A tranquil environment, good air quality, vegetation diversity, accessibility, safety, comfort, and opportunities to engage in reflective and restorative activities constitute important elements in shaping wellness experiences. Accordingly, the development of forest healing requires spatial management that can simultaneously maintain ecological quality and provide meaningful experiences for visitors (Wirawan, P. E., et al., 2026). This relationship demonstrates that ecosystem quality is an integral component of the quality of a wellness tourism product rather than merely a backdrop or setting for a tourism destination.

Within the context of wellness tourism, forest healing can be positioned as a form of experiential wellness tourism, in which tourism value lies not primarily in the object or destination being visited but in the well-being experiences obtained through interaction with the natural environment (Maharani, D. A. P., 2026). Visitors do not simply come to observe or experience the forest as a tourist attraction; rather, they seek experiential benefits such as tranquility, relaxation, recovery from the pressures of everyday activities, heightened awareness of nature, and strengthened social and ecological connectedness. Thus, forest healing shifts the orientation of tourism from the consumption of tourism objects toward the production of wellness experiences through the interaction of people, nature, and tourism activities (Ayu, B. S., et al., 2025).

C. RESEARCH METHOD

Types and Approaches to Research

This research uses a descriptive qualitative approach, which is a type of research that aims to understand and describe a social phenomenon in depth based on its meaning and context, rather than measuring the relationship between variables statistically. The selection of this approach is based on the characteristics of the research problem which is complex and involves many actors, because the collaborative governance of pentahelix and the suitability of the area as a location for forest healing are institutional phenomena that are more appropriate to be understood through in-depth exploration than statistical generalizations from large samples.

The methodological perspective of this study also refers to the tradition of sustainable tourism policy studies developed by Dodds and Butler (2010), which combines exploratory and descriptive strategies to identify obstacles to tourism policy implementation through a combination of literature review and exploration of key informant perspectives in the field. A similar perspective is adopted in this study, because the purpose of the research is not to test hypotheses but to map the existing conditions of governance of the Padusan area, identify gaps between ecological potential and existing institutional capacity, and formulate contextual collaborative strategies based on the synthesis of primary and secondary data. The

subject of the study in this study is the tourist area of Padusan Village, Pacet District, Mojokerto Regency, along with stakeholders identified as involved in its management, including elements of the district and provincial governments, tourism business actors, local communities, academics, and the mass media.

Population, Samples, and Sampling Techniques

The population in this study includes all stakeholders involved in the management of the Padusan and Tahura Raden Soerjo Villages tourist areas, which represent the five elements of pentahelix, as well as all documents and publications relevant to forest healing, wellness tourism, and collaborative governance of pentahelix. Given the breadth of the population and the nature of the research that is not oriented towards statistical generalization, sampling is carried out using purposive sampling techniques, which are nonprobability sampling techniques that deliberately select subjects and data sources based on their suitability with the research objectives (Etikan et al., 2016). Etikan et al. (2016) emphasized that purposive sampling is relevant when researchers need information that is rich and representative substantially, not proportionally representative, so that it is appropriate to apply to institutional governance research like this.

The sample of informants was selected purposively from each element of pentahelix, namely representatives of the Mojokerto Regency Tourism Office and UPT Tahura Raden Soerjo for government elements, private tourism managers such as Padusan Park and De Qoem Qoem for business elements, informal business actors and local community leaders for community elements, academics who have expertise in the field of tourism or forestry for academic elements, as well as online media managers who actively report Padusan for media elements. Sample documents were purposively selected from three source categories, namely national and international scientific publications for the last five years, official policy documents and technical standards such as SNI 9006:2021, as well as official data and publications from government agencies and media reports related to the development of the Padusan area.

Data Collection Techniques

The data in this study was collected through three main techniques, namely interviews, observations, and documentation or archive studies, as commonly used in qualitative research designs to obtain triangulation of data sources (Miles, Huberman, & Saldaña, 2014). Interviews were conducted directly and semi-structured with key informants from the five elements of pentahelix to explore their perceptions, experiences, and interaction patterns in the management of the Padusan area. Observations were made on the biophysical conditions of the area, such as vegetation cover, hot springs, and environmental atmosphere, to complete the data regarding the suitability of the location to the SNI 9006:2021 criteria. Documentation or archive studies are carried out through systematic literature searches on three types of sources, namely scientific publications, policy documents and technical standards, as well as official data and news about the development of the Padusan tourist area.

The three techniques are used in a complementary manner following the

principle of data condensation proposed by Miles, Huberman, and Saldaña (2014), namely the process of selecting, simplifying, and transforming raw data from the field and documents into more targeted units of information before entering the stage of presenting and drawing conclusions. The application of this principle allows the primary data of interviews and observations to be combined with secondary data from documentation studies in a systematic manner, so that the results of the analysis have a stronger and accountable empirical basis.

Data Analysis Techniques

Data analysis was carried out thematically through two main stages. The first stage is an analysis of the suitability of the Padusan Village area as *a forest healing location* by mapping the biophysical characteristics and existing conditions of the area to the general principles and criteria contained in SNI 9006:2021. The second stage is an institutional analysis by mapping the roles, capacities, and interaction patterns of the five pentahelix actors which refer to the *Academic, Business, Community, Government, Media* or ABCGM model framework (Halibas et al., 2017) as well as the conditions of collaboration success formulated by (Chris Ansell, 2008), to be further synthesized into recommendations for collaborative governance strategies and *contextual wellness tourism* promotion for Padusan Village.

D. RESULTS AND DISCUSSION

The Potential of Padusan Village as a Location for Forest Healing Development

Padusan Village shows a number of physical characteristics that are in line with the basic principles *of healing forest* development as stipulated in SNI 9006:2021, namely the use of natural elements in the form of air, water, vegetation, and forest landscapes for health therapy purposes (Directorate General of KSDAE, 2021). The altitude of the area which reaches about 800 meters above sea level with an average air temperature of 20 degrees Celsius presents a cool and comfortable microclimate, while the existence of natural hot springs containing sulfur from the volcanic activity of Mount Welirang provides therapeutic added value that is rarely found in *forest healing* locationson the island of Java (GoodNewsFromIndonesia, 2025). The position of the area in the Raden Soerjo Forest Park cluster also ensures the availability of relatively maintained mountain forest vegetation cover, an important prerequisite for the effectiveness of forest bathing activities as emphasized by Li (2022) and (Kotera et al., 2022) in their study on the health benefits of Shinrin Yoku.

A study on the suitability *of forest healing* at the Pelawan Forest Garden in Central Bangka by (Cahyani et al., 2025) assessed the suitability of the area based on biophysical parameters such as vegetation density, temperature, humidity, slopes, and noise levels as mandated by SNI 9006:2021. In line with this study in Padusan Village, the combination of mountainside topography, Tahura forest density, and relatively distant distance from urban noise centers has the potential to meet most of the basic criteria for forest healing location suitability, although direct technical verification in the field is still required to ensure overall suitability.

The orientation of tourism management in Padusan Village is currently still dominant, leading to conventional mass recreation rather than standardized health therapy tourism. Various attractions developed by private managers such as children's swimming pools, horse riding, strawberry picking gardens, and educational rabbit parks are more targeted at the general family tourism segment, while the *healing narrative* inherent in this destination is still popular and does not refer to the scientific standards of *forest healing* (Radar Mojokerto, 2024). This gap between ecological potential and management orientation is a strategic opportunity for the development of *more targeted forest healing* in the region.

Mapping the Role of Pentahelix Actors in the Management of the Padusan Area



Source: internet

Figure 1.
Pentahelix Actor

The government element in the case of Padusan Village has a layered character that distinguishes it from the case of tourist villages in general. At the district level, the Mojokerto Regency Culture, Youth, Sports, and Tourism Office plays a role in managing the Padusan Hot Springs tourist attraction and its levy (*Pemandian Air Panas - Srigitarja*, t.t.), while at the provincial level, the Tahura Raden Soerjo UPT under the East Java Provincial Forestry Service is responsible for the preservation of the conservation forest area surrounding Padusan (UPT Tahura Raden Soerjo, t.t.). The complexity of authority across levels of government is in line with the contingency conditions underlined by (Chris Ansell, 2008), that the success of collaboration is largely determined by the extent to which power inequality and power fragmentation between actors can be bridged through appropriate institutional design.

The business element is represented by private managers such as Padusan Park and De Qoem Qoem which have developed significant investments in family leisure facilities. The business character that is oriented towards the volume of visits and daily ticket revenue needs to be directed to help develop new product lines based on *wellness tourism*, considering that this segment has been proven to produce a much higher spending value per visit than conventional leisure tourism (Global Wellness Institute, 2024).

The community element is reflected in the participation of local communities

in the informal sector, such as culinary vendors and souvenir stalls along the tourist area. However, from the search of available documents, no evidence has been found of the existence of tourism awareness groups or village-owned enterprises that specifically coordinate community participation in the wellness tourism development agenda in Padusan, in contrast to Ketapanrame Village which already has village-owned enterprises active in its tourism governance. This institutional void of the community is one of the weak points that needs to be filled immediately (Pratama, A.Y., et al., 2025).

The element of academia has not been explicitly depicted in the management of the Padusan area based on available documents, although a wider cross-sectoral collaboration forum in the Tahura Raden Soerjo area has involved academics, for example in the process of evaluating the effectiveness of management in 2024 which also involves elements of academics together with BBKSDA and the nature conservation community (Kabar SDGs, 2025). The presence of this kind of collaboration precedent opens up opportunities for local universities to be involved more specifically in assisting *forest healing* certification based on SNI 9006:2021 in Padusan.

The media element in the Padusan case is relatively active, reflected in the many online media reports that consistently frame Padusan as a suitable destination for healing (Good News From Indonesia, 2025). This condition is actually a valuable communication capital, because the healing narrative that has been inherent in the public's mind can be directed and strengthened with the actual scientific substance *of forest healing*, instead of being allowed to stop as a mere popular jargon.

Collaborative Governance Strategy and Promotion of Wellness Tourism in Padusan Village

Referring to the framework for the success of collaboration formulated by (Chris Ansell, 2008), the first step that needs to be taken is to build a starting condition for collaboration through a forum or formal memorandum of understanding that brings together the Mojokerto Regency Tourism Office, UPT Tahura Raden Soerjo, Perhutani KPH Mojokerto, and private tourism managers, considering that the precedent of this kind of cross-sector collaboration forum has been carried out in the context of Tahura conservation in general (Perhutani, 2025). The forum is important to equalize perceptions of the boundary between the conservation function and the tourism utilization function before the development of *forest healing* is carried out more intensively (Pratama, A.Y., Meritasari, D. P. R., et al., 2025).

The second step is to encourage certification and technical verification of the suitability of the Padusan location to SNI 9006:2021 through academic assistance, by adapting the biophysical assessment methodology as applied to *forest healing* studies in other areas such as Taman Kehati Hutan Pelawan (Cahyani et al., 2025). The involvement of academics at this stage also fills the void in the role of academic elements that have not been explicitly seen in the management of Padusan.

The third step is to strengthen the institutional capacity of the community through the formation of tourism awareness groups or the optimization of village-

owned enterprises that are specifically oriented towards *wellness tourism*, following the precedent of the success of a similar model in Ketapanrame Village which is in the same district. Strengthening community capacity is important so that the economic benefits of *wellness tourism* development are not only enjoyed by large business actors, but also felt by local communities directly, in line with the principle of equity emphasized in various pentahelix studies of tourism villages (Hidayatullah et al., 2023).

The fourth step is to reorient the promotion strategy from just a popular healing narrative to a communication based on scientific evidence of forest healing, by utilizing media publicity capital that has been formed naturally in the Padusan area (Radar Mojokerto, 2024). This kind of promotional strategy needs to highlight scientifically proven health benefits, such as reducing stress hormones and improving mood (Kotera et al., 2022; Li, 2022), in order to be able to reach the segment of wellness tourists that continue to grow globally (Global Wellness Institute, 2025).

This reorientation can also draw on digital rebranding initiatives that have already been piloted in the same area, such as the development of an interactive virtual reality-based digital map that visualizes the historical and cultural potential of Padusan Village as part of a broader village rebranding effort supported by Universitas Negeri Malang together with the Padusan Village Government ((Wahyudi et al., 2026). Such immersive technology illustrates how the sense of presence created through virtual exploration can be combined with evidence-based health narratives, thereby strengthening the digital reach of the promotion strategy toward prospective wellness tourists who increasingly rely on online platforms before deciding on a destination.

The fifth step is to diversify tourism products from just recreational hot springs to more structured therapeutic tour packages, such as guided forest bathing trails, scheduled hot spring relaxation sessions, or a combination of both with elements of forest conservation education. This kind of product diversification is in line with global trends that show that wellness travelers now want a more personalized and meaningful experience, not just standard recreation (Global Wellness Institute, 2024). If these five steps are carried out in an integrated manner within the pentahelix collaborative governance framework, Padusan Village has a great opportunity to transform from a conventional family recreation destination to a *sustainable* forest *healing-based* wellness tourism destination.

E. CONCLUSIONS

The collaborative governance strategies recommended by this study include the development of formal institutional agreements between stakeholders, certification of location suitability based on SNI 9006:2021 with academic assistance, strengthening community institutional capacity, reorientation of scientific evidence-based promotion strategies, and diversification of tourism products towards therapeutic tourism packages. This research is conceptual and based on document analysis and literature studies, so it has limitations in capturing field dynamics directly. Further research with an in-depth interview approach and participatory observation of village governments, tourism managers, and local

communities is highly recommended to strengthen the empirical validity of the findings and test the application of the strategies formulated in this study in more depth

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