



Strategies for Preserving Cultural Tourism in Bulungan Regency, North Kalimantan Province

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Abstract

Background This research focuses on examining strategies to preserve and develop cultural tourism in Bulungan Regency, North Kalimantan. The study places cultural heritage as an important element that strengthens regional identity and supports sustainable tourism. Through this research, the author identifies strategic issues, reviews internal and external conditions, and explains how stakeholders participate in cultural tourism development at the local level.

Methods The researcher conducted the study using a qualitative method by gathering data through interviews, observations, and documentation. The analysis follows the stages of strategic planning, which include identifying strategic issues, analyzing internal and external environments using the SWOT approach, and assessing the roles of relevant stakeholders. These analytical steps serve as the basis for formulating strategies that support cultural preservation and tourism development.

Results The findings show that cultural tourism in Bulungan Regency has strong cultural values and active community involvement, but still faces limitations such as weak infrastructure and low institutional support. The study also identifies opportunities from the growing interest in cultural tourism and government support, along with threats from modernization. Stakeholder analysis indicates that government agencies, cultural communities, and tourism actors hold important roles in carrying out cultural preservation efforts.

Conclusions This study provides strategic directions to reinforce cultural tourism development by emphasizing collaboration, institutional strengthening, and sustainable cultural management.

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Keywords

Key words: Cultural Tourism Strategy; Cultural Preservation; Stakeholder Roles; SWOT Analysis; Bulungan Regency

Introduction

Indonesia has a wealth of culture that is recognized internationally and forms the basis for the development of Tourism Villages as a sustainable tourism strategy (Adolph, 2022). One of the cultures that is still preserved today is the Long Table tradition of the Dayak people in Pimping Village, Bulungan Regency. The community interprets this tradition as a symbol of togetherness and collective identity that continues to be maintained through mutual cooperation in every performance (Balang, 2024). The central government has provided a legal basis for cultural preservation through the Tourism Law and the Cultural Advancement Law (Indonesia, 2009; Indonesia, 2017). This is reinforced by North Kalimantan Provincial Regulation No. 9 of 2019, but at the regional level. To date, Bulungan Regency does not yet have specific regulations and programs that specifically regulate the development of Meja Panjang cultural tourism, either in the Regency Regulation or the Strategic Plan.

The absence of such policies has led to various problems, such as weak institutional support, limited budget allocation, minimal cultural documentation, and a lack of strategic direction in preserving the Meja Panjang culture. These conditions have the potential to hinder the sustainability of traditions as part of the cultural identity of the Dayak Pimping community. Previous studies have shown that well-designed regional policies can strengthen cultural preservation and increase community involvement (Hartono dan Saraswati 2023). However, studies on Meja Panjang have so far focused more on its socio-cultural functions, without discussing preservation strategies in the context of cultural tourism development, and without integrating an analysis of supporting and inhibiting factors or the role of stakeholders (Andini Sukma Suci et al., 2024; Asnawi, 2020; L. Sigai, 2018).

The state of the art shows that a number of studies emphasize the role of regional policies in cultural preservation, while other studies view tradition only as an aspect of social identity (Ariwibowo & Fibiona, 2025; Juyal & Rachna, 2025; Rohmah & Barra Ma'rifah, 2024; Wijaya & Triputro, 2025; Yusriadi et al., 2025). To date, there has been no research specifically discussing Meja Panjang as a cultural tourism object from the perspective of regional development strategies. Thus, there is a research gap in the form of a lack of comprehensive studies linking the Meja Panjang tradition with tourism planning and cultural preservation in Bulungan Regency. Based on this gap, this study has a novelty in the form of an analysis of the Meja Panjang cultural preservation strategy integrated with cultural tourism development through a SWOT analysis approach and stakeholder role mapping. Therefore, this study aims to formulate effective, sustainable, and relevant preservation strategies as part of regional tourism development, so that the Meja Panjang tradition remains alive, develops, and provides social and economic benefits to the people of Pimping Village. This study uses Bryson (2017) public sector strategic planning theory as its main foundation, which is operationalized through SWOT analysis and reinforced with a stakeholder approach and community-based cultural preservation in the context of regional tourism development.

Methods

This study uses a descriptive qualitative research design that focuses on a deep understanding of the phenomenon of preserving the Meja Panjang culture in Pimping Village, Bulungan Regency. The researcher chose this approach to describe the processes, meanings, and experiences of those directly involved in cultural preservation efforts (Creswell & Poth, 2018). This approach also allows researchers to examine internal and external factors through SWOT

analysis in order to formulate relevant cultural preservation strategies. The research population includes all parties directly involved in the preservation of Meja Panjang culture. The sample was determined purposively by considering the subjects' knowledge, roles, and experiences in preservation activities.

Informants consisted of the Bulungan Regency Youth, Sports, and Tourism Office, the Bulungan Regency Education and Culture Office, the Head of Pimping Village: the Traditional Leader of Pimping Village, community leaders, and youth of Pimping Village. Informants were selected based on inclusion criteria, namely parties who understood the history, implementation, and obstacles to the preservation of the Long Table. This study did not use exclusion criteria because all informants who met the inclusion criteria were considered relevant.

Researchers collected data through observation, interviews, and documentation (Creswell & Poth, 2018). Observations were conducted directly in Pimping Village to observe the implementation of the Long Table tradition and preservation activities. Interviews were conducted with informants who understood and were involved in cultural preservation to obtain primary data on strategies, obstacles, and stakeholder roles. Documentation was used to collect secondary data in the form of photographs, traditional archives, and policy documents. The main research instrument was the researchers themselves, who compiled interview guidelines, determined the focus of observation, and interpreted the data. The interview guidelines were compiled based on the themes of preservation strategies, supporting and inhibiting factors, and the roles of stakeholders. Documentation data was used to validate findings through triangulation. The research procedure was carried out in several stages, namely determining the research focus, selecting informants, collecting data, conducting source triangulation, and processing data using an interactive model. All stages were carried out sequentially to ensure data accuracy.

Researchers analyzed the data using the Miles & Huberman (1994) model, which includes data collection, reduction, presentation, and conclusion drawing. This analysis was combined with a SWOT analysis to assess internal and external factors that influence the preservation of the Meja Panjang culture and form the basis for formulating preservation strategies. Ethical considerations were applied by requesting informants' consent prior to interviews, maintaining confidentiality of information, and protecting participants' identities to ensure their comfort and safety during the research.

Results and Discussion

SWOT Analysis

SWOT analysis is a method used by researchers to assess the internal and external conditions of a program or activity. This analysis aims to identify four main elements, namely strengths, weaknesses, opportunities, and threats. Through this analysis, researchers can understand the factors that support and hinder the success of the Meja Panjang cultural preservation strategy in Pimping Village. By identifying the strengths and opportunities as well as the weaknesses and threats, the village government, traditional institutions, and the community can develop appropriate strategic measures to effectively and sustainably preserve cultural traditions.

Table 4.1 SWOT Analysis

	Opportunities	Threats
	(O1) Strong support from local governments in promoting and preserving culture through regional festivals such as Irau.	(T1) The influx of foreign cultural influences and modernization that can displace local traditional values.
	(O2) Opportunities for local economic development through the involvement of MSMEs in Meja Panjang cultural activities.	(T2) Declining interest in tradition among the younger generation due to modern lifestyles.
	(O3) Integration of Meja Panjang traditions with the tourism sector (culinary, nature, culture)	(T3) Lack of facilities and funding for the implementation of Meja Panjang cultural traditions.
	(O4) Community support and a strong spirit of mutual cooperation in preserving local culture.	(T4) The risk of losing sacred values because some elements of old traditions are no longer practiced due to religious influences or because they conflict with religion.
	(O5) Youth involvement in cultural preservation and promotion through social media.	(T5) The influence of alcohol on the younger generation during Meja Panjang cultural tradition activities.
	(O6) Potential for cooperation between institutions (schools, universities, cultural communities).	(T6) The potential for division if the community's spirit of mutual cooperation is not maintained.
	(O7) Meja Panjang cultural tradition activities attract local and out-of-town tourists.	(T7) The attitude of the community who do not understand the rules during the Meja Panjang cultural tradition.
	(O8) The government actively collects data on cultural assets and, if deemed unique, registers them for patenting to become official regional cultural assets.	(T8) The impact of globalization and information technology, which can shift the mindset and lifestyle of the community, especially
	(O9) There are proposals to the government for the	

	<p>establishment of a permanent cultural tourism area.</p> <p>(O10) Utilization of social media as an effective and creative means of cultural promotion.</p> <p>(O11) Openness of the community towards tourists and visitors from outside the region.</p> <p>(O12) The geographical potential of Pimping Village supports the development of cultural and nature tourism.</p>	<p>young people, to become more individualistic.</p> <p>(T9) Lack of support and guidance from the local government in the form of training, mentoring, and community empowerment.</p>
<p>Strengths</p> <p>(S1) Strong commitment from the Bulungan Regency Youth, Sports, and Tourism Office and the Bulungan Regency Education and Culture Office in supporting the preservation of local culture.</p> <p>(S2) Support for cultural promotion through tourism events and budgeting for local cultural activities such as Meja Panjang.</p> <p>(S3) Synergy between the local government, the community, and villages in preserving traditions.</p> <p>(S4) The existence of a strong legal basis (Law No. 10 of 2017, Local Regulation of 2017, Regent Regulation No. 19 of 2023) in cultural preservation.</p> <p>(S5) Non-financial support such as cultural workers, artists, and</p>	<p>Strengths-Opportunities (S-O) Analysis</p> <p>(S1,S2,S3,S4,O9) Utilizing regulatory support and government-community synergy to develop a permanent cultural tourism area.</p> <p>(S6,S14,O5,O10) Promoting Meja Panjang culture through festivals and social media with youth involvement.</p> <p>(S7, S10, O2, O3) Integrating Meja Panjang activities with local economic development and SMEs.</p> <p>(S16, O6) Utilizing the status of Cultural Village to establish cross-institutional cooperation and strengthen regional cultural identity.</p>	<p>Strength-Threat Analysis (S-T)</p> <p>(S3, S11, S12, T1, T8) Strengthen the role of traditional leaders and artists in preserving traditional values from outside cultural influences.</p> <p>(S8, S9, S14, T2) Optimize the Meja Panjang (Long Table) activity as a means of cultural education for the younger generation.</p> <p>(S4, S13, T4, T5) Establishing customary rules of conduct so that sacred values are not lost.</p> <p>(S9, S15, T6) Maintaining community cooperation to prevent social conflict.</p>

<p>facilities BANTAH (government assistance).</p> <p>(S6) Promotion of traditional culture and cuisine of Bulungan Regency through the Tanjung Selor City Anniversary celebration and cultural festivals.</p> <p>(S7) The Long Table tradition has been held for decades as a symbol of unity.</p> <p>(S8) The Long Table activity serves as a platform for the preservation of local arts and culture.</p>		
<p>Weaknesses</p> <p>(W1) There are no specific regulations such as local regulations/RPJM/PERDES regarding the preservation of the Meja Panjang culture.</p> <p>(W2) RIPDDA policy documents between regencies and provinces are not yet synchronized.</p> <p>(W3) There is no specific budget for Meja Panjang cultural activities at the regency level.</p> <p>(W4) Facilities and supporting infrastructure for cultural activities are still limited and have not been optimally addressed.</p> <p>(W5) There are no incentives or formal support for cultural tourism villages.</p> <p>(W6) Weak coordination between agencies in the process of reviewing and registering cultural heritage.</p>	<p>Analysis Weaknesses-Opportunities (W-O)</p> <p>(W1, W10, O1, O8) Develop specific regulations and village rules on the preservation of the Long Table</p> <p>(W6,O6) Strengthen coordination between agencies and cultural institutions.</p> <p>(W3, W8, O2) Applying for government budget assistance for cultural activities.</p> <p>(W11, O5, O10) Encouraging training and guidance for the younger generation in promoting culture through social media.</p>	<p>Weakness-Threat Analysis (W-T)</p> <p>(W4, W8, T3) Overcoming limitations in facilities and funding through cross-party collaboration.</p> <p>(W7, T4) Conducting regular documentation and cultural training to anticipate the loss of knowledge sources.</p> <p>(W9, T1, T2) Strengthening cultural character education in schools to counter the influence of modernization.</p> <p>(W5, W6, T9) Establishing traditional institutions or special communities for cultural preservation.</p>

<p>(W7) Lack of documentation and research on cultural history because some of the sources who understand it are no longer able to tell the whole story.</p> <p>(W8) Limited funds for the implementation of the Meja Panjang cultural tradition because the funds used are in the form of self-help or voluntary contributions from the Pimping Village community.</p> <p>(W9) The challenge of differences in perspective between the younger and older generations in interpreting cultural values.</p> <p>(W10) The absence of village regulations that specifically regulate the implementation of the Meja Panjang cultural tradition.</p>		
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Source: Processed by Researchers (2025)

Strategic Priorities

The strategic priority for preserving the Meja Panjang culture in Pimping Village is to maintain local traditions amid social change and progress. The goal is to select the most effective strategic measures for preserving the cultural heritage that defines the local community's identity. In regional development, cultural preservation serves as an effort to maintain local values while strengthening the social character of the community. Priorities are determined based on an analysis of the strengths, weaknesses, opportunities, and threats that affect the sustainability of the Meja Panjang culture. The prioritized strategies are expected to overcome various challenges, strengthen community participation, and encourage cooperation between the government and traditional institutions in preserving local culture. The Meja Panjang cultural preservation strategy not only focuses on preserving traditions but also aims to create synergy between traditional values and regional development directions, such as:

1. Leverage regulatory support and government-community synergy to develop permanent cultural tourism areas.
2. Integrate Meja Panjang activities with local economic development and MSMEs.
3. Maintain community cooperation to prevent social conflict.
4. Promoting Meja Panjang culture through festivals and social media with youth involvement.

5. Strengthening the role of traditional leaders and artists in preserving traditional values from outside cultural influences.
6. Developing specific regulations and village rules on the preservation of Meja Panjang.
7. Establishing customary implementation rules to preserve sacred values.
8. Optimize Meja Panjang activities as a means of cultural education for the younger generation.
9. Encourage training and guidance for the younger generation in cultural promotion through social media.
10. Conduct regular cultural documentation and training to anticipate the loss of knowledge sources.
11. Utilize the status of Cultural Village to establish cross-institutional cooperation and strengthen regional cultural identity.
12. Apply for government funding for cultural activities.
13. Strengthen coordination between cultural agencies and institutions.
14. Overcome limitations in facilities and funding through cross-party collaboration.
15. Establish traditional institutions or special communities for cultural preservation.
16. Strengthen cultural character education in schools to counter the influence of modernization.

Next, the researchers analyzed the strategy for preserving the Meja Panjang culture in Pimping Village, Bulungan Regency, North Kalimantan Province using SWOT analysis, which covers strengths, weaknesses, opportunities, and threats based on [Bryson \(2017\)](#) theory.

Strength

The strategic planning process emphasizes the importance of identifying organizational strengths and utilizing them for long-term goals. Bryson also emphasizes the importance of utilizing internal potential and cross-sector collaboration in achieving strategic goals. Local governments, traditional institutions, and communities work together to maintain sustainability and culture in accordance with Bryson's approach, which emphasizes collaboration and shared commitment in the implementation of public strategies.

The strengths in the Meja Panjang cultural preservation strategy show the main factors that support the success of local cultural preservation in Pimping Village. Local government, traditional institutions, and the community play an important role in preserving and developing traditional values so that they remain sustainable amid the tide of modernization. In this context, the main strength lies in the solid synergy between the government, traditional institutions, and the local community in preserving the cultural heritage of Meja Panjang.

The findings regarding the strong synergy between the local government, customary institutions, and the community of Pimping Village are in line with the results of research by [Hartono and Saraswati \(2023\)](#), which shows that the success of local cultural preservation is greatly influenced by regional policy support and the active involvement of indigenous communities. The study confirms that cross-actor collaboration strengthens social legitimacy as well as the sustainability of cultural preservation programs. In this context, the preservation

of Meja Panjang culture relies not only on traditional values but also on institutional capacity built through cooperation between the government and the community.

The involvement of the younger generation in preserving the Meja Panjang culture also reinforces the findings of [Yusriadi et al. \(2025\)](#) and [Wijaya & Triputro \(2025\)](#) which emphasize the importance of cultural regeneration in maintaining the sustainability of local traditions. The participation of young people through art studios and social media shows that cultural preservation strategies can adapt to the times without losing their core values. This reinforces [Bryson \(2017\)](#) view that strengthening social capacity is an important element in strategic planning in the public sector.

The local government, through the Bulungan Regency Youth, Sports, and Tourism Office, is committed to continuing to promote the Meja Panjang culture with a budget allocation plan so that this activity can become a widely known annual event. This effort demonstrates the government's tangible support in preserving the region's cultural identity.

The active role of the Pimping Village government is a significant force in maintaining social values and the spirit of community cooperation. The Meja Panjang tradition is carried out collectively, from the preparation of the table and food to the implementation of the ceremony. The village government allocates the Village Fund (ADD) to support the smooth running of this activity so that the community is not burdened economically. This support shows that cultural preservation is not only the responsibility of traditional institutions but also part of the village development agenda.

Customary institutions play a central role in preserving the values and philosophy of the Long Table tradition. These institutions are tasked with ensuring that the procedures for implementation continue to follow the ancestral heritage. The Meja Panjang tradition features traditional symbols, clothing, and arts such as dances that reflect the identity of the Dayak people. This activity also serves as a means of community-based preservation, where traditional values are maintained through the direct involvement of the community.

The active participation of the community becomes a social and cultural force that strengthens the continuity of tradition. The people of Pimping Village interpret the Long Table as a symbol of unity and gratitude, which fosters solidarity and strengthens social relations among residents. In addition, the involvement of the younger generation in traditional activities, dance, and promotion on social media is part of a cultural regeneration strategy, so that traditional values can be passed on in a sustainable manner. The rejection of modern music in cultural events is also a form of community commitment to preserving the purity of local traditions. The recognition of Pimping Village as a Cultural Village by the Ministry of Culture in 2023 further reinforces the village's position as the center of Dayak cultural identity in North Kalimantan. This recognition adds legitimacy and provides an opportunity to strengthen local cultural institutions in the long term.

The involvement of the government, traditional institutions, and the community in preserving the Meja Panjang culture demonstrates the application of the concept of cross-sector collaboration, which is at the core of Bryson's theory. This collaboration shows how public actors and local communities build a shared commitment to preserving cultural identity. In addition, the participation of the younger generation and regulatory support from the government reflect the concept of strategic capacity building, where strengthening social and institutional capacity is key to the successful implementation of preservation strategies.

Weakness

Weaknesses in cultural preservation are internal conditions or factors that can hinder the success of the strategies implemented. In the context of preserving the Meja Panjang culture, weaknesses arise due to limited human resources, lack of policy support, and weak coordination between the parties involved. These weaknesses need to be understood so that the government and the community can improve existing strategies, enabling cultural preservation to be carried out more effectively and sustainably. Weaknesses in the Meja Panjang cultural preservation strategy can be seen from several key aspects. First, there are no specific regulations governing the implementation and preservation of the Meja Panjang culture. Second, government funding support is still limited, so the implementation of activities is more dependent on community self-reliance. Third, community participation in human resources is high, but there is no formal training or guidance provided by the government. Fourth, the facilities and infrastructure to support cultural activities are still minimal and have not received maximum attention. Based on observations and interviews, the researcher found several major weaknesses in the strategy for preserving the Meja Panjang culture in Pimping Village, namely, the absence of village regulations (Perdes) or regional policies that specifically regulate the Meja Panjang tradition. Policy synchronization between the Tourism Office and the Culture Office has not been running well. The budget for activities is still limited, and the facilities and infrastructure supporting cultural activities are inadequate. The participation of the younger generation has also begun to decline due to their busy schedules and the influence of digital technology.

The researchers found that the main weakness in the Meja Panjang cultural preservation strategy lies in the aspects of regulation and policy. To date, there are no village regulations or district government policies that clearly regulate the implementation of the Meja Panjang tradition. Cultural preservation activities are still carried out based on community agreements without a strong legal basis. This condition means that the implementation of the tradition does not yet have a sustainable strategic guideline. Another weakness is the lack of synchronization between agencies. The Bulungan Regency Tourism Office and Culture Office do not yet have policies or regulations, resulting in these activities still being carried out separately and not yet integrated into regional cultural development.

In terms of funding, government support is still very limited. The implementation of Meja Panjang is mostly funded by community self-help, while assistance from the village government is only in the form of technical support. This limited funding has resulted in a lack of facilities and supporting activities that could strengthen the cultural value of Meja Panjang. In addition, training and guidance from the government to indigenous communities is still minimal. The government has not yet provided intensive training on how to preserve and develop traditions so that they remain relevant to the times without changing their original values. As a result, the community only carries out traditions based on customs passed down from generation to generation without a clear direction for development. In addition, the involvement of the younger generation in cultural preservation has also begun to decline, with some busy working or studying outside the island and even more interested in other activities outside the village, resulting in less participation in traditional activities. This condition has the potential to reduce the enthusiasm for cultural preservation in the future.

Budget constraints and minimal facilitation from local governments are also in line with the findings (Acharya et al., 2022; Kurnia et al., 2019; Pareda et al., 2017; Sephia Surya Utami et al., 2024), which state that many local traditions still depend on community self-reliance because

they have not been integrated into regional development planning. This condition shows a gap between the government's normative commitment to cultural preservation and policy implementation at the local level. Another limitation is evident in the inadequate facilities and infrastructure for cultural activities. Pimping Village does not yet have permanent facilities such as a cultural gallery, and even the roof for the long table is made of tarpaulin instead of zinc. The Meja Panjang cultural activity still relies on community cooperation with simple equipment that is made every year. Overall, these weaknesses indicate that the strategy for preserving the Meja Panjang culture still needs to be strengthened. The government needs to formulate clearer policies, increase budgetary support, and strengthen coordination between institutions. Efforts to increase community capacity and the involvement of the younger generation are also key to ensuring that the Meja Panjang culture is preserved and passed down from generation to generation.

These weaknesses show that the strategy for preserving the Meja Panjang culture still faces structural and managerial obstacles. The government needs to strengthen policy support, budget, and coordination so that the implementation of this tradition does not only depend on the spirit of community cooperation. In strategic planning for public and nonprofit organizations, these weaknesses indicate that the principles of strategic capacity building and alignment processes have not been optimally applied in cultural preservation. Bryson's theory emphasizes that internal weaknesses in an organization or public program often arise due to a lack of structured strategic planning, limited resources, and weak cross-sector coordination. In this context, the absence of regulations, limited funds, and minimal community training reflect the lack of strong strategic capacity to support the sustainability of preservation programs. Bryson's theory also highlights the importance of policy synchronization between institutions in public strategic planning. In the strategic planning process, each weakness must be identified as part of efforts to improve the effectiveness of public organizations. By thoroughly recognizing internal weaknesses, the government can develop adaptive strategies to strengthen institutional capacity and improve coordination between actors. In the context of preserving the Meja Panjang culture, this can be realized through the formulation of clear regional regulations, increased cultural budgets, and community and youth training programs as a form of strengthening socio-cultural capacity.

Therefore, the weaknesses in the Meja Panjang cultural preservation strategy show that cultural preservation requires not only community enthusiasm, but also strong institutional and policy support. Referring to Bryson's theory, these weaknesses can be a starting point for improving strategies to be more effective, focused, and sustainable in preserving the Dayak cultural heritage in Bulungan Regency.

Opportunities

Opportunity analysis is an important part of strategic planning for public and nonprofit organizations, as it helps public organizations identify external factors that can be utilized to strengthen strategies and achieve long-term goals. In preserving the Meja Panjang culture in Pimping Village, opportunities can be seen as external conditions that support the sustainability of traditions, whether through government policy support, community participation, tourism potential, or social and economic benefits.

Opportunities are external factors that can be utilized to achieve goals or improve policies or programs. Identifying opportunities is important because it helps decision-makers understand the surrounding environment and plan appropriate strategies to take advantage of favorable

situations. Opportunities in the context of cultural preservation are defined as various positive potentials that can be utilized to support the sustainability of cultural traditions. In this case, the Meja Panjang culture in Pimping Village has great potential to be developed through government support, community participation, synergy with the tourism sector, and the resulting economic and social benefits. These opportunities are external forces that can strengthen the existence of the Meja Panjang culture so that it remains sustainable and valuable to the community. These opportunities include support from local and provincial governments, active community involvement, and the potential for cultural integration with the tourism and creative economy sectors. In addition, opportunities also arise from the social and economic impacts generated by cultural activities, as well as cross-sector support from educational institutions, communities, and MSME actors.

Researchers found that the greatest opportunity for preserving the Meja Panjang culture lies in the support of the village and local governments. The government has demonstrated its commitment by facilitating various cultural festivals, such as the Irau Festival held on the anniversary of Tanjung Selor City, which also serves as a venue for promoting the cultural potential of each sub-district. Through these activities, the government seeks to introduce the Meja Panjang tradition to a wider audience and make it part of regional tourism promotion. In addition to government support, the people of Pimping Village also show openness and enthusiasm in preserving the Meja Panjang tradition. The community plays an active role as the implementer of activities while also preserving cultural values. The values of mutual cooperation, sharing, and togetherness are still strongly embedded in the lives of the residents. This condition is an important social capital for strengthening cultural preservation amid changing times.

From a tourism perspective, the Meja Panjang culture has great potential to be developed as a cultural tourist attraction. This activity not only showcases traditional ceremonies, but can also be combined with the region's natural and culinary attractions, such as Payang and Lanying. This allows Pimping Village to become a tourist destination that offers both cultural and culinary experiences.

Cultural activities also have a positive impact on the local economy. During the Meja Panjang tradition, community economic activity increases due to the demand for various event needs, ranging from food ingredients, decorations, to local handicraft products. MSME players also have the opportunity to sell their products, such as accessories, hats, necklaces, and Dayak souvenirs. Thus, these activities not only preserve traditional values but also become a source of livelihood for the village community. The involvement of the younger generation is one promising opportunity. Young people play an active role in managing art studios, dance training, and cultural promotion through social media. The presence of young people as cultural drivers helps expand the reach of promotion and attracts the interest of the wider community to learn about the Meja Panjang tradition. Through digital creativity, local culture can be promoted nationally and even internationally.

The involvement of MSMEs and the creative economy in cultural activities also strengthens the concept of community-based cultural tourism as described by [Juyal & Rachna \(2025\)](#), in which the local community is not only a cultural object but also a major actor in the process of tradition-based economic development.

Geographically, the location of Pimping Village also supports the development of this cultural tradition. The natural environment and friendly community are additional attractions for

tourists who want to enjoy the cultural and natural atmosphere at the same time. The village government has also begun to develop ideas for developing a culture-based tourist area, such as providing homestays for tourists so they can experience the life of the indigenous community firsthand. From a cultural identity perspective, another opportunity arises from the desire of the community and traditional leaders to strengthen traditional symbols through ornaments, carvings, and village spatial planning that reflect local culture. Plans to collaborate with the provincial government to beautify the environment with Dayak-style ornaments are a strategic step in strengthening the cultural identity of Meja Panjang. Economic opportunities and cultural promotion through festivals and digital media further increase Meja Panjang's potential to become a leading tourist attraction in Bulungan Regency. These activities not only preserve cultural values but also open up new job opportunities for the village community.

Opportunities in preserving Meja Panjang culture are not only understood as naturally emerging potential, but also as the result of the ability of public actors and local communities to recognize, manage, and strategically utilize external conditions. Through government support, community involvement, tourism potential, and the role of the younger generation, Meja Panjang culture has a great opportunity to develop into a cultural icon and a source of sustainable economic development in Bulungan Regency.

Threats

Threats in the context of cultural preservation strategies can be defined as any form of external condition, pressure, or change that has the potential to hinder the continuity of local cultural values and practices. Threats arise when there is an imbalance between the community's ability to preserve traditional values and the influence of an ever-changing external environment. In cultural preservation strategies, threats need to be identified in depth so that anticipatory measures can be developed to maintain the sustainability of traditions without losing their original meaning. Therefore, in the Meja Panjang cultural preservation strategy, it is important for all parties, including the government, traditional leaders, and the community, to recognize threats early on. Identifying threats is necessary so that the strategies developed can be adaptive and sustainable, while maintaining continuity between the preservation of local values and the dynamics of social and economic development in the community. By understanding these threats, the government and the community can prepare adaptive measures in line with the principles of strategic management so that cultural preservation strategies remain relevant and sustainable.

In preserving the Meja Panjang culture in Pimping Village, threats arise from changing times and the rapid pace of modernization. The development of digital technology and the influx of foreign cultures have changed the way people, especially the younger generation, view local traditions. This phenomenon is in line with [Bryson \(2017\)](#) view that public organizations need to recognize environmental threats, namely changes in the external environment that can disrupt the success of strategies. When foreign cultures are more easily accessible through social media and modern entertainment, the values of local traditions are at risk of being displaced. Without strong cultural education efforts, the Meja Panjang tradition may lose its appeal and meaning for future generations.

Threats also arise from shifting social and religious values in society. Some people are beginning to abandon traditional elements that are considered incompatible with religious teachings. In [Bryson \(2017\)](#), perspective, these changes in values are socio-cultural threats that require adaptive strategies without losing cultural substance. The community must be able to adapt the

form of tradition so that it continues to be accepted by all groups, while maintaining the social, moral, and spiritual values contained within it.

A decline in the spirit of mutual cooperation and community participation can also pose a serious threat. The Long Table tradition is highly dependent on community cooperation and togetherness. When the spirit of collectivity begins to wane due to busyness, population mobility, or the influence of modern individualism, the implementation of traditions will be hampered. Bryson emphasizes that this kind of threat can weaken strategic capacity, which is the collective ability of a community to implement strategies effectively. From an institutional perspective, the threat comes from a lack of government support. The lack of facilities and attention means that the community is still struggling on its own to preserve the tradition. In Bryson's framework, this reflects the weakness of institutional support systems, which should be a strategic part of collaboration between the government and the community. If the government is not actively involved, cultural preservation strategies will lose direction and risk stagnation.

If the risk of cultural commercialization is excessive when the Meja Panjang tradition is developed solely as a tourist attraction without considering its sacred value, then the orientation of activities may shift from preservation to profit alone. Public strategies must always maintain a balance between efficiency and public moral values. In this context, the involvement of external sectors such as tourists or business actors needs to be carried out with the principle of ethical alignment, which is to respect the applicable cultural rules and meanings.

Changes in the form of modern music and entertainment that have begun to enter Meja Panjang activities also pose a threat to cultural authenticity. Although occurring on a small scale, these changes signify a process of acculturation that needs to be managed so as not to erase the distinctive characteristics of local traditions. Bryson (2017) explains that threats such as these can be categorized as emerging threats, i.e., small changes that, if ignored, have the potential to have a major impact on the sustainability of the strategy.

Another threat that also needs to be considered is the social behavior of the community during the event, such as the use of alcohol or actions that do not conform to norms. This can create a negative image and reduce the sanctity of the tradition. In Bryson's perspective, this condition shows the importance of strategic control mechanisms, namely efforts to ensure that the implementation of cultural activities remains in line with the established strategic values and objectives.

Threats to the preservation of the Meja Panjang culture are not merely obstacles, but also material for strategic reflection by the government and the community. If managed with an adaptive and collaborative approach as suggested by Bryson (2017), these threats can be turned into opportunities to strengthen cultural identity and expand the reach of sustainable tradition preservation.

Conclusion

This study shows that the strategy for preserving the Meja Panjang culture in Pimping Village has strong potential for sustainable development through collaboration between local government, traditional institutions, and the local community. These findings confirm that the success of cultural preservation is determined not only by the existence of the tradition itself, but also by institutional capacity, community participation, and consistent policy support. The results of this study are in line with previous studies that emphasize the importance of cross-

actor collaboration and community-based approaches in the management and preservation of local culture.

Theoretically, this study reinforces the relevance of public sector strategic planning theory as proposed by Bryson, particularly in the context of community-based cultural preservation at the local level. Empirically, this study complements previous studies by presenting the local context of Pimping Village, which shows how cultural traditions can survive and adapt amid social, economic, and modernization dynamics. From a policy perspective, the findings of this study indicate the need to strengthen regional regulations that specifically regulate the preservation of local culture, including the provision of budgetary support and institutional facilitation. This is in line with the findings of various previous studies that highlight that weak policy frameworks and limited funding are major obstacles to community-based cultural preservation. Therefore, integrating cultural preservation into regional development planning and the tourism sector is a strategic step to ensure the sustainability of the Meja Panjang tradition.

This study has several limitations, including the limited scope of the research location, which only focuses on one village, and the use of a qualitative approach that does not allow for broad generalization of the findings. Therefore, further research is recommended to conduct comparative studies between regions or use a mixed methods approach to obtain a more comprehensive picture of local cultural preservation strategies. Further research could also explore in greater depth the economic and social impacts of cultural preservation on the welfare of local communities.

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