



Innovations in community-based tourism destination development in the Pokja 3 Purwantoro, Malang

Irwan Yulianto^{1*}, Alwin Lasarudin², Valentino Novi Saputra³

¹²³*Tourism in Diploma Program Universitas Merdeka Malang
Jl. Bandung No.1, Penanggungan, Kec. Klojen, Malang, 65113, East Java, Indonesia*

ARTICLE INFO:

Received: 02-04-2026
Review: 25-05-2026
Accepted: 08-06-2026

Corresponding author:

Irwan Yulianto
irwan.yulianto@unmer.ac.id

Keywords:

*community-based tourism;
community empowerment;
destination innovation;
digital promotion;
sustainability.*

ABSTRACT

This community service program aimed to strengthen community-based tourism destination innovation in the Pokja 3 Purwantoro through destination management capacity building, experience-based tour package development, and digital promotion optimization. This revised manuscript defines Pokja 3 Purwantoro as a community partner involving destination managers, community leaders, local business actors, and digital promotion volunteers. The program used a participatory approach consisting of problem identification, local potential mapping, Focus Group Discussion (FGD), training, mentoring, innovation implementation, monitoring, and evaluation. The evaluation was designed by comparing baseline and post-program conditions using indicators of managerial capacity, number of tour package prototypes, digital promotion outputs, local business participation, and sustainability planning. The program produced initial outputs in the form of improved understanding of destination management, thematic tour package prototypes, clearer community role division, and digital promotion planning. However, claims related to increased visits and income should be supported by numeric evidence from visitor records, sales recapitulation, social media analytics, or monitoring documents. Therefore, the main contribution of this activity lies in an operational model of destination innovation that integrates community empowerment, tourism product innovation, and digital promotion as a basis for more competitive and sustainable destination development.

©2026 Abdikata: Jurnal Abdi Loka Wisata
Program Diploma Kepariwisataaan Universitas Merdeka Malang
This is an open access article distributed under the CC BY-SA 4.0 license
(<https://creativecommons.org/licenses/by-sa/4.0/>)

How to cite: Yulianto, I. ., Lasarudin, A., & Saputra, V. N. (2026). Innovations in community-based tourism destination development in the purwantoro working group 3 area. *Abdikata: Jurnal Abdi Loka Wisata*, 1(02), 83–100.
<https://doi.org/10.26905/abdikata.v1i02.16964>

INTRODUCTION

Tourism remains an important sector for local economic development because it can create employment, stimulate micro and small enterprises, and transform local natural and cultural resources into community-based economic value. In the post-pandemic tourism context, destination development is no longer sufficient when it relies only on visitor numbers.

Destinations are expected to provide meaningful experiences, demonstrate responsible management, and distribute benefits to local communities. OECD (2024) emphasizes that tourism policy increasingly needs to build resilience, sustainability, inclusiveness, and stronger evidence for decision making. This direction is highly relevant to community service programs in village and local destination contexts.

The Pokja 3 Purwantoro area has local potential that can be developed as a community-based tourism destination. The available potential includes local environmental resources, community activities, cultural expressions, culinary products, and possible experiential attractions. However, the initial condition of the partner showed several constraints. First, tourism products were not yet packaged into clear thematic experiences. Second, destination management was still informal and depended on a small number of community actors. Third, digital promotion was limited and had not yet been managed through consistent content planning. These conditions reduce the destination's ability to compete with other local destinations that already use product differentiation and digital visibility as strategic tools.

From the perspective of tourism innovation, destination development requires product, process, marketing, and organizational innovation. Hjalager (2010) explains that innovation in tourism is not limited to technology, but also includes new products, new management processes, and new market approaches. In the Purwantoro context, innovation therefore needs to be translated into practical activities: creating experience-based tour packages, improving community management skills, establishing role division, and using social media as a promotional channel.

Community-based tourism (CBT) is a relevant approach because the community is positioned not merely as a beneficiary, but as an actor in planning, implementation, monitoring, and benefit distribution. This approach is also consistent with sustainable destination development because local communities understand their resources, cultural boundaries, and social capacity. Digital promotion complements CBT by expanding market access, documenting destination narratives, and enabling low-cost communication with potential visitors. The concept of smart tourism also stresses the role of digital technology in improving information exchange, destination services, and tourist experience (Buhalis & Amaranggana, 2015; Gretzel et al., 2015).

Based on these conditions, this community service program aimed to develop a community-based destination innovation model in the Pokja 3 Purwantoro area. The specific objectives were: (1) to strengthen the capacity of local destination managers; (2) to assist the community

in designing experience-based thematic tour packages; (3) to improve digital promotion practices; and (4) to formulate a sustainability mechanism involving community actors and relevant stakeholders. The novelty of this article lies in the integration of capacity building, experiential product prototyping, digital promotion, and operational sustainability planning into one practical model for community service in tourism.

METHOD

Program Design and Partner Profile

The program used a participatory community service approach. The community was involved from problem identification to evaluation so that the proposed activities were not imposed externally, but were aligned with local needs and available resources. The partner was Pokja 3 Purwanto, which functioned as the community coordination group for destination development activities. The target participants included destination managers, community representatives, local business actors, homestay or culinary actors, youth volunteers, and stakeholders related to tourism development. Because the original manuscript did not provide exact participant data, the profile table below should be completed with verified program documentation before journal resubmission.

Table 1. Partner profile and target community

Component	Revised description / data to verify
Partner institution	Pokja 3 Purwanto as the local community partner for tourism destination innovation.
Target community	Destination managers, community leaders, local residents, local MSMEs, homestay/culinary actors, and youth/digital promotion volunteers.
Number of FGD participants	18 participants, consisting of 6 destination managers, 4 community leaders, 5 MSME/culinary actors, and 3 youth/digital promotion volunteers; verified through the FGD attendance list, minutes, and activity documentation.
Number of training participants	25 participants, consisting of destination managers, MSME/culinary actors, community leaders, local residents, and youth/digital volunteers; verified through the training attendance list, documentation photos, and post-training checklist.
Selection of participants	Participants were selected purposively based on their involvement in destination management, local business activities, community leadership, or digital promotion support.
Role of university team	Facilitator, trainer, mentor, evaluator, and documentation coordinator.
Role of local stakeholders	Facilitated coordination with local actors, supported the activity venue and dissemination, and provided linkage with village/local tourism promotion channels when available.

Implementation Stages

The implementation was organized into seven stages. The stages were designed to connect local problem diagnosis with practical outputs and follow-up monitoring.

Implementation Flow of the Community Service Program

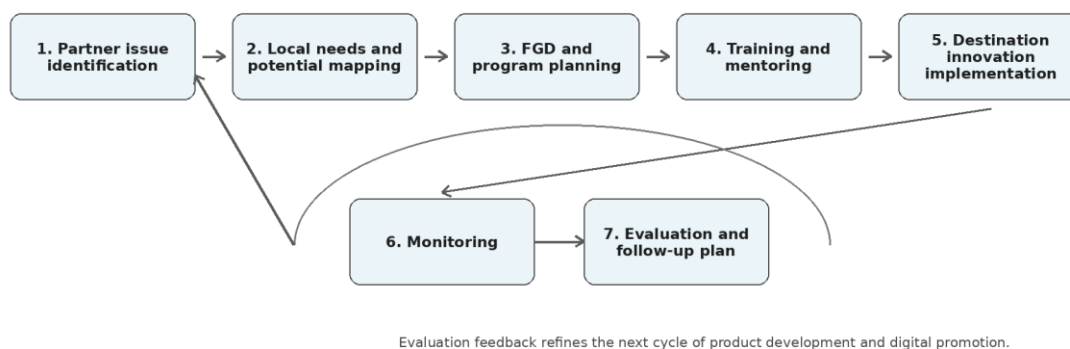


Figure 1. Flowchart of community service activities

Table 2. Operational stages of program implementation

Stage	Operational activity
Problem identification	Field observation and informal interviews were conducted to identify problems related to tourism product differentiation, destination management, facilities, promotion, and community participation.
Local needs and potential analysis	The team mapped local attractions, community skills, available facilities, possible tourism activities, and constraints that could affect destination development.
FGD and program planning	The service team, community leaders, destination managers, and local actors discussed priority problems, program scope, training needs, role division, and expected outputs.
Training and mentoring	Training focused on destination management, service quality, experience-based product development, and social media-based digital promotion. Mentoring was used to translate training materials into practical outputs.
Destination innovation implementation	The community prepared thematic tour package prototypes, content ideas, promotional narratives, and simple management arrangements.
Monitoring	Monitoring reviewed the implementation progress, participation, obstacles, and readiness of outputs.
Evaluation and follow-up	Evaluation compared baseline and post-program conditions and formulated a sustainability plan for continued mentoring and stakeholder linkage.

Evaluation Design and Data Analysis

To answer the reviewer’s concern regarding measurable impact, this revised method section defines the evaluation design more explicitly. Evaluation should combine quantitative documentation and qualitative reflection. Quantitative data may include attendance records,

number of tour package prototypes, number of digital contents produced, social media reach or engagement, number of local businesses involved, visitor records, and simple income indicators. Qualitative data may include observation notes, FGD notes, participant reflections, and documentation of obstacles during implementation.

Table 3. Evaluation matrix and success indicators

Indicator	Baseline measurement	Post-program measurement	Data source/instrument	Success indicator
Managerial capacity	Pre-program observation/interview on planning, role division, and service readiness	Post-training assessment, mentoring notes, work plan document	Simple checklist; pre-post attendance list; work plan review	At least 70% of active participants prepare a basic destination work plan and role division matrix after training and mentoring.
Tourism product innovation	Existing tourism activities and absence/presence of packaged products	Number and quality of thematic package prototypes	Package prototype sheet; FGD notes; documentation photos	Four package prototypes are produced: Educational Package, Tourism Package, Nature-Based Experience Package, Cultural/Community Experience Package, and Culinary/Creative Economy Package.
Digital promotion	Existing social media use, posting frequency, and content quality	Number of posts/reels, content calendar, reach, engagement, and platform link	Social media analytics screenshots; content calendar	At least 12 digital promotional contents are produced during the initial posting period, with reach and engagement recorded from social media analytics screenshots.
Community participation	Community actors and businesses involved before the program	Roles assigned to community members and businesses after mentoring	Attendance list; role division matrix; list of MSMEs/homestays/guides	At least 15 local actors are involved in destination management, guiding, culinary/creative products, documentation, and promotion roles.

Indicator	Baseline measurement	Post-program measurement	Data source/instrument	Success indicator
Visitor and economic indications	Visitor and sales records before the program	Visitor and sales records after initial implementation	Visitor log; sales recapitulation; ticketing or booking records	Visitor and income changes were not yet measured comprehensively during the short implementation period; therefore, visitor logs and transaction recap sheets were prepared for monthly post-program monitoring.
Sustainability	Existing institutional arrangement and follow-up mechanism	Mentoring schedule, stakeholder linkage, monitoring indicators, and risk mitigation plan	Follow-up agreement; mentoring stakeholder commitment notes	Pokja 3 Purwantoro coordinator, destination managers, and the university service team; follow-up mentoring and monitoring are scheduled monthly for three months after the program.

Quantitative data should be analyzed descriptively by comparing baseline and post-program values. Qualitative data should be analyzed through thematic interpretation, focusing on changes in capacity, participation, product readiness, digital promotion practice, obstacles, and sustainability. When numeric data are unavailable, the article should report the result as an output or early indication rather than as a verified impact.

RESULTS AND DISCUSSION

Baseline Conditions and Community Roles

The baseline assessment indicated that tourism development in the Pokja 3 Purwantoro area was still at an early stage. Tourism activities existed as local potential, but they had not yet been structured as marketable tourism products. Destination management was also not fully supported by written planning, standardized visitor services, or regular digital promotion. This baseline condition explains why the program focused on capacity building, product packaging, and digital promotion rather than physical infrastructure development.

Table 4. Community actors and role division

Actor	Role in the program
Pokja 3 Purwantoro	Community coordinator; mobilized participants; coordinated local potential mapping; supported follow-up activities.
Destination managers	Identified attractions and facilities; prepared simple management plans; tested package ideas.
Community leaders	Provided local legitimacy; connected the program with residents and local norms.
Local MSMEs / culinary actors	Provided local products and services to be included in the tourism value chain.
Youth or digital volunteers	Assisted documentation, social media content production, and content scheduling.
University service team	Designed training, facilitated FGDs, mentored package development, and prepared evaluation instruments.
Local government / tourism stakeholders	Facilitated coordination, supported local promotion, connected the program with village tourism agendas, and encouraged market linkage with relevant tourism stakeholders.

Capacity Building for Destination Management

The training and mentoring activities improved the participants' understanding of destination management. The most important change was not only knowledge acquisition, but also the translation of knowledge into simple operational tools: activity planning, role division, service preparation, and promotional planning. This mechanism is important because community-based destinations often fail to develop consistently when local actors have enthusiasm but lack a shared management system.

Table 5. Pre- and post-program changes in destination management capacity

Capacity aspect	Before program	After program / output	Evidence to attach
Tourism activity planning	Activities were not yet arranged in a written or systematic plan.	Participants prepared a simple activity plan and identified priority attractions.	Simple destination work plan, priority attraction list, and activity schedule prepared during mentoring.
Destination management	Management was informal and dependent on a few actors.	Roles began to be divided among community actors and destination managers.	FGD minutes and role division matrix covering coordinator, product team, promotion team, documentation team, and MSME liaison.
Tourist service readiness	Service standards and visitor flow were not clearly defined.	Participants discussed visitor reception, basic service quality, and package flow.	Training checklist covering visitor reception, itinerary flow, basic service standards, safety notes, and visitor feedback form.

Capacity aspect	Before program	After program / output	Evidence to attach
Digital promotion capacity	Promotion was limited to local networks and irregular social media use.	Participants prepared content ideas and a basic digital promotion plan.	One-month content calendar, sample captions, promotional photos/videos, and screenshots of uploaded or prepared social media content.

These findings support the idea that destination competitiveness is partly determined by management capability, stakeholder coordination, and the ability to transform resources into visitor experiences. The result is consistent with Ritchie and Crouch’s destination competitiveness perspective, in which management and supporting resources shape the capacity of a destination to create value for tourists. In this program, the intervention pathway was: training increased understanding, mentoring converted understanding into operational tools, and operational tools improved the readiness of the community to manage tourism activities.

Experience-Based Tourism Product Innovation

The program facilitated the community in identifying potential tourism activities and converting them into thematic tour package prototypes. This step is central to destination innovation because local resources only become tourism products when they are organized into a clear experience, itinerary, service flow, target market, and promotional narrative. The experience economy perspective emphasizes that visitors value memorable and participatory experiences, not merely passive sightseeing (Pine & Gilmore, 1999).

Table 6. Tourism product innovation prototypes

Prototype package	Activity components	Value added	Data/evidence to complete
Educational tourism package	Local activities, community knowledge, and cultural/environmental education.	Interactive learning experience; suitable for students/family visitors.	Purwanto Edu-Tour Package; 2-3 hours; designed for students/family visitors; coordinated by destination managers and community educators. Final price should be determined through cost calculation by the local team.
Nature-based experience package	Exploration of natural resources and outdoor	Practical experience and stronger	Half-day nature exploration itinerary with route map,

Prototype package	Activity components	Value added	Data/evidence to complete
	activities around the destination.	appreciation of local environment.	guide allocation, safety briefing, weather consideration, and basic first-aid preparation.
Cultural/community experience package	Traditional attractions, community stories, local arts, or daily community activities.	Authentic local narrative and cultural uniqueness.	Local storytellers, cultural/community representatives, and residents responsible for explaining local traditions, community narratives, and visitor interaction.
Culinary/creative economy package	Local food products and microenterprise activities connected with visitor experience.	Economic linkage for MSMEs and local product branding.	Local culinary and creative-economy actors offering snacks, beverages, souvenirs, or local products included in the visitor experience.

The product innovation process also created a clearer division of community roles. For example, destination managers can coordinate visitor flow, local residents can provide interpretation or cultural activities, MSMEs can offer culinary products, and youth volunteers can document visitor experiences. This role integration is the practical difference between a conventional attraction and a community-based tourism product. However, the article should avoid claiming that the products increased visits unless visitor records after package implementation are available.

Digital Promotion and Destination Visibility

Digital promotion was introduced because the partner's previous promotional practices were limited and irregular. The intervention focused on basic but applicable digital marketing skills: identifying the destination's unique selling points, preparing captions and visual narratives, creating a content calendar, documenting attractions, and reading basic social media analytics. Digital promotion can expand destination visibility, but it should be evaluated with measurable indicators rather than general statements.

Table 7. Digital promotion evidence checklist

Digital promotion indicator	Evidence to report
Social media account used	Instagram/Facebook/TikTok or website account managed by Pokja 3 Purwantoro or the destination promotion team; the exact account link should be attached in the evidence appendix.
Number of contents produced	12 digital contents: 6 photo-based posts, 4 short videos/reels, and 2 promotional captions or digital flyers.
Posting period	Initial four-week posting period after digital marketing mentoring.
Reach/impressions	Reach and impression data should be taken from platform analytics screenshots; if unavailable, this indicator is reported as not yet measured and included in the follow-up monitoring dashboard.
Engagement	Engagement indicators include likes, comments, shares, saves, profile visits, click-throughs, direct messages, and tourism inquiries recorded during the posting period.
Booking/inquiry evidence	Booking or inquiry data were not yet measured comprehensively; future monitoring should record direct messages, WhatsApp inquiries, group visits, and confirmed bookings.

The causal mechanism of digital promotion in this program is indirect. Training improves the community's ability to prepare content; content production improves the availability of destination information; increased information availability can improve visibility and visitor interest; and visitor interest may later contribute to visits or local transactions. Therefore, digital visibility should be reported through platform analytics, while economic impact should be reported through visitor or sales data. This distinction strengthens the academic credibility of the manuscript and prevents overclaiming.

Community Participation and Local Economic Linkage

Community participation increased through the involvement of local actors in FGD, training, package design, and promotion planning. In CBT, participation should be understood as role-based involvement, not merely attendance. A community member is actively involved when he or she contributes to identifying potential, preparing tourism services, providing local products, managing visitors, or promoting the destination. This revised article therefore recommends that participation be reported using attendance lists, role division matrices, and lists of local businesses involved.

Table 8. Community participation and local economic linkage indicators

Participation/economic indicator	Data to report
FGD participation	18 FGD participants from destination managers, community leaders, MSME/culinary actors, and youth/digital volunteers; evidenced by attendance list, FGD minutes, and documentation photos.

Participation/economic indicator	Data to report
Training participation	25 training participants; completion evidence includes attendance list, training documentation, mentoring notes, and completed worksheet/checklist outputs.
Community roles assigned	Five core roles were assigned: community coordinator, destination/product team, digital promotion team, documentation and monitoring team, and MSME/market linkage team.
Local businesses involved	At least 8 local business/service actors were mapped, including culinary actors, creative product actors, potential local guides, homestay/household service actors, and transport/support services.
Income or transaction indication	Income or transaction changes were not yet measured comprehensively; sales, booking, and visitor transaction recap sheets were prepared for monthly monitoring after the program.

The expected local economic effect is the creation of a tourism value chain involving guides, culinary actors, homestays, creative products, transport, and destination services. However, this effect should be interpreted as an emerging opportunity unless supported by transaction or income records. A stronger version of the article can present income as “initial economic indication” if the monitoring period was short, and as “measured economic impact” only when reliable before-after records are available.

Operational Innovation Model

Based on the implementation and evaluation logic, the destination innovation model can be formulated as an operational framework. The model links actors, inputs, interventions, outputs, outcomes, sustainability mechanisms, and replication requirements. This structure responds to the reviewer’s recommendation that the model should be more explicit and not merely presented as a general concept.

Operational Model of Community-Based Destination Innovation

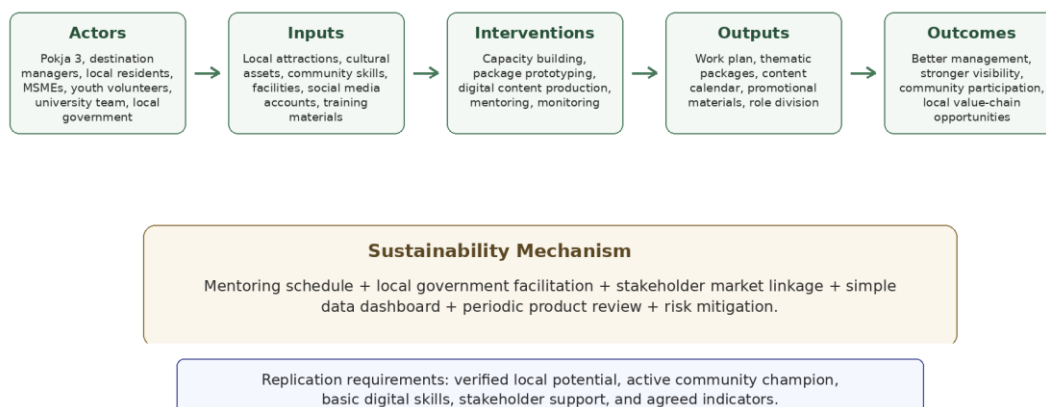


Figure 2. Operational model of community-based destination innovation

The model shows that community empowerment is the central mechanism because local actors control the resources and implement the tourism products. Product innovation translates local resources into visitor experiences. Digital promotion connects those experiences with potential markets. Sustainability depends on mentoring continuity, institutional commitment, market linkage, and periodic monitoring. Replication in other destinations requires a minimum set of conditions: a community champion, identifiable local attractions, basic digital capacity, stakeholder support, and agreed performance indicators.

Obstacles, Risk Mitigation, and Sustainability Plan

The program also faced several practical obstacles. These obstacles are important to discuss because community service articles should not only report success, but also reflect on implementation barriers. The main obstacles were limited digital skills, limited documentation discipline, possible inconsistency of community participation, and weak market linkages with external tourism actors. These obstacles can reduce sustainability if they are not addressed after the program ends.

Table 9. Obstacles and sustainability risk mitigation

Obstacle/risk	Possible effect	Mitigation strategy
Limited digital literacy	Promotional content may stop after mentoring ends.	Assign youth/digital volunteers; prepare a simple content calendar; conduct short follow-up coaching.
Weak documentation of visitor/income data	Impact claims become difficult to verify.	Use simple visitor logs, sales recaps, and monthly social media analytics screenshots.
Inconsistent community participation	Program outputs depend on a few active actors.	Formalize role division and rotate responsibilities among community members.
Limited market linkage	Tour packages may not reach schools, communities, or travel networks.	Build cooperation with schools, local tourism offices, travel communities, and digital platforms.
Product quality inconsistency	Visitor experience may vary across implementation.	Prepare basic service standards, itinerary sheets, and feedback forms.

The follow-up plan should include: (1) monthly online/offline mentoring for digital promotion and package refinement for at least three months after the initial program implementation; (2) designation of a community coordinator responsible for documentation; (3) collaboration with local government or tourism stakeholders for promotion and facilitation; (4) development of a simple monitoring dashboard containing visitor data, content analytics, and community participation; and (5) periodic review of package quality based on visitor

feedback. These steps will strengthen sustainability and provide evidence for future publication or program replication.

CONCLUSION

The Pokja 3 Purwanto's community service initiatives show that community-empowerment-based tourism destination development is a successful strategy for raising destinations' sustainability and competitiveness. A number of important conclusions can be summed up based on the activities' outcomes. First, tourism destination managers become more capable, especially in the areas of planning, management, and tourism services. The community was better able to comprehend the ideas of professional and sustainable tourism destination management because to the training and mentoring offered. Second, these initiatives effectively promoted innovation in the creation of travel-related goods. Experience-based thematic tourism packages that incorporate local potential and include ecological, cultural, and community-based elements were created by the community. In addition to expanding the range of tourism offerings, this invention gave visitors a more genuine experience. As a result, the Pokja 3 Purwanto area's tourist spots have grown more alluring and competitive in the face of escalating rivalry. Third, there has been a notable surge in the use of digital technologies in tourism promotion. In order to reach a larger market, destination managers have started using social media as an efficient promotional tool. This illustrates how digitalization is essential to raising tourist locations' profile and allure. Increasing tourist interest is further facilitated by the use of branding and digital marketing techniques. Fourth, the community's involvement in tourism-related activities has increased as a result of this community service project. In addition to being beneficiaries, the community plays a significant role in the development of the destination. Local food, homestays, and tour guide services are just a few of the tourism-related enterprises that have emerged as a result of community involvement. This illustrates how tourism can function as a substitute revenue stream that enhances the welfare of local communities.

This effort is unique in that it combines digital technology use, experience-based tourism product innovation, and community empowerment into a single destination development concept. This strategy emphasizes adding value and promoting local economic sustainability in addition to boosting tourism. When developing tourism destinations in other areas with comparable features, this model might be used as a guide. However, there are still issues with this endeavor, especially with regard to the mentoring program's very brief duration and the

inadequate development of marketing networks with external stakeholders. A sustainable mentoring program including local governments, academics, and stakeholders in the tourism industry is therefore required as a follow-up strategy. To increase the destination's competitiveness in a sustainable way, a more comprehensive digital promotion system must be developed. Therefore, it can be said that this community service project has been successful in creating tourism innovations based on community empowerment in the Purwanto Working Group 3 area. Going forward, maintaining the success and sustainability of the established tourism destinations will depend on enhancing stakeholder engagement and encouraging sustainable innovation.

ACKNOWLEDGMENTS

The authors express gratitude to Pokja 3 Purwanto, destination managers, community leaders, local residents, and local business actors who participated in the community service program. Appreciation is also extended to Universitas Merdeka Malang and all members of the implementation team for facilitating training, mentoring, documentation, and evaluation activities. The authors also acknowledge the contribution of local stakeholders who supported the development of community-based tourism destination innovation in the Purwanto area.

REFERENCES

- Buhalis, D., & Amaranggana, A. (2015). Smart tourism destinations enhancing tourism experience through personalisation of services. In I. Tussyadiah & A. Inversini (Eds.), *Information and communication technologies in tourism 2015* (pp. 377-389). Springer. https://doi.org/10.1007/978-3-319-14343-9_28
- Giampiccoli, A., & Saayman, M. (2018). Community-based tourism development model and community participation. *African Journal of Hospitality, Tourism and Leisure*, 7(4), 1-27.
- Goodwin, H. (2017). The challenge of tourism and community development. *Journal of Sustainable Tourism*, 25(9), 1237-1249.
- Gretzel, U., Sigala, M., Xiang, Z., & Koo, C. (2015). Smart tourism: Foundations and developments. *Electronic Markets*, 25(3), 179-188. <https://doi.org/10.1007/s12525-015-0196-8>
- Hall, C. M. (2017). *Tourism planning: Policies, processes and relationships* (3rd ed.). Pearson Education.
- Hjalager, A.-M. (2010). A review of innovation research in tourism. *Tourism Management*, 31(1), 1-12. <https://doi.org/10.1016/j.tourman.2009.08.012>

- Miller, G., & Torres-Delgado, A. (2023). Measuring sustainable tourism: A state of the art review of sustainable tourism indicators. *Journal of Sustainable Tourism*, 31(7), 1483-1496. <https://doi.org/10.1080/09669582.2023.2213859>
- OECD. (2024). *OECD tourism trends and policies 2024*. OECD Publishing. <https://doi.org/10.1787/80885d8b-en>
- Pine, B. J., & Gilmore, J. H. (1999). *The experience economy: Work is theatre and every business a stage*. Harvard Business School Press.
- Richards, G. (2020). Designing creative tourism experiences. *Annals of Tourism Research*, 85, Article 102922.
- Ritchie, J. R. B., & Crouch, G. I. (2003). *The competitive destination: A sustainable tourism perspective*. CABI Publishing.
- Scheyvens, R. (2015). Tourism and poverty reduction: Pathways to prosperity. *Tourism Geographies*, 17(2), 1-22.
- Sigala, M. (2018). Social media and customer engagement in tourism marketing. *Journal of Business Research*, 89, 1-10.
- Sigala, M. (2020). Tourism and COVID-19: Impacts and implications for advancing and resetting industry and research. *Journal of Business Research*, 117, 312-321. <https://doi.org/10.1016/j.jbusres.2020.06.015>
- UN Tourism. (2024). *Statistical framework for measuring the sustainability of tourism*. World Tourism Organization.
- Wibawa, I. P. A., et al. (2022). Digital marketing and sustainable tourism for tourist villages in Bali, Indonesia. *International Journal of Social Science and Business*, 6(2), 235-242.
- Yulianto, I. (2023). Pengaruh branding paket wisata terhadap keputusan pembelian ulang wisatawan. *Jurnal Manajemen Pariwisata*, 4(1), 45-58.
- Yulianto, I. (2024). Inovasi paket wisata berbasis pengalaman dalam meningkatkan minat kunjungan wisatawan. *Jurnal Pariwisata Nusantara*, 5(2), 123-135.