



# Community-Based Tourism Destination Management: A Conceptual Analysis through a Literature Review

Rut Irmawati Gultom<sup>a,1</sup>, April Marbun<sup>b,2</sup>, Suminta Simatupang<sup>c,3</sup>, Veronica Lidia Theresia Siregar<sup>d,4</sup>

<sup>a,b,c,d</sup>Akademi Pariwisata ULCLA, Lobuhole, Siatas Barita, North Tapanuli Regency, North Sumatra 22417

<sup>1</sup>[gultomrut997@gmail.com](mailto:gultomrut997@gmail.com); <sup>2</sup>[aprilmarbun@gmail.com](mailto:aprilmarbun@gmail.com); <sup>3</sup>[sumintasimatupang31@gmail.com](mailto:sumintasimatupang31@gmail.com);

<sup>4</sup>[nicavero0102@gmail.com](mailto:nicavero0102@gmail.com)

\* Corresponding Author: Rut Irmawati Gultom

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## ABSTRAK

Transformasi destinasi wisata pada era ekonomi kreatif menjadi isu penting dalam kajian pariwisata kontemporer. Perkembangan pariwisata global semakin dipengaruhi oleh proses globalisasi, inovasi teknologi, serta perubahan preferensi wisatawan yang mengarah pada pengalaman wisata yang lebih bermakna. Penelitian ini bertujuan untuk mengkaji bagaimana destinasi wisata mengalami transformasi dalam merespons perubahan tersebut melalui pendekatan studi literatur. Literatur yang relevan dari tahun 2018–2023 dikumpulkan dari berbagai basis data akademik dan dianalisis menggunakan metode analisis tematik. Hasil kajian menunjukkan bahwa transformasi destinasi wisata dipengaruhi oleh tiga faktor utama, yaitu dinamika globalisasi dan jaringan pariwisata global, pergeseran dari mass tourism menuju experience-based tourism, serta integrasi ekonomi kreatif dalam pengembangan pariwisata. Ekonomi kreatif berperan penting dalam meningkatkan daya saing destinasi melalui pengembangan produk wisata inovatif, penguatan branding berbasis budaya, serta peningkatan kualitas pengalaman wisatawan. Selain itu, kolaborasi antara pemerintah, komunitas lokal, dan pelaku industri pariwisata menjadi faktor penting dalam mendukung pembangunan pariwisata yang berkelanjutan.

## ABSTRACT

### Keywords:

*tourism destination transformation, creative economy, experiential tourism*

*The transformation of tourism destinations in the era of the creative economy has become an important topic in contemporary tourism studies. Global tourism development is increasingly influenced by globalization, technological innovation, and changes in tourist preferences toward more meaningful travel experiences. This study aims to examine how tourism destinations transform in response to these changes through a literature review approach. Relevant academic publications from 2018–2023 were collected from major databases and analyzed using thematic content analysis. The findings indicate that tourism destination transformation is driven by three major factors: the dynamics of globalization and global tourism networks, the shift from mass tourism to experience-based tourism, and the integration of creative economy activities into tourism development. The creative economy plays a crucial role in strengthening destination competitiveness through the development of innovative tourism products, cultural branding, and enhanced visitor experiences. Furthermore, collaboration among stakeholders—including local communities, government institutions, and tourism businesses—is essential to support sustainable tourism development. The study concludes that integrating creativity, culture, and innovation into tourism strategies can enhance the attractiveness and sustainability of destinations in the global tourism market.*



## 1. Introduction

The global tourism industry has experienced substantial growth and transformation over the past decade, driven by increasing international travel demand, technological innovation, and changing consumer preferences. However, this growth has also intensified pressures on environmental resources and socio-cultural systems in many destinations. The COVID-19 pandemic marked a significant turning point for the tourism sector, exposing structural vulnerabilities and emphasizing the need for more resilient and sustainable tourism systems. Although the pandemic resulted in severe economic losses and disruptions across global tourism value chains, it also created opportunities to rethink tourism development strategies toward more inclusive, environmentally responsible, and resilient models. In this context, sustainable tourism has increasingly been recognized not only as an ethical framework but also as a strategic approach to long-term destination competitiveness and community well-being (Hovelsrud et al., 2021; Jiang, 2023; Palazzo et al., 2022; Saarinen, 2021; Seabra & Bhatt, 2022).

Global tourism growth continues to play a critical role in national and regional economies, supported by infrastructure expansion, digital technologies, and policies that facilitate travel mobility. Nevertheless, rapid tourism expansion has also generated environmental degradation, socio-cultural disruption, and economic inequalities that require more holistic management approaches. The COVID-19 crisis further illustrated the vulnerability of tourism systems, with widespread revenue losses, employment reductions, and disruptions to global tourism supply chains. At the same time, several studies highlight that the crisis has accelerated the transition toward more sustainable tourism practices through innovations such as travel bubbles, contactless tourism experiences, regional tourism development, and greater emphasis on the triple bottom line of economic, environmental, and social sustainability (Ardeljan et al., 2020; Khan et al., 2021; Khatter et al., 2021; Mekhovych, 2021; Seabra & Bhatt, 2022).

Within this broader transformation, the concept of sustainable tourism has gained increasing attention as a guiding framework for tourism development and governance. Sustainable tourism emphasizes the balanced management of environmental, economic, and social impacts to meet present tourism demands without compromising the ability of future generations to meet their own needs. However, scholars distinguish sustainable tourism from responsible tourism, highlighting differences in governance approaches and policy implementation. Sustainable tourism generally emphasizes regulatory frameworks, policy integration, and measurable sustainability indicators, whereas responsible tourism tends to focus more on individual and market-driven behavioral changes. Understanding these conceptual differences is important for designing policies and governance mechanisms that effectively support sustainable destination development (Guo et al., 2019; Jiang, 2023; Saarinen, 2021; Xue et al., 2022).

In response to the limitations of conventional mass tourism models, community-based tourism (CBT) has emerged as an alternative approach that prioritizes community participation, local empowerment, and equitable distribution of tourism benefits. CBT is widely regarded as a development strategy that enables local communities to actively participate in tourism planning, management, and decision-making processes while preserving cultural heritage and natural resources. Numerous studies suggest that CBT can contribute to poverty alleviation, local economic diversification, and environmental conservation when effectively implemented. However, the literature also identifies several challenges, including limited community capacity,



fragmented stakeholder coordination, and the need for stronger institutional support and governance frameworks (Giampiccoli & Mtapuri, 2021; Hutnaleontina et al., 2022; Lo & Janta, 2020; Mony et al., 2023; Quang et al., 2023; Shafieisabet & Haratifard, 2020).

The effectiveness of community-based tourism is closely linked to the broader framework of destination management and governance. Effective destination management increasingly requires the active involvement of local communities as key stakeholders in tourism planning, product development, and benefit distribution. Studies indicate that collaborative and participatory governance models—often facilitated by destination management organizations (DMOs)—can enhance tourism sustainability, improve local acceptance of tourism development, and strengthen destination resilience in the face of crises such as economic shocks or global pandemics (Hubner et al., 2023; Iqbal et al., 2023; Lucia et al., 2023; Martins & Ribeiro, 2023). Therefore, understanding how community-based tourism can be integrated into destination management frameworks is crucial for advancing sustainable tourism development. Based on this context, this study aims to analyze the conceptual relationship between community-based tourism and destination management through a comprehensive review of the existing literature.

## 2. Method

This study employs a qualitative research design using a literature review approach to analyze the conceptual relationship between community-based tourism (CBT) and destination management within the context of sustainable tourism development. A literature review method is appropriate for synthesizing existing knowledge, identifying theoretical perspectives, and examining emerging themes in previous studies. The data for this study were obtained from peer-reviewed journal articles published between 2018 and 2023 to ensure the relevance and recency of the discussion. The literature search was conducted through major academic databases, including Google Scholar, Scopus-indexed journals, and ScienceDirect, using keywords such as *community-based tourism*, *destination management*, *sustainable tourism*, *community participation*, and *tourism governance*. Articles were selected based on several criteria, including relevance to the research topic, publication in reputable academic journals, and the presence of conceptual or empirical discussions related to CBT and sustainable destination management.

The selected literature was analyzed using a thematic content analysis approach. This method involves systematically reviewing and categorizing the literature to identify recurring concepts, theoretical frameworks, and key factors influencing the integration of community-based tourism in destination management practices. The analysis process consisted of several stages, including literature identification, screening based on relevance, classification of themes, and synthesis of conceptual insights from the selected studies. Through this process, the study aims to develop a comprehensive understanding of how community participation, governance structures, and stakeholder collaboration contribute to sustainable tourism destination management. The results of this analysis are expected to provide a conceptual foundation for future research and practical guidance for policymakers and tourism stakeholders seeking to implement community-based tourism strategies in destination management.

## 3. Result and Discussion

### a. Evolution of Community-Based Tourism in Sustainable Destination Management

The concept of community-based tourism (CBT) has gained significant attention in the last decade as an alternative tourism development approach that emphasizes sustainability, local



empowerment, and inclusive governance. Within the context of sustainable tourism, CBT seeks to position local communities as central actors in tourism planning, management, and benefit distribution. The literature suggests that traditional tourism development models—often dominated by external investors and centralized governance structures—have frequently marginalized local communities and generated socio-economic disparities as well as environmental degradation. As a result, researchers and policymakers have increasingly promoted CBT as a mechanism to ensure that tourism development contributes directly to community welfare and environmental conservation (Lo & Janta, 2020; Quang et al., 2023).

The evolution of CBT is closely related to broader global discourses on sustainable development and participatory governance. Following the adoption of the Sustainable Development Goals (SDGs), tourism has been increasingly viewed as a tool to achieve inclusive economic growth, poverty alleviation, and environmental protection. Several studies indicate that CBT contributes to these objectives by empowering communities to manage tourism resources, develop local tourism products, and maintain cultural heritage. For instance, Hutnaleontina et al (2022) highlight that CBT initiatives in rural destinations often promote local entrepreneurship, diversify income sources, and strengthen community resilience against economic shocks.

Furthermore, the integration of CBT within destination management frameworks has been increasingly emphasized in recent tourism governance literature. Destination management organizations (DMOs), local governments, and tourism stakeholders are expected to facilitate collaborative planning processes that include community voices. This participatory governance model encourages shared decision-making and fosters a sense of ownership among residents, which ultimately improves the sustainability and legitimacy of tourism development (Martins & Ribeiro, 2023).

However, despite its potential benefits, the implementation of CBT remains complex and context-dependent. Several studies point out that community participation does not automatically guarantee equitable outcomes. Issues such as unequal power relations, lack of managerial capacity, limited financial resources, and weak institutional support can hinder the effectiveness of CBT initiatives (Giampiccoli & Mtapuri, 2021; Shafieisabet & Haratifard, 2020). Therefore, understanding the conceptual relationship between CBT and destination management requires a comprehensive analysis of governance structures, stakeholder collaboration, and institutional capacity.

#### **b. Key Dimensions of Community-Based Tourism**

Based on the literature review, four major dimensions consistently emerge in CBT research: community participation, local empowerment, stakeholder collaboration, and sustainable resource management. These dimensions collectively shape the effectiveness of CBT in promoting sustainable tourism development.

Community participation is widely recognized as the cornerstone of CBT. Participation refers not only to the involvement of local residents in tourism activities but also to their active engagement in decision-making processes. Research indicates that meaningful participation increases community support for tourism initiatives and enhances social cohesion within destinations (Tan, 2021). When communities are involved in tourism planning, they are more likely to perceive tourism as beneficial rather than disruptive.

Local empowerment is another critical dimension. Empowerment involves enhancing the capacity of local communities to manage tourism enterprises, negotiate with external stakeholders, and control tourism resources. According to Quang et al (2023), empowerment can

take multiple forms, including economic empowerment through income generation, social empowerment through improved community cohesion, and political empowerment through participation in governance processes.

Stakeholder collaboration is also essential for successful CBT implementation. Tourism development involves multiple actors, including government agencies, tourism businesses, non-governmental organizations, and academic institutions. Collaborative governance models, such as the Penta-Helix framework, highlight the importance of cooperation among these actors to create sustainable tourism ecosystems (Azwar et al., 2023). Effective collaboration allows communities to access technical expertise, financial support, and marketing networks that may otherwise be unavailable.

Finally, sustainable resource management ensures that tourism activities do not compromise the ecological and cultural integrity of destinations. CBT initiatives often emphasize environmental conservation and cultural preservation as key principles. By integrating traditional knowledge with modern tourism practices, communities can develop tourism products that are both economically viable and environmentally responsible (Mony et al., 2023).

**c. Previous Studies on Community-Based Tourism (2018–2023)**

Table 1 summarizes several relevant studies on CBT and destination management conducted between 2018 and 2023.

**Table 1. Summarizes Several Relevant Studies**

Author	Location	Focus	Key Findings
Lo & Janta (2020)	Thailand	CBT governance	Community participation enhances tourism sustainability
Shafieisabet & Haratifard (2020)	Iran	CBT development	Local empowerment improves economic outcomes
Tan (2021)	Malaysia	Community participation	Participation increases support for tourism
Giampiccoli & Mtapuri (2021)	Africa	CBT framework	Institutional support is crucial
Hutnaleontina et al (2022)	Indonesia	Rural tourism	CBT promotes local entrepreneurship
Quang et al (2023)	Vietnam	Sustainable CBT	Collaboration among stakeholders is essential
Martins & Ribeiro (2023)	Portugal	Destination governance	DMOs facilitate community involvement

The studies summarized in Table 1 indicate that CBT research has increasingly focused on governance structures and stakeholder collaboration in recent years. Earlier studies primarily emphasized community participation and poverty alleviation, while more recent research highlights the role of institutional frameworks and destination management organizations in facilitating community engagement. These findings suggest that CBT is gradually evolving from a purely community-driven concept toward a more integrated governance model involving multiple stakeholders.

Another important trend identified in the literature is the increasing recognition of digital technologies and smart tourism in supporting CBT development. Digital platforms allow

communities to promote tourism products, reach global markets, and manage tourism information more effectively. However, digitalization also introduces new challenges, such as the need for digital literacy and infrastructure development within rural communities.

#### d. Governance and Destination Management in CBT

Destination management plays a critical role in determining the success of CBT initiatives. Effective destination management requires coordinated planning, resource allocation, marketing strategies, and stakeholder collaboration. Destination Management Organizations (DMOs) often act as facilitators that connect communities, governments, and private sector actors within the tourism ecosystem.

Research by Faur & Ban (2022) emphasizes that DMOs are responsible not only for marketing destinations but also for ensuring that tourism development aligns with sustainability principles. By involving communities in strategic planning processes, DMOs can ensure that tourism development reflects local needs and priorities.

Similarly, Martins & Ribeiro (2023) propose a governance model that integrates community participation within destination management structures. Their study highlights three core objectives of sustainable destination governance: visitor satisfaction, long-term economic viability, and community well-being. These objectives can only be achieved when communities actively participate in decision-making processes.

Another important aspect of destination governance is value co-creation. According to Lucia et al (2023), tourism experiences are increasingly created through collaboration between residents, tourists, and tourism organizations. This co-creation process strengthens the authenticity of tourism products and enhances visitor satisfaction while simultaneously preserving local cultural identity.

Nevertheless, several governance challenges remain. Many destinations face difficulties in balancing tourism growth with environmental conservation and community welfare. Weak institutional coordination and conflicting stakeholder interests can undermine the effectiveness of CBT initiatives. Therefore, strengthening governance frameworks and fostering transparent stakeholder collaboration are essential for sustainable destination management.

**Table 2. Key Factors Influencing Successful CBT Implementation**

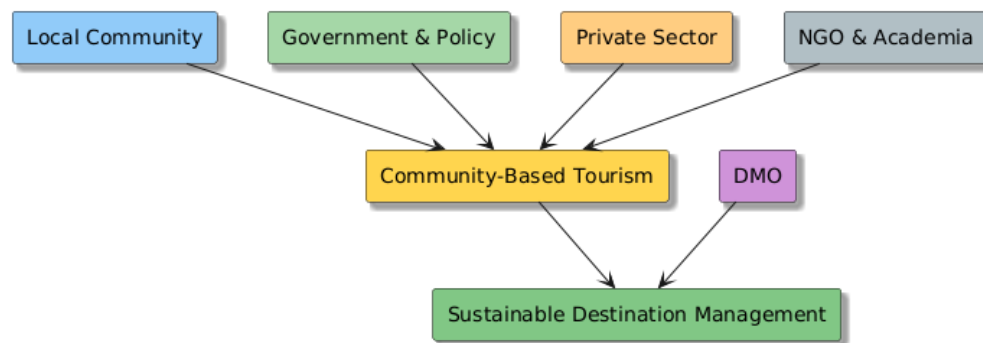
Factor	Description	Impact
Community Participation	Involvement in planning and decision-making	Improves local support
Institutional Support	Government and policy frameworks	Strengthens governance
Stakeholder Collaboration	Partnerships among tourism actors	Enhances resource access
Capacity Building	Training and education	Improves management capability
Environmental Management	Sustainable resource use	Ensures long-term sustainability

Table 2 highlights the main factors that influence the effectiveness of CBT initiatives. Community participation and institutional support are consistently identified as the most critical factors in the literature. Without adequate institutional frameworks, community initiatives may lack the resources and legitimacy needed to sustain tourism development.

Capacity building also plays a significant role in ensuring the success of CBT programs. Training in tourism management, marketing, financial planning, and environmental conservation can enhance the ability of communities to manage tourism enterprises effectively. When combined with strong stakeholder collaboration, these factors create a supportive environment for sustainable tourism development.

#### e. Conceptual Framework of Community-Based Tourism Destination Management

Below is a conceptual diagram illustrating the relationship between CBT, stakeholders, and sustainable destination management.



**Figure 1. Diagram Illustrating The Relationship Between CBT, Stakeholders, and Sustainable Destination Management**

The diagram above illustrates the conceptual relationship between community-based tourism and sustainable destination management. In this framework, CBT functions as the central mechanism that connects local communities with various tourism stakeholders, including government institutions, private sector actors, NGOs, and academic institutions. These actors collectively contribute resources, knowledge, and governance structures that support sustainable tourism development.

The role of Destination Management Organizations (DMOs) is particularly significant in coordinating these interactions and ensuring that tourism strategies align with sustainability goals. Through collaborative governance and stakeholder engagement, CBT can facilitate inclusive tourism development that benefits both local communities and tourism destinations. This framework highlights that sustainable destination management is not solely the responsibility of governments or tourism businesses but requires collective action from all stakeholders involved in the tourism ecosystem.

#### 4. Conclusion

This study highlights that community-based tourism (CBT) has emerged as an important alternative approach to tourism development that supports sustainability, local empowerment, and inclusive governance. The literature review indicates that the integration of community participation within destination management frameworks plays a crucial role in ensuring that tourism development generates balanced economic, social, and environmental benefits. Key dimensions of CBT identified in the literature include community participation, local empowerment, stakeholder collaboration, and sustainable resource management. These elements collectively contribute to strengthening local ownership of tourism initiatives while promoting environmental conservation and cultural preservation within tourism destinations.

Furthermore, the findings emphasize that effective destination management requires collaborative governance involving multiple stakeholders, including local communities,

governments, private sector actors, and destination management organizations (DMOs). Institutional support, capacity building, and inclusive governance structures are essential to overcome challenges such as limited managerial capacity, unequal power relations, and fragmented stakeholder coordination. Therefore, integrating CBT principles into destination management strategies can enhance the resilience, competitiveness, and sustainability of tourism destinations. Future research is encouraged to explore empirical applications of CBT governance models and evaluate their long-term impacts on community welfare and sustainable tourism development.

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