

The Value Proposition of Sustainable Tourism

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ABSTRACT

Sustainable tourism requires destination managers to maintain operational stability while balancing economic, social, and environmental priorities. In Indonesia, tourism supports community welfare and national economic development, yet since 2020 the sector has been disrupted by the Covid-19 pandemic, which reduced tourist visits, weakened local businesses, and decreased community income. Several destinations also face sustainability issues, including environmental pollution, inadequate safety management, and damaged facilities that may endanger visitors. This study aims to develop a systematic procedure for creating a sustainable tourism value proposition that improves business performance while strengthening social and environmental responsibility. A qualitative library research method was used through a literature review approach. Secondary data were collected from books, journal articles, government documents, institutional reports, and relevant online sources. The data were analyzed by comparing, differentiating, critically reviewing, synthesizing, and summarizing literature and empirical examples. The findings show that sustainable tourism value propositions can be developed through seven activities: identifying tourists, analyzing tourist needs, recognizing destination resources, examining value chain activities, controlling costs, determining value proposition dimensions, and applying sustainability indicators. These activities are realized through eleven dimensions: newness, performance, customization, getting the job done, design, brand or status, price, cost reduction, risk reduction, accessibility, convenience, and usability.

Keywords: Indonesia, sustainability, sustainable tourism, tourism management, value proposition,

1. Introduction

Sustainable development plays a crucial role in guiding global efforts toward a more balanced and resilient future by addressing the interdependence of environmental, social, and economic dimensions in the era of globalization [1]. In Indonesia, sustainable development has been incorporated into national policy through the 2020–2024 National Medium-Term Development Plan (RPJMN), which emphasizes the involvement of both public and private sectors in preventing, reducing, and mitigating social and environmental risks. However, the implementation of sustainability principles in the business sector remains challenging. Data from Komnas HAM in 2016 recorded complaints involving 359 state-owned or regionally owned enterprises and 1,030 private companies in relation to alleged human rights violations [2]. These issues are closely related to environmental and social problems such as land conflicts, violations of indigenous peoples' rights, weak land governance, deforestation [3], and ecosystem degradation caused by extractive industries, natural resource management, plantations, mining, and industrial development [4]. Similar sustainability concerns can also be observed in the tourism sector, including environmental pollution in the Lake Toba tourism area due to

excessive fish cages [5] and the collapse of entertainment facilities at Kenjeran Park Surabaya in May 2022, which caused casualties and raised concerns about safety management in tourism destinations [6].

The tourism industry is one of the important sectors contributing to regional income, national revenue, and Indonesia's broader economic development. As part of the creative economy, tourism is expected to improve community welfare through the utilization of local resources, cultural assets, and destination-based economic activities. The Minister of Tourism and Creative Economy, Sandiaga Uno, stated in a virtual discussion of DBS Asian Insight and IDE Katadata in 2021 that the tourism sector contributed 4.3% to national income [7]. This contribution indicates that sustainable tourism management is essential not only for strengthening the tourism sector as a source of foreign exchange and creative economic growth, but also for ensuring that tourism development supports long-term community welfare. From social and economic perspectives, tourism can support local communities through the management of natural resources as tourist destinations, fisheries, local product sales, and other community-based economic activities. Nevertheless, since 2020, the tourism sector has experienced a drastic decline due to the Covid-19 pandemic. The closure of many tourist destinations to prevent the spread of the virus reduced tourist visits significantly, caused many souvenir shops to close, lowered hotel occupancy to below 20%, and forced some tourism entrepreneurs and workers to shift to agricultural activities [8]. These conditions show that tourism managers must be able to maintain stable operations while balancing the economic, social, and environmental pillars of sustainability. One possible approach is the development of value proposition innovation based on sustainability principles. A value proposition is also closely related to design thinking, which involves a systematic process for generating customer-based innovation that can solve problems effectively and efficiently [9].

Sustainable development is commonly understood as development that meets the needs of the present generation without endangering the ability of future generations to meet their own needs [10]. In this sense, development should not only pursue current economic growth, but should also protect future welfare, including economic well-being, health, education, and environmental quality. Economic development and environmental protection should therefore be positioned as complementary rather than contradictory goals. Economic growth can strengthen national capacity to protect the environment, while environmental sustainability can support long-term economic resilience [11]. In the context of business activities, sustainable development requires companies to conserve life-support systems and biodiversity, ensure the sustainable use of renewable resources, minimize the depletion of non-renewable resources, and avoid exceeding ecosystem carrying capacity [10].

Sustainable tourism applies these principles to tourism activities by considering current and future economic, social, and environmental impacts. It aims to meet the needs of visitors, the tourism industry, the environment, and local communities, and it can be applied to all forms of tourism and all types of destinations, including mass tourism and other tourism activities [12]. Therefore, sustainable tourism is not merely concerned with increasing tourist visits or destination income. It also requires responsible destination management, environmental protection, visitor safety, cultural preservation, and community participation. In this framework, tourism development should generate economic benefits while protecting natural and cultural resources and improving the quality of life of local communities. The concept of value proposition is relevant to sustainable tourism because it focuses on the value or benefits offered by an organization to its customers. Conceptually, a value proposition represents the difference between the costs incurred by consumers and the benefits they receive. It is an important element for companies seeking competitive advantage, increased customer numbers, and improved sales performance. In tourism, a strong value proposition can become a reason for tourists to choose one destination over another because it reflects the ability of tourism products and services to meet tourist expectations. A value proposition is also customer-centric because it seeks to offer products or services that solve customer problems, meet their needs and desires, and adapt to changing consumer behavior. Several dimensions can be used to create value propositions, including newness, performance, customization, getting the job done, design, brand or status, price, cost reduction, risk reduction, accessibility, and convenience or usability.

Previous studies have examined various strategies for sustainable tourism management [13][14][15][16][17]. However, limited attention has been given to the creation of a value proposition based explicitly on a sustainability perspective. This gap is important because tourism managers are not only required to attract tourists and increase income, but also to ensure that tourism activities remain socially responsible and environmentally sustainable. Therefore, this study seeks to develop a systematic procedure for creating a sustainable tourism value proposition. The proposed approach is expected to help tourism managers achieve stable business operations, increase income as part of the economic pillar, and maintain a balance among economic, social, and environmental dimensions in the Indonesian tourism industry.

2. Method

This study employs a qualitative library research method through a literature review approach. The review was conducted to examine theories, concepts, previous research findings, and relevant empirical examples related to sustainable tourism, value proposition, and tourism industry development in Indonesia. The study focuses on exploring how tourism managers can create value for tourists while maintaining a balance among the economic, social, and environmental pillars of sustainability.

The data used in this study are secondary data obtained from books, journal articles, government documents, institutional reports, and relevant online sources related to sustainable development, sustainable tourism, value proposition, and tourism practices in Indonesia. The data collection process involved identifying, selecting, and reviewing literature that was relevant to the research focus. Priority was given to sources that discuss sustainability principles, tourism management strategies, value creation, and examples of tourism destinations in Indonesia. Data analysis was carried out using descriptive and analytical techniques. The collected literature was compared, differentiated, critically reviewed, synthesized, and summarized to identify key concepts and relationships among sustainable tourism, value proposition, and tourism management practices. The results of this analysis were then used to develop a systematic procedure for creating a sustainable tourism value proposition that can support stable business operations while considering economic, social, and environmental aspects.

3. Result and Discussion

The tourism industry in Indonesia has an important role in supporting community welfare and strengthening the national economy. However, technological change, shifting tourist preferences, and the impact of the Covid-19 pandemic have required tourism managers to develop more adaptive and sustainable forms of innovation. Tourism destinations can no longer rely only on natural attractions or conventional services; they must create value that is meaningful for tourists while maintaining a balance among economic, social, and environmental interests. In this context, the development of a sustainable tourism value proposition becomes a strategic approach for improving destination competitiveness and ensuring long-term operational stability. The systematic procedure for creating a sustainable tourism value proposition is presented in Figure 1. This figure shows that value proposition innovation in tourism should be developed through an integrated process that considers economic, social, and environmental pillars. The procedure begins with the identification of actual and potential tourists, followed by an analysis of tourist needs, preferences, and motivations. This stage is important because different types of tourists, such as international tourists, domestic tourists, transit tourists, and business tourists, may have different expectations and patterns of consumption. By understanding these differences, tourism managers can design tourism products and services that are more relevant to market needs while still being aligned with sustainability principles.

The next stage in the procedure shown in Figure 1 is the identification of potential tourism resources and the capability of destination managers to transform these resources into valuable tourism products. This process should not be limited to economic considerations, such as increasing visitor numbers or revenue, but should also include social and environmental considerations. Tourism resources must be developed in ways that support local communities, preserve cultural identity, and protect the ecological carrying capacity of the destination. Therefore, value creation in sustainable tourism requires tourism managers to analyze existing

activities, redesign service processes, and introduce new facilities only when these activities contribute positively to economic, social, and environmental outcomes.

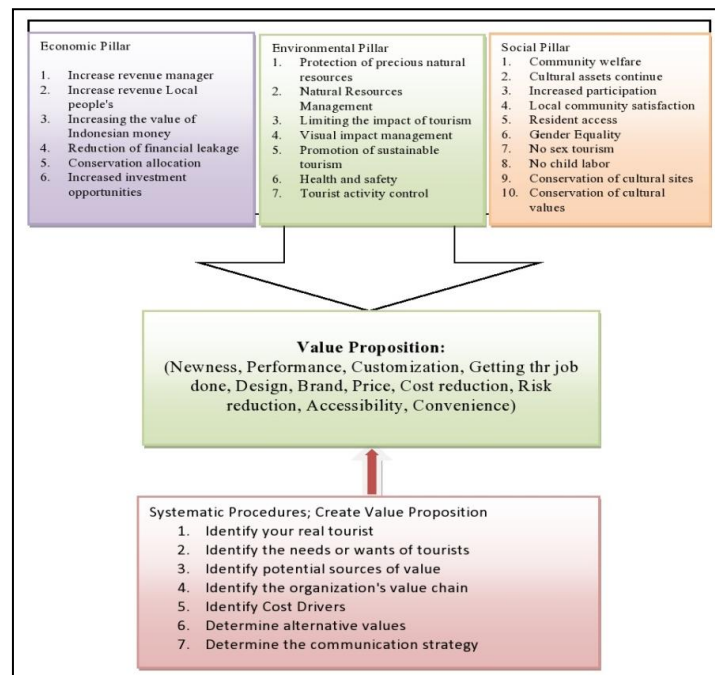


Figure 1. Systematic procedure for creating a sustainable tourism value proposition
(Source: Literature review)

The creation of a sustainable value proposition also requires the identification of value chain activities and cost drivers. Value chain analysis helps tourism managers understand which activities create the greatest value for tourists and which activities need to be improved, reduced, or redesigned. This is consistent with Porter's view that competitive advantage can be achieved through differentiation, cost leadership, or a focused strategy [18]. In tourism, differentiation may be created through unique experiences, cultural authenticity, safety, service quality, accessibility, and environmental responsibility. Meanwhile, cost leadership can be achieved by managing operational costs efficiently without reducing the quality of the tourist experience. The value proposition must therefore reduce the gap between the costs incurred by tourists and the benefits they receive, as value is essentially created when perceived benefits exceed perceived costs [19]. One dimension of value proposition innovation in sustainable tourism is newness. Newness refers to the ability of a destination to offer tourism products or services that are different from those previously available. Figure 2 illustrates the Eling Bening tourism object in Semarang Regency, which represents how a destination can create new value through contemporary and visually attractive facilities [20]. In the current digital era, tourist attractions that provide aesthetic and "instagramable" spaces can meet tourists' desire for memorable experiences and digital documentation. However, the sustainability of such innovation depends on whether the new facilities are developed without damaging the environment and whether they provide benefits to local communities. Newness should therefore not be understood only as novelty, but as innovation that contributes to economic growth while supporting social and environmental responsibility.



Figure 2. Eling bening tourism object in Semarang Regency
(Source: Kompas.com 2022) [20]

Performance is another important dimension in creating a sustainable tourism value proposition. Figure 3 shows Taman Pintar in Yogyakarta as an example of a destination that improves tourism performance by combining recreation and education [21]. This type of tourism product offers more than leisure; it provides learning experiences that can benefit students, families, and the wider community. From a sustainability perspective, performance improvement should be measured not only by the quality of facilities or the number of visitors, but also by the destination's contribution to education, cultural enrichment, and community development. A tourism destination with strong performance is one that can deliver better services, enhance visitor satisfaction, and generate broader social value.



Figure 3. Smart Park Attractions in Yogyakarta
(Source: Taman Pintar at Traveloka.com 2022) [21]

Customization also plays an important role in sustainable tourism development. Tourism managers can create value by offering facilities and services that allow tourists to choose experiences according to their preferences. This approach is reflected in destinations that provide various thematic designs, photo spots, or activity options tailored to different tourist segments. Customization strengthens the customer-oriented nature of the value proposition because it allows tourists to feel that the experience is personally relevant. Nevertheless, customization should remain consistent with sustainability principles. Tourism managers should ensure that customized services do not create excessive waste, cultural distortion, or environmental pressure. The dimension of “getting the job done” refers to the ability of tourism services to help tourists experience something they cannot easily do by themselves. Figure 4 presents Dago Dream Park in Bandung, which offers facilities such as imaginative photo spots that create the impression of flying or experiencing unusual visual perspectives [22]. Such facilities can attract tourists and increase economic value through higher visitation and spending. At the same time, they may create employment and business opportunities for local communities. However, this type of innovation also requires careful attention to safety and environmental impact. A facility that attracts visitors but poses safety risks cannot be considered fully sustainable. Therefore, tourism managers must ensure that creative facilities are supported by proper safety standards, maintenance systems, and risk mitigation measures.



Figure 4. Attractions Dago Dream Park in Bandung
(Source: Kartika (Detik Travel.com, 2022)) [22]

Design is also a central element in strengthening the value proposition of tourism destinations. Figure 5 shows Lembang Floating Market in Bandung, where costume rental services and themed tourism experiences are used to increase tourist satisfaction [22]. Design-based innovation can make a destination more attractive, memorable, and marketable. However, the example also indicates the need to consider cultural relevance. When destinations use Japanese, Korean, or European themes, they may successfully attract tourists, but they may also miss opportunities to promote local culture. From a sustainability perspective, design innovation should ideally combine tourist appeal with cultural preservation, so that tourism development contributes not only to economic value but also to the strengthening of local identity. The brand or status dimension is closely related to the symbolic value that tourists obtain when visiting a destination. Figure 6 presents Farmhouse Lembang, which offers European-style buildings and costume rental services as part of its tourism appeal [22]. This kind of destination creates value by giving tourists a sense of prestige, uniqueness, and social recognition. Tourists may choose such destinations not only for recreation but also for identity expression and social media representation. Nevertheless, the sustainability of brand-based tourism depends on whether the brand contributes to local economic development, protects the environment, and respects cultural values. A strong tourism brand should not only imitate foreign concepts but should also be capable of developing distinctive local value.



Figure 5. Lembang Floating Market Attractions
(Source: Brigida Emi (Detik Travel.com, 2022)) [22]



Figure 6. Farm House Tourism Objects in Lembang
(Source: Wisma Putra (Detik Travel.com, 2022)) [22]

Price is another dimension that can influence the competitiveness and inclusiveness of tourism destinations. Figure 7 illustrates Bukit Indah Simarjarunjung, which offers relatively affordable entrance fees and photo facilities [23]. Affordable pricing can expand market access, especially for lower-income tourist segments, and can increase visitor numbers. It may also support local economic participation by creating opportunities for

small traders and community members around the destination. However, low price strategies must still consider environmental and safety aspects. Facilities such as tree houses or elevated photo spots may be attractive, but they must be constructed and maintained according to proper safety and environmental standards. A sustainable pricing strategy should therefore balance affordability, service quality, visitor safety, and ecological responsibility. Cost reduction can also create value for tourists by reducing the time, energy, and expenses required to access tourism services. Figure 8 shows Ancol Dreamland Park in Jakarta, where the use of the Ancol Apps application helps visitors book entrance tickets more easily [24]. Digital services such as online ticketing can reduce queues, improve visitor convenience, and support health protocols by minimizing crowds, especially in the post-pandemic tourism context. This type of innovation demonstrates how technology can support sustainable tourism by improving operational efficiency, enhancing tourist experience, and reducing unnecessary physical interaction. Cost reduction should therefore be interpreted not only as cheaper prices but also as efficiency in the overall tourism experience.



Figure 7. Attractions Bukit Indah Simarjarunjung
(Source: Dakatour.com 2022) [23]



Figure 8. Ancol Jaya Park Tourism Objects, Jakarta
(Source: Radar Buana.com, 2022) [24]

Risk reduction is a crucial dimension in sustainable tourism because visitor safety is an essential part of destination quality. Figure 9 shows the Kenjeran Park Surabaya case, where the collapse of an entertainment facility caused casualties and became an important lesson for tourism managers [6]. This incident demonstrates that tourism innovation without adequate safety control can produce serious social and reputational consequences. In contrast, Figure 10 shows the Kalibiru tourism object in Yogyakarta, where safety equipment is provided for visitors who enjoy elevated photo spots and natural scenery [25]. These two examples emphasize that tourism destinations must adopt safety standards, regular facility inspections, emergency preparedness, and accessible security services. Referring to the principles of cleanliness, health, safety, and environmental sustainability, risk reduction should become a core component of sustainable tourism value creation.



Figure 9. Attractions Kenjeran Park Surabaya
Source: Muchlis (Kompas.com 2022) [6]



Figure 10. Yogyakarta Kalibiru Tourism Object
(Source: Rani (Instagram.com 2022) [25])

Accessibility is another important factor in the development of sustainable tourism. The example of Ancol Dreamland Park in Figure 8 also demonstrates how digital access through mobile applications can make it easier for tourists to obtain information, purchase tickets, and plan visits [24]. Accessibility is not limited to physical access to a destination; it also includes access to information, booking systems, transportation, and services for different tourist groups. Improved accessibility can increase tourist satisfaction and expand market reach, but it must also be managed carefully to avoid overtourism and excessive pressure on destination resources. Convenience and usability complete the dimensions of sustainable tourism value proposition. Figure 11 presents the Forest Walk in the Babakan Siliwangi urban forest area, which offers a comfortable nature-based tourism experience in the middle of the city [26]. This example shows that tourism value can be created through simple but meaningful facilities that allow visitors to enjoy fresh air, green space, and relaxation without leaving the urban environment. Convenience in sustainable tourism should therefore be associated with visitor comfort, environmental quality, ease of use, and the ability of tourism facilities to support well-being. Convenience/usability, namely sustainable tourism development can be done by creating and offering products that can provide more convenience for consumers. As an illustration, it can be seen in the Forest Walk tourist attraction which is in the Babakan Siliwangi forest park area. This tourist attraction, is located in the middle of the city but tourists can breathe fresh air through various comfortable tourist facilities.



Figure 11. Forest Walk AttractionsSiliwangi Chapter
(Source: yourbandung.com (2022) [26])

The discussion above indicates that the development of tourism value propositions must be based on a sustainability perspective. Sustainable tourism development is an effort to meet present needs without compromising the ability of future generations to meet their own needs, as stated in the concept of sustainable development [10]. In practical terms, tourism managers must ensure that every innovation, whether in the form of new facilities, digital services, thematic design, affordable pricing, or safety improvement, contributes to the balance of economic, social, and environmental pillars. Innovation that increases income but damages the environment or ignores community welfare cannot be considered sustainable.

The value proposition in tourism is strongly related to the concept of competitive advantage. Porter explains that firms can gain competitive advantage by creating uniqueness, offering lower costs, or focusing on specific market segments [18]. In tourism, these strategies can be translated into distinctive destination experiences, efficient service delivery, and targeted products for particular tourist groups. However, the sustainable tourism context requires a broader interpretation of value. Value should not only be measured by tourist satisfaction or profitability, but also by the extent to which tourism activities support local communities, reduce environmental degradation, and preserve cultural resources. Value chain analysis provides an important foundation for developing sustainable tourism value propositions. Porter states that value can be created by analyzing the main and supporting activities of an organization [19]. In the tourism sector, these activities may include destination planning, facility development, service delivery, promotion, safety management, partnership building, and community involvement. Fred also emphasizes that a business can be understood as a value chain in which total revenue must exceed the total costs incurred in developing and delivering products or services [27]. Therefore, tourism managers need to identify which activities generate the highest value for tourists and which activities create unnecessary costs or risks.

The value chain perspective is also supported by Sofjan, who explains that value creation involves a sequence of activities starting from basic resources and moving through production, marketing, and delivery to final consumers [28]. John and Richard similarly describe the value chain as a series of activities that convert inputs into outputs that provide customer value [29]. In sustainable tourism, this means that natural, cultural, human, and technological resources must be transformed into tourism experiences that are valuable, safe, accessible, and environmentally responsible. The success of a tourism destination therefore depends on its ability to organize resources and activities into a coherent value proposition that benefits tourists, managers, local communities, and the environment. Overall, the findings show that sustainable tourism value proposition can be developed through a systematic procedure that begins with identifying tourists, understanding their needs, recognizing destination resources, analyzing value chain activities, controlling costs, determining value proposition dimensions, and developing economic, social, and environmental indicators. The eleven dimensions of value proposition, including newness, performance, customization, getting the job done, design, brand or status, price, cost reduction, risk reduction, accessibility, and convenience or usability, provide practical directions for tourism managers. These dimensions should not be implemented separately but should be integrated into a sustainable destination management strategy. Through this approach, tourism destinations

in Indonesia can improve competitiveness, increase income, strengthen community welfare, and protect environmental quality.

4. Conclusion

This study concludes that the development of a sustainable tourism value proposition is an important strategy for strengthening the competitiveness and operational stability of tourism destinations in Indonesia. Tourism managers are required not only to increase visitor numbers and destination income, but also to ensure that tourism activities contribute to social welfare and environmental protection. Therefore, value creation in tourism should be designed by integrating the economic, social, and environmental pillars of sustainability. The results show that a sustainable tourism value proposition can be developed through a systematic procedure that includes identifying actual and potential tourists, understanding tourist needs and motivations, recognizing destination resources, analyzing value chain activities, controlling costs, formulating value proposition dimensions, and applying sustainability indicators. This procedure provides a practical framework for tourism managers to create value that is relevant to tourist expectations while maintaining responsible destination management.

The study also identifies several dimensions through which value propositions can be realized, including newness, performance, customization, getting the job done, design, brand or status, price, cost reduction, risk reduction, accessibility, and convenience or usability. These dimensions should not be applied only as marketing tools, but should be aligned with sustainability principles. Innovations such as digital services, thematic facilities, affordable pricing, safety improvement, and nature-based experiences must be evaluated based on their contribution to economic benefits, community welfare, cultural preservation, visitor safety, and environmental sustainability. Theoretically, this study contributes to the discussion of sustainable tourism by connecting the concept of value proposition with sustainability and value chain perspectives. Practically, the findings may help tourism managers design more competitive, inclusive, and sustainable tourism products and services. However, this study is limited to a literature review and the use of secondary data. Future research is recommended to conduct empirical studies involving tourism managers, local communities, and tourists in order to test and refine the proposed sustainable tourism value proposition framework in specific destination contexts.

5. Conflict of Interest

The authors declare that there is no conflict of interest related to the preparation, analysis, interpretation, or publication of this manuscript. The authors also confirm that no personal, financial, institutional, or professional relationships influenced the findings, arguments, or conclusions presented in this study.

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