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Strengthening Green Marketing in Bali Tourism Villages to Enhance Sustainable Tourism Competitiveness

Mohamad Rizan[1,*], Aji Ahmadi Sasmi[2], Rizka Zakiah[3], Ervina Maulida[4], Daru Putri Kusumaningtyas[5], Adnan Kasofi[6]

[1] Magister Management, Faculty of Economics and Business, Universitas Negeri Jakarta, Indonesia
[2] Accounting, Faculty of Economics and Business, Universitas Negeri Jakarta, Indonesia
[3] Business Education, Faculty of Economics and Business, Universitas Negeri Jakarta, Indonesia
[4] Office Administration Education, Faculty of Economics and Business, Universitas Negeri Jakarta, Indonesia
[5] Business Education, Faculty of Economics and Business, Universitas Negeri Jakarta, Indonesia
[6] Digital Business, Faculty of Economics and Business, Universitas Negeri Jakarta, Indonesia
* Corresponding Author: mohamadrizan72@unj.ac.id

Abstract.
Tourism villages play an important role in promoting community-based economic development while supporting environmental sustainability. However, many local micro-enterprises have not yet integrated green marketing principles into their business strategies despite utilizing environmentally friendly production practices. This community service program aimed to strengthen the green marketing capacity of Seashell Craft artisans in Serangan Tourism Village, Bali, by enhancing their ability to communicate the environmental value of their products and improve their market competitiveness. The program employed a participatory approach consisting of field observation, interviews, focus group discussions, training, mentoring, documentation, and evaluation. Capacity-building activities focused on eco-branding, environmental storytelling, digital product documentation, eco-packaging, and QR code-based product information. The results showed significant improvements in participants' understanding of green marketing concepts, identification of product eco-values, digital marketing capabilities, and sustainable branding practices. The artisans successfully developed digital product catalogs, environmentally oriented promotional narratives, simple eco-packaging concepts, and prototype QR codes linking consumers to information on production processes and environmental benefits. The program also generated participatory observation data, policy recommendations, and a green marketing development framework for tourism villages. Overall, the initiative strengthened community capacity to integrate sustainability into business practices while enhancing the competitiveness of seashell craft products and supporting the achievement of Sustainable Development Goals, particularly SDGs 8, 12, and 17.
Keywords: *Community empowerment; Green marketing; Seashell craft; Sustainable tourism; Tourism village.*

I. INTRODUCTION

Community-based tourism has become an important strategy for promoting sustainable local economic development while preserving environmental resources and cultural heritage. In Indonesia, particularly in Bali, tourism villages represent an integrated model that combines local

wisdom, community participation, and small-scale entrepreneurship to create inclusive economic opportunities. Recent studies have shown that tourism villages contribute significantly to employment creation, cultural preservation, and environmental conservation when supported by effective governance and sustainable marketing strategies. However, despite the increasing global demand for environmentally responsible tourism destinations, many community-based tourism enterprises still face difficulties in communicating their sustainability values to potential visitors, resulting in limited market competitiveness and economic benefits (Ardani et al., 2025; Krittayaruangroj et al., 2023; Lane et al., 2022; World Tourism Organization, 2023; Wiranatha et al., 2024).

The global tourism market has experienced a substantial shift toward sustainability-oriented consumption. Tourists increasingly consider environmental responsibility, ethical production, cultural authenticity, and social impact when selecting tourism destinations and local products. Consequently, green marketing has emerged as a strategic approach that integrates environmental values into branding, promotion, and customer engagement. Rather than functioning merely as a promotional tool, green marketing represents a comprehensive business strategy that aligns economic performance with environmental protection and community welfare. Recent literature published during the last five years indicates that successful green marketing implementation enhances destination image, customer trust, tourist satisfaction, and long-term competitiveness while supporting the Sustainable Development Goals (SDGs), particularly SDGs 8 (Decent Work and Economic Growth), SDGs 12 (Responsible Consumption and Production), and SDGs 17 (Partnerships for the Goals) (Dangelico & Vocalelli, 2017; Font et al., 2021; Gössling et al., 2021; Janjua et al., 2023).

Although Bali is internationally recognized as a leading tourism destination, many tourism villages remain highly dependent on conventional promotional approaches emphasizing natural attractions and cultural performances. Sustainable production practices undertaken by local communities are often insufficiently documented, poorly communicated, and rarely incorporated into destination branding strategies. Previous studies have highlighted that many rural tourism enterprises possess valuable environmental practices, including the utilization of recycled materials, local resources, community-based environmental management, and traditional production techniques. Nevertheless, these practices frequently remain invisible to tourists because they are not translated into effective marketing narratives or digital promotional content. This gap reduces the added value of sustainable products and limits the competitive positioning of tourism villages within the increasingly sustainability-conscious tourism market (Kusumastuti et al., 2024; Lane et al., 2022; Wiranatha et al., 2024).

Serangan Tourism Village in Bali illustrates this challenge. Located in a coastal area with substantial tourism potential, the village has developed various environmentally friendly creative industries, including recycled plastic handicrafts, seashell crafts, and handmade textile products that reflect circular economy principles. These products demonstrate significant environmental and cultural values while providing income opportunities for local micro and small enterprises. However, preliminary observations conducted by the community service team revealed that most business actors operate on a micro-enterprise scale with limited managerial capacity, inadequate business documentation, and insufficient understanding of sustainability-oriented marketing

strategies. As a result, environmentally responsible production practices have not been effectively transformed into competitive marketing advantages.

Another important concern identified during the preliminary assessment relates to the absence of systematic documentation regarding existing sustainability practices. Current promotional activities primarily emphasize tourism attractions without communicating the environmental, cultural, and social values embedded in local products and services. Consequently, tourism experiences that genuinely support sustainability remain underrepresented in marketing communications. Recent studies also warn that sustainability claims unsupported by empirical evidence may lead to greenwashing, thereby reducing consumer trust and damaging destination credibility. Therefore, developing green marketing strategies requires evidence-based identification of existing sustainability practices before constructing destination branding and promotional messages (Dangelico & Vocalelli, 2017; Font et al., 2021).

Existing community empowerment programs have primarily concentrated on digital marketing skills, entrepreneurship development, or tourism management separately. Limited attention has been devoted to integrating participatory sustainability mapping, eco-branding, green storytelling, and digital marketing within a comprehensive green marketing framework specifically designed for tourism villages. This represents the originality of the present community service program. Instead of introducing externally designed marketing concepts, this program begins by identifying authentic sustainability practices already implemented by community members and subsequently transforms these local strengths into strategic marketing assets. The program therefore adopts an evidence-based and participatory green marketing approach that minimizes the risk of greenwashing while strengthening community ownership of sustainable tourism development (Janjua et al., 2023; Kusumastuti et al., 2024).

Conceptually, this community service program is grounded in the relationship between sustainable tourism, community empowerment, and green marketing. Sustainable tourism practices implemented by local communities constitute valuable environmental and cultural resources. Through participatory observation, these practices are systematically documented and evaluated. The resulting evidence serves as the foundation for capacity-building activities involving eco-branding, environmental storytelling, and digital marketing. Enhanced community knowledge and marketing capabilities are expected to strengthen destination competitiveness, improve market access, and contribute to sustainable local economic development. This conceptual framework recognizes that sustainable marketing should emerge from authentic community practices rather than externally imposed promotional narratives (Font et al., 2021; Krittayaruangroj et al., 2023).

Community participation constitutes the central element of this program. Rather than serving as passive beneficiaries, members of the Seashell Craft community, tourism village managers, and local micro-enterprises actively participated throughout the entire implementation process. Their involvement included participatory observation, focus group discussions, interviews, sustainability mapping, identification of local environmental practices, training activities, collaborative development of eco-branding strategies, and evaluation of the proposed marketing framework. University students also participated through the Merdeka Belajar–Kampus Merdeka (MBKM) program by assisting field observations, documentation, and data analysis, thereby strengthening collaboration between higher education institutions and local communities in addressing real-world development challenges (Ferdian et al., 2024; Muda, 2025).

Based on these considerations, this community service program aims to strengthen the capacity of tourism village managers and local micro-enterprises in Serangan Tourism Village to implement comprehensive green marketing strategies. Specifically, the program seeks to identify existing sustainability practices, improve community competencies in eco-branding, green storytelling, and digital marketing, develop sustainable destination identity, optimize digital promotion, and formulate strategic recommendations that can support local government policies for sustainable tourism development. Ultimately, the program is expected to enhance community competitiveness while providing an evidence-based model for strengthening green marketing practices in tourism villages throughout Bali.

Preliminary observations, focus group discussions, and joint consultations with community partners further revealed that the challenges faced by productive community members—including tourism village managers and micro, small, and medium enterprises (MSMEs)—extend beyond promotional activities and encompass the entire tourism business value chain. At the upstream level, local artisans have implemented numerous environmentally responsible practices, such as utilizing locally sourced materials, recycling seashell waste into handicraft products, preserving coastal ecosystems, and integrating Balinese cultural values into tourism services. However, these sustainability practices remain insufficiently documented, lack measurable sustainability indicators, and have not yet been systematically transformed into marketable environmental value propositions. Consequently, products derived from recycled materials are still perceived primarily as handicrafts rather than environmentally friendly products with distinctive ecological identities, while product innovation and sustainability-oriented design remain relatively limited.

Managerial challenges also constrain the development of sustainable tourism enterprises. Most MSMEs have not established systematic documentation of production activities, inventory management, marketing performance, or environmentally responsible production processes. The absence of simple business information systems and digital documentation reduces managerial capacity for evaluating business performance and limits the availability of credible sustainability evidence that could support destination branding. Without adequate managerial preparedness, sustainability initiatives remain fragmented and are rarely translated into integrated marketing strategies capable of strengthening competitive advantage (Kusumastuti et al., 2024; World Tourism Organization, 2023).

At the downstream level, marketing activities continue to rely predominantly on conventional destination promotion emphasizing scenic attractions and cultural experiences while overlooking the environmental and social values embedded in local products and tourism services. Eco-values generated through recycled handicrafts, circular production processes, and community-based environmental conservation have not been effectively incorporated into branding, packaging, storytelling, or digital communication. Furthermore, the utilization of digital marketing platforms remains limited, and community members have received minimal training in eco-branding, sustainability storytelling, and strategic digital promotion. As a result, Serangan Tourism Village has yet to establish a distinctive identity as a sustainable tourism destination despite possessing authentic environmental practices that could differentiate it from competing destinations (Janjua et al., 2023; Kusumastuti et al., 2024).

Addressing these interconnected challenges requires an integrated community empowerment approach rather than isolated marketing interventions. Accordingly, this community service

program adopts participatory observation as its principal methodology, enabling community members to become active partners in identifying existing sustainability practices, evaluating organizational readiness, and collaboratively designing appropriate green marketing strategies. The intervention consists of three complementary stages. First, sustainability mapping documents environmentally responsible production practices, local resources, and circular economy initiatives implemented by the community. Second, green marketing readiness assessment evaluates institutional capacity, business management, digital capability, human resources, and organizational preparedness for sustainable marketing implementation. Third, evidence generated from these stages serves as the basis for formulating strategic green marketing recommendations, including eco-branding, green storytelling, environmentally responsible packaging, and digital marketing strategies that reflect the authentic characteristics of Serangan Tourism Village. This sequential framework ensures that marketing messages are developed from verifiable sustainability practices, thereby reducing the risk of greenwashing while strengthening destination credibility and market competitiveness (Ardani et al., 2025; Muda, 2025).

The originality of this community service initiative lies in its integration of sustainability assessment, participatory community empowerment, and strategic marketing development into a single evidence-based framework. Unlike many previous community service programs that primarily provide entrepreneurship training or digital marketing assistance, this program begins by systematically documenting existing environmental practices before developing marketing strategies. Such an approach ensures that eco-branding and sustainability communication accurately represent actual community practices rather than externally constructed promotional narratives. In addition, the collaboration combines complementary expertise from marketing management, accounting information systems, entrepreneurship, and business education. This interdisciplinary collaboration enables the program to generate practical recommendations that address production management, business governance, digital transformation, and sustainable marketing simultaneously, thereby providing a more comprehensive model for strengthening tourism village competitiveness.

Community participation represents the core principle throughout the implementation process. Tourism village managers, members of the Seashell Craft artisan group, and MSME actors actively participated in identifying sustainability practices, validating field findings, discussing priority problems, co-designing branding strategies, and evaluating the proposed recommendations. University lecturers contributed scientific expertise, while students participating through the Merdeka Belajar–Kampus Merdeka (MBKM) program assisted with field observations, documentation, data analysis, and community facilitation. This collaborative model strengthened knowledge exchange between academia and the local community while ensuring that all outputs—including sustainability mapping documents, green marketing readiness profiles, strategic recommendations, and policy briefs—were developed based on genuine community needs and could support future local government policies for sustainable tourism development in Bali (Ferdian et al., 2024; Muda, 2025).

II. METHODS

This community service program employed a participatory observation approach that involved the implementation team directly in the activities of the Seashell Craft Artisan Group in Serangan

Tourism Village, Bali. The approach was used to identify existing sustainability practices, assess the partner's readiness to implement green marketing, and formulate recommendations based on actual field conditions. The program was implemented through five stages. First, socialization and initial coordination were conducted to explain the objectives, scope, schedule, and roles of the team and partner. Second, green marketing training was provided through interactive discussions and practice-based reflection. The materials covered the identification of product sustainability values, eco-value propositions, environmental storytelling, eco-packaging, and digital green campaigns. Third, simple technologies were introduced to support marketing activities. These included digital product photography and video, social media and marketplace utilization, digital catalogs, environmentally oriented product labels, eco-packaging, and QR codes linked to product information and production stories. Fourth, participatory assistance and evaluation were conducted through field observation, interviews, group discussions, documentation, and validation of preliminary findings. The observation focused on three dimensions: sustainable production, business management, and marketing. The collected data were analyzed descriptively using a qualitative approach. Field notes, interview results, discussion records, and visual documentation were classified into existing sustainability practices, managerial readiness, digital capacity, product identity, and marketing communication. Triangulation of sources and methods was applied to improve the credibility of the findings.

Evaluation covered both process and outcomes. Process evaluation assessed participant involvement, completeness of data, and accuracy of documentation. Outcome evaluation examined the partner's ability to identify eco-values, formulate green marketing messages, improve digital documentation, and recognize appropriate packaging and promotional strategies. The implementation team consisted of lecturers with expertise in marketing, accounting information systems, entrepreneurship, education, and sustainability analysis. Students assisted with observation, documentation, and initial data processing. The community partner actively participated in identifying problems, providing access to business activities, validating findings, and reviewing the recommendations. The main outputs consisted of a sustainability practice mapping document, a green marketing readiness profile, strategic recommendations, a policy brief, digital promotional materials, and QR code prototypes. Program sustainability was supported through partner ownership of the outputs and their continued use in business development and sustainable tourism planning.

III. RESULT AND DISCUSSION

The implementation of the Community Service Program demonstrated that most of the planned targets were successfully achieved in accordance with the established stages of program implementation. At the beginning of the program, the primary objectives were to improve the partners' understanding of the green marketing concept, identify the potential application of sustainable marketing to handicraft products made from seashell waste, and formulate recommendations based on actual conditions that could serve as a reference for business development.



Figure 1. Sustainable International Community Services Activities

The results indicated that the partners not only actively participated in the entire series of observation, discussion, training, and mentoring activities but also began integrating green marketing principles into their product promotion strategies. The artisans increasingly understood that the value of their products was not limited to their physical appearance but also included the story behind the use of seashell waste as raw material, environmentally friendly production processes, and the contribution of their businesses to the preservation of the coastal environment. The following figure presents the increase in the percentage of seashell craft artisans' understanding of the green marketing concept.

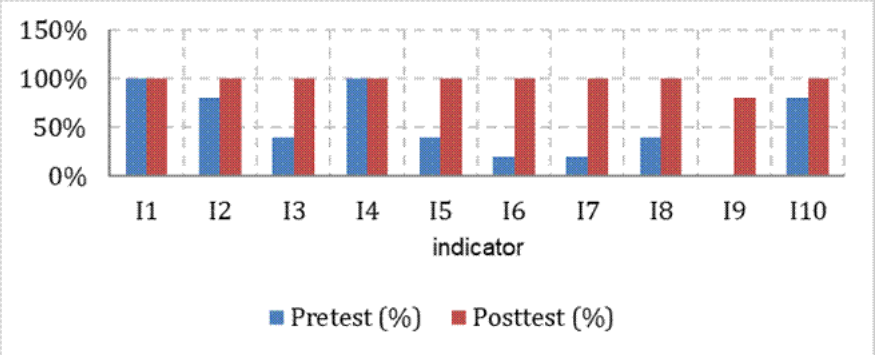


Figure 2. Improvement in the Pretest and Post-test Results of Seashell Craft Artisans

Regarding the production aspect, progress was demonstrated by the partners' increased awareness of the importance of documenting production processes that use seashell waste as the primary material. This documentation enables environmentally friendly practices to be effectively communicated to consumers. The following figure shows seashell waste collected from restaurant waste in Serangan Village.



Figure 3. Seashell Waste

Regarding business management, the partners began organizing product information more systematically by preparing a simple catalogue, recording product types, and developing clearer product identities. In terms of marketing, the partners began developing sustainability-based marketing narratives through environmental storytelling, using digital media for promotional activities, and applying a simple eco-branding concept as part of their marketing strategy.



Figure 4. Environmental Storytelling and Eco-Packaging Design

In addition to improving the partners' capacity, the program generated a comprehensive field database on the existing conditions of seashell craft artisans. This database serves as the basis for preparing a policy brief and recommendations for developing green marketing in tourism villages. Therefore, the program targets were achieved not only in terms of improving the partners' capacity but also through the availability of scientific documents that can be used by local governments and other stakeholders to support sustainable tourism village development. Overall, the program achievements can be summarized as follows.

Program Target	Achievement	Status
Program dissemination to partners	All partners understood the objectives, methods, and stages of the program and actively participated in the activities.	Achieved
Improvement in green marketing knowledge	The partners understood the concept of green marketing and were able to identify the ecological value of their products.	Achieved
Strengthening of marketing capacity	The partners began implementing environmental storytelling, eco-value propositions, and digital promotion.	Achieved
Development of product identity	Product identities and an eco-branding concept were successfully developed.	Achieved
Development of environmentally friendly innovations	The partners began developing eco-packaging designs and using QR codes as a medium for providing product information.	Largely achieved
Formulation of recommendations	Observation results, an analysis of existing conditions, and a draft recommendation for green marketing development were successfully prepared.	Achieved

Indicators of Success Achieved

The success of the Community Service Program was measured not only by the completion of the planned activities but also by the changes in capacity and business practices experienced by the seashell craft artisan partners after participating in the entire program. In terms of knowledge, the partners demonstrated an improved understanding of green marketing, sustainable marketing, and the importance of communicating environmental values as a source of competitive advantage. The partners began to understand that seashell waste is not merely an alternative raw material but also possesses ecological value that can enhance the attractiveness of their products in the market.

In terms of skills, the partners became capable of documenting their products more effectively, developing marketing narratives based on environmental storytelling, and using digital media as a promotional tool. The use of more representative product photographs, the development of a simple digital catalogue, and the strengthening of product identity indicate an improvement in marketing capabilities compared with the conditions before the program was implemented.

Regarding attitudes and awareness, the partners demonstrated an increased commitment to environmentally friendly business practices, including the use of more sustainable packaging, the communication of information about the origin of raw materials, and efforts to establish a product image that supports environmental conservation. Furthermore, the program successfully increased the partners' involvement in identifying problems and developing solutions. The partners no longer acted merely as program recipients but became active collaborators who provided information, reflected on their existing business practices, and participated in collaboratively formulating business development recommendations. The indicators of success achieved can be summarized as follows.

Aspect	Conditions Before the Program	Conditions After the Program
Understanding of green marketing	The concept was not yet fully understood.	The partners understood green marketing principles and their benefits for business development.
Identification of product eco-value	Environmental values had not been documented.	The partners were able to identify and explain the ecological value of their products.
Digital marketing	Promotional activities were simple and limited.	The partners began using digital media and developing sustainability-based content.
Environmental storytelling	Environmental storytelling had not been implemented.	The partners were able to develop narratives concerning the origin of raw materials and environmentally friendly production processes.
Product branding	Product identity was inconsistent.	The partners began developing a green branding concept and a digital catalogue.
Eco-packaging	Conventional packaging was still predominantly used.	The partners began applying environmentally friendly packaging concepts.
Product information	Product information was limited.	The partners began using QR codes as a medium for providing product information.
Environmental awareness	Environmentally friendly practices had not been positioned as a product value proposition.	Environmentally friendly practices became part of the marketing strategy.
Business management capacity	Product documentation was not systematically organized.	Product documentation and information became more structured.
Collaboration with the Community Service Team	The partners' involvement was primarily limited to providing information.	The partners participated actively and collaboratively in formulating recommendations.

Overall, the Community Service Program positively affected the capacity development of seashell craft artisan partners, particularly their ability to integrate green marketing principles into business management. Although several innovations, including the implementation of QR codes and eco-packaging, remain at an early stage, the partners have demonstrated their readiness to develop these practices independently. This condition indicates that the program successfully established a foundation for more sustainable business development while strengthening the competitiveness of seashell waste-based handicraft products in Bali's tourism village areas.

IV. CONCLUSION

The Community Service Program was implemented in accordance with the planned stages, consisting of program dissemination, participatory observation, training, the application of appropriate simple technologies, mentoring, and evaluation. The participatory approach enabled the implementation team to gain a comprehensive understanding of the partners' actual conditions while encouraging the active involvement of seashell craft artisans in identifying problems and formulating green marketing-based business development solutions. The program positively contributed to strengthening the partners' capacity, particularly their understanding of sustainable marketing and the importance of integrating environmental values into product marketing strategies. The partners began to identify the eco-value of their products, develop marketing narratives based on *environmental storytelling*, use digital media for promotional purposes, and establish product identities that more clearly reflect sustainability principles. Furthermore, the application of simple innovations, including digital product documentation, eco-packaging concepts, and the use of QR codes, served as an initial step toward strengthening the competitiveness of handicraft products made from seashell waste.

In addition to strengthening the partners' capacity, the program also generated several interim outputs, including participatory observation data, documentation of best practices, a draft recommendation for green marketing development in tourism villages, and a policy brief that can be used as a reference by local governments and tourism village administrators in formulating sustainable creative economy development strategies.

Overall, the implementation of the Community Service Program demonstrated progress consistent with the established program targets. The program not only improved the partners' knowledge and skills in sustainable marketing but also strengthened collaboration among universities, local communities, and local governments in supporting the development of tourism villages based on a green economy. This development is aligned with the achievement of the Sustainable Development Goals (SDGs), particularly the goals related to decent work and economic growth, responsible consumption and production, and partnerships for achieving sustainable development.

Based on the results of the program implementation, several recommendations are proposed to support program sustainability and increase its long-term impact. For the seashell craft artisan partners, the green marketing principles introduced through the program should be implemented consistently and continuously. Strengthening product identity based on sustainability values, using digital media for promotion, adopting environmentally friendly packaging, and communicating product information through *environmental storytelling* should become integral components of everyday marketing strategies. These practices are expected to increase the added value and competitiveness of the products in the market. For local governments and tourism village administrators, the observation findings and recommendations generated through this program can be used as a basis for formulating policies and programs concerning tourism village development based on the creative economy and environmental sustainability. Support in the form of digital marketing facilitation, capacity-building programs for micro, small, and medium enterprises, the expansion of marketing networks, and integrated tourism village promotion would accelerate the implementation of green marketing concepts within the local creative economy sector.

For universities, this program is expected to serve as the beginning of long-term collaboration through continuous Community Service Programs, applied research, business mentoring, and the development of innovations based on community needs. Synergy among education, research, and community service activities will strengthen the role of universities as strategic partners in community development. In the future, similar programs should be expanded by integrating more comprehensive digital technologies, including the development of marketing websites, electronic catalogues, specialized marketplaces for environmentally friendly products, and integrated digital branding systems. In addition, periodic evaluations of economic, social, and environmental impacts should be conducted to measure the effectiveness of green marketing implementation in increasing artisans' income, expanding market access, and ensuring long-term business sustainability.

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