International Conference on Sustainable Tourism and Entrepreneurship

Vol. 01 No. 01 August 2026, ISSN: 3163-2912

Sustainability Communication and Crisis Management in Post-Pandemic Tourism Recovery Case Study of Desa Wisata Alam Endah, Bandung Regency

Shofira Pertiwi[1]*, Mirza Ronda[2], Hifni Alifahmi[3]

[1,2,3] *Doctoral Program in Communication Science, Universitas Sahid Jakarta, Indonesia*

*Corresponding author. Email: shofira.sp@gmail.com

ABSTRACT

The COVID-19 pandemic severely disrupted global tourism systems, prompting destinations to adopt recovery strategies centered on resilience and sustainability. This study examines how sustainability is constructed and communicated in Desa Wisata Alam Endah as part of Bandung Regency's post-pandemic tourism recovery strategy within a crisis communication framework. Using a qualitative case study approach, the research applies framing analysis to policy documents, promotional materials, digital media content, and semi-structured interviews with tourism officials and local entrepreneurs.The findings reveal that sustainability is predominantly framed as resilience, innovation, and economic regeneration, particularly through community-based tourism initiatives. These narratives function strategically to rebuild destination image, restore visitor confidence, and support local economic revitalization. However, the study identifies a partial gap between sustainability communication and measurable environmental accountability, including limited performance indicators and the absence of systematic reporting mechanisms, raising potential greenwashing concerns.The study concludes that sustainability communication plays a critical mediating role in tourism recovery, but its long-term credibility depends on consistent alignment between discourse, governance practices, and measurable outcomes. Strengthening transparency, participatory governance, and evidence-based reporting is essential to enhance trust and support resilient and responsible tourism development in post-pandemic contexts

Keywords: *tourism recovery; sustainable tourism; crisis communication; framing analysis; greenwashing*

1. INTRODUCTION

The COVID-19 pandemic has fundamentally disrupted global tourism systems, generating unprecedented economic losses, mobility restrictions, and structural transformations across destinations worldwide. According to international tourism reports, global tourist arrivals declined dramatically during the peak of the pandemic, affecting local economies that heavily depend on tourism-generated income. In developing countries such as Indonesia, tourism plays a strategic role not only as a source of foreign exchange but also as a driver of regional development, employment, and small-medium enterprise growth. Consequently, the recovery of the tourism sector has become a national and regional priority in the post-pandemic period.

In response to this crisis, many destinations have adopted sustainable tourism as a strategic framework for recovery. Sustainability has been promoted as a pathway to rebuild visitor confidence, enhance destination resilience, and align tourism practices with environmental and social responsibility. The concept of sustainable tourism emphasizes the balance between economic viability, environmental protection, and socio-cultural integrity. In the post-pandemic context, sustainability is no longer merely an environmental concern but also a communication strategy used to restore trust and reshape destination image.

Bandung Regency, West Java, Indonesia, represents one of the regions actively promoting sustainable tourism as part of its recovery strategy. The regency is known for its natural attractions, agro-tourism, and community-based tourism initiatives. Among its prominent destinations is Desa Wisata Alam Endah, a nature-based tourism village that integrates environmental conservation, local entrepreneurship, and community participation into its tourism model. The destination has been widely promoted through narratives highlighting ecological preservation, empowerment of local communities, and innovation in tourism management.

However, the increasing use of sustainability narratives in tourism promotion raises critical questions regarding authenticity and accountability. While sustainability messaging can strengthen branding and attract environmentally conscious visitors, there is also a growing concern about "greenwashing," where environmental claims are exaggerated or not fully supported by measurable actions. In the context of crisis recovery, the tension between strategic communication and actual sustainable practices becomes particularly significant. If sustainability communication is not aligned with transparent governance and measurable environmental outcomes, it may generate reputational risks and erode public trust.

Crisis communication theory provides a useful framework for understanding how destinations manage reputational challenges during recovery phases. Effective crisis communication emphasizes transparency, consistency, stakeholder engagement, and trust-building. In tourism recovery, communication is not only about disseminating information but also about constructing narratives that shape public perception and influence travel decisions. The framing of sustainability as resilience, innovation, and economic regeneration reflects a strategic effort to reposition destinations in a competitive market environment. Previous studies have examined post-pandemic tourism recovery strategies in various contexts, highlighting the importance of digital transformation, health protocols, and adaptive governance. Other scholars have emphasized the integration of sustainability principles into recovery planning to ensure long-term resilience. Nevertheless, limited research has specifically explored how sustainability is framed and communicated at the local destination level in Indonesia, particularly within community-based tourism settings. Understanding this communication process is crucial because narratives influence not only visitor perception but also policy direction and stakeholder collaboration.

Desa Wisata Alam Endah offers a compelling case for examining these dynamics. As a tourism village promoted under the sustainable tourism agenda, it represents the intersection of environmental discourse, local economic revitalization, and crisis management strategy. The destination's communication materialsincluding official policy documents, promotional campaigns, and digital content construct a particular image of sustainability. At the same time, the implementation of environmental practices and governance mechanisms determines the credibility of such narratives. This study therefore seeks to analyze how sustainability is constructed and communicated in Desa Wisata Alam Endah as part of Bandung Regency's tourism recovery strategy. By applying framing analysis to official documents, promotional materials, and stakeholder perspectives, this research aims to identify dominant narratives, underlying assumptions, and potential gaps between discourse and practice. The focus on framing allows for an examination of how certain aspects of sustainability are emphasized, selected, and interpreted in public communication.

The significance of this research lies in its contribution to both theoretical and practical discussions. Theoretically, it bridges sustainable tourism studies with crisis communication and framing theory, providing an integrated perspective on post-pandemic destination recovery. Practically, the findings may inform policymakers, tourism managers, and community stakeholders in developing more transparent and accountable sustainability communication strategies. Aligning discourse with measurable action is essential to prevent greenwashing risks and strengthen long-term destination credibility.

In conclusion, post-pandemic tourism recovery requires more than economic revitalization; it demands responsible governance, community engagement, and credible communication. Sustainability has emerged as a dominant narrative in recovery strategies, yet its effectiveness depends on the consistency between messaging and implementation. By examining the case of Desa Wisata Alam Endah, this study contributes to a deeper understanding of how sustainability discourse functions within local tourism recovery frameworks and how it can be strengthened to support resilient and trustworthy destination development.

2. LITERATURE REVIEW

2.1. Sustainable Tourism in Post-Pandemic Context

Sustainable tourism has long been positioned as a normative framework for balancing economic growth, environmental protection, and socio-cultural preservation. The World Tourism Organization defines sustainable tourism as development that meets the needs of present tourists and host regions while protecting and enhancing opportunities for the future. The concept is grounded in the triple bottom line approach, which integrates economic viability, environmental stewardship, and social equity.

Before the COVID-19 pandemic, sustainable tourism discourse often focused on overtourism, environmental degradation, and climate change mitigation. However, the pandemic reoriented sustainability toward resilience and adaptive capacity. Destinations began emphasizing health security, local empowerment, and ecological preservation as part of recovery strategies. Scholars argue that the crisis created a "reset opportunity" for tourism systems to transition toward more responsible and regenerative models.

Post-pandemic tourism recovery strategies increasingly integrate sustainability principles into policy frameworks. Research indicates that destinations promoting environmental responsibility and community-based initiatives are more likely to rebuild visitor trust. Furthermore, sustainability communication has become a strategic branding tool to differentiate destinations in a competitive global market. However, the effectiveness of

this approach depends on the credibility and transparency of implementation.

In the Indonesian context, sustainable tourism has been embedded in national and regional development agendas, particularly through the promotion of tourism villages (desa wisata). These initiatives aim to empower local communities, preserve cultural heritage, and ensure environmental conservation. Nevertheless, implementation challenges such as limited monitoring mechanisms, inconsistent governance, and insufficient stakeholder coordination remain significant barriers.

2.2. Crisis Communication and Destination Image Recovery

Crisis communication theory provides a framework for understanding how organizations and destinations respond to reputational threats. Situational Crisis Communication Theory (SCCT) emphasizes that crisis response strategies should align with stakeholders' perceptions of responsibility and transparency. In tourism contexts, effective crisis communication can mitigate negative perceptions and accelerate recovery.

The COVID-19 pandemic represents a global crisis that simultaneously affected health, mobility, and economic systems. For tourism destinations, communication strategies during recovery were not limited to safety protocols but extended to image reconstruction. Scholars note that rebuilding trust requires consistent messaging, transparent information sharing, and engagement with multiple stakeholders.

Destination image is constructed through a combination of cognitive and affective perceptions influenced by media representation, marketing campaigns, and word-of-mouth communication. In post-crisis situations, destinations often adopt positive framing strategies to emphasize resilience, innovation, and readiness to welcome visitors. Sustainability narratives, in this context, serve as a reassurance mechanism that the destination is not only safe but also responsible and future-oriented.

However, crisis communication also entails risks. Overly optimistic or unsubstantiated claims may undermine credibility if discrepancies between communication and reality become apparent. Therefore, aligning sustainability discourse with measurable actions and transparent reporting is essential for maintaining long-term reputational stability.

2.3. Framing Theory in Sustainability Communication

Framing theory explains how issues are constructed, emphasized, and interpreted in communication processes. According to Entman, framing involves selecting certain aspects of perceived reality and making them more salient in a communicating text. Frames define problems, diagnose causes, make moral judgments, and suggest remedies.

In sustainability communication, framing shapes how environmental and social issues are understood by stakeholders. For example, sustainability can be framed as environmental protection, economic opportunity, community empowerment, or innovation. Each frame influences audience perception and behavioral intention differently.

Research on tourism communication indicates that sustainability framing often highlights positive attributes such as eco-friendliness, authenticity, and cultural uniqueness. While such framing enhances destination attractiveness, it may obscure structural challenges such as waste management limitations or carbon emissions. Consequently, framing analysis becomes a valuable method for identifying dominant narratives and potential omissions in tourism discourse.

Digital media platforms further amplify framing processes. Social media campaigns, visual storytelling, and influencer marketing contribute to shaping sustainability narratives in tourism destinations. The strategic selection of images, hashtags, and slogans can reinforce perceptions of environmental responsibility even when empirical verification is limited. This dynamic underscores the importance of critically examining sustainability communication within recovery contexts.

2.4. Greenwashing and Accountability in Tourism

Greenwashing refers to the practice of conveying misleading information about environmental practices to present an organization or destination as more sustainable than it actually is. In tourism, greenwashing may manifest through vague sustainability claims, symbolic environmental initiatives, or selective disclosure of information.

The increasing consumer demand for environmentally responsible travel has incentivized destinations to adopt green branding strategies. However, without transparent monitoring systems and performance indicators, sustainability claims risk becoming rhetorical tools rather than substantive commitments.

Scholars argue that accountability mechanisms such as sustainability reporting, certification systems, and participatory governance are essential to prevent greenwashing. Transparent communication strengthens trust among stakeholders, including tourists, local communities, and policymakers. In contrast, discrepancies between discourse and practice may generate reputational damage and long-term credibility loss.

In developing regions, where regulatory oversight may be limited, the risk of symbolic sustainability is particularly significant. Therefore, examining how sustainability is framed and operationalized at the local level contributes to identifying potential gaps between narrative and measurable outcomes.

2.5. Community-Based Tourism and Local Empowerment

Community-based tourism (CBT) emphasizes active participation of local communities in planning, managing, and benefiting from tourism activities. CBT aligns closely with sustainable tourism principles by promoting economic inclusion, cultural preservation, and environmental stewardship.

Studies show that CBT initiatives can enhance social cohesion, diversify income sources, and strengthen local

identity. In post-pandemic recovery, community empowerment has been recognized as a resilience factor, enabling destinations to adapt to external shocks.

However, successful CBT implementation requires effective governance structures, capacity building, and equitable benefit distribution. Without these elements, tourism development may reinforce existing inequalities or marginalize certain groups within the community.

In the context of tourism villages such as Desa Wisata Alam Endah, sustainability narratives often intersect with community empowerment discourse. The integration of local entrepreneurship, environmental conservation, and collaborative governance forms a central component of destination branding. Understanding how these elements are communicated and perceived provides insight into the broader recovery strategy of Bandung Regency.

2.6. Synthesis and Research Gap

The reviewed literature highlights several interconnected themes: (1) sustainable tourism as a recovery framework, (2) crisis communication and destination image reconstruction, (3) framing processes in sustainability discourse, (4) risks of greenwashing, and (5) the role of community-based tourism in resilience building.

While extensive research exists on sustainable tourism and crisis recovery separately, fewer studies integrate these perspectives at the local destination level in Indonesia. In particular, there is limited empirical analysis of how sustainability is framed within tourism village communication strategies during post-pandemic recovery.

This study addresses this gap by examining the construction of sustainability narratives in Desa Wisata Alam Endah. By applying framing analysis to official documents and promotional materials, this research seeks to identify dominant themes, assess alignment with sustainable tourism principles, and evaluate potential reputational implications. The integration of sustainable tourism theory, crisis communication, and framing analysis provides a comprehensive framework for understanding post-pandemic tourism recovery at the local level.

3. METHOD

3.1. Research Design

This study adopts a qualitative single-case study design to investigate how sustainability is constructed and communicated in Desa Wisata Alam Endah within the context of post-pandemic tourism recovery in Bandung Regency. A qualitative approach is appropriate because the research seeks to interpret meanings, communication patterns, and governance narratives embedded in institutional and promotional discourse rather than to test causal hypotheses statistically.

A single instrumental case study was selected to allow in-depth contextual exploration of sustainability communication practices in a strategically promoted tourism village. Desa Wisata Alam Endah was chosen due to its official positioning within regional sustainable tourism programs and its active post-pandemic promotional campaigns.

The study employs framing analysis as the primary analytical method. Framing analysis enables systematic identification of how issues are defined, attributed, morally evaluated, and strategically positioned in communication texts.

3.2. Research Site and Period

Data collection was conducted between January and March 2025 during the active post-pandemic tourism recovery phase in Bandung Regency. The research site includes Desa Wisata Alam Endah and relevant institutional offices within the regional tourism authority.

3.3. Data Sources and Informants

The study utilized three main data sources:

1. Official Documents ; Regional tourism policy documents, strategic plans, sustainability-related guidelines, and public press releases.
2. Digital and Promotional Content ; Website publications, Instagram posts, Facebook content, brochures, and digital campaign materials produced during 2023–2025.
3. Semi-Structured Interviews ; A total of six informants were interviewed using purposive sampling:
    - Two regional tourism officials
    - Two tourism village managers
    - Two local tourism entrepreneurs

Informants were selected based on their direct involvement in tourism planning, management, or promotional activities. Each interview lasted approximately 45–75 minutes and was recorded with informed consent.

3.4. Data Analysis Procedure

Data analysis followed four stages:

1. Transcription and document compilation
2. Open coding of recurring sustainability-related keywords
3. Frame categorization using Entman's four framing elements
4. Cross-source triangulation to compare institutional and community narratives

To enhance credibility, triangulation was conducted across documents, digital materials, and interview data. Peer debriefing was also employed to review coding consistency.

4. FINDINGS AND DISCUSSION

4.1. Sustainability as Resilience Narrative

Across policy documents and interviews, sustainability is predominantly framed as adaptive resilience. A regional tourism official stated: "After the pandemic, sustainability became our recovery strategy. It is not only about environment, but about strengthening the village economy and ensuring we can survive future crises."

This statement illustrates a reframing of sustainability from environmental preservation toward crisis

preparedness and socio-economic stabilization. The problem definition centers on economic disruption, while sustainability functions as a recovery solution.

4.2. Sustainability as Innovation and Competitive Branding

Digital promotional materials consistently highlight innovation-driven narratives. Social media posts emphasize eco-tour experiences, organic farming tours, and creative local product packaging.

One village manager explained:

"We promote green tourism because visitors today are more selective. They want destinations that are safe, natural, and responsible."

This aligns with literature suggesting that sustainability framing enhances competitive positioning in post-crisis tourism markets. However, environmental metrics remain minimally communicated.

4.3. Symbolic Environmental Commitment and Accountability Gaps

Although environmental preservation is visually emphasized, measurable sustainability indicators are rarely disclosed. No publicly available environmental performance report was identified during document analysis.

A local entrepreneur acknowledged:

"We try to reduce waste and use eco-friendly materials, but we do not yet have formal reporting or measurement systems."

This indicates partial implementation without institutionalized accountability frameworks. The gap between narrative emphasis and measurable indicators may create greenwashing vulnerability.

4.4. Theoretical Integration

The findings demonstrate that sustainability operates as a strategic framing device mediating crisis recovery and destination branding. From a crisis communication perspective, external attribution of the pandemic enables institutional actors to focus on rebuilding narratives rather than defensive justification.

However, framing sustainability primarily as economic resilience may dilute its environmental governance dimension. This study therefore contributes to theoretical discussions by illustrating how crisis contexts reshape sustainability discourse into a reputational management instrument rather than purely an ecological commitment

4.5. Discussion: Theoretical Implications

The findings contribute to theoretical discussions in three significant ways. First, this study extends sustainable tourism literature by demonstrating how sustainability discourse shifts during crisis recovery from environmental protection toward resilience and economic stabilization. The crisis context reshapes sustainability into a reputational and strategic communication instrument.

Second, the integration of framing theory reveals how narrative construction influences stakeholder perception. By emphasizing resilience and innovation, communication strategies successfully reposition the destination image. However, selective framing may obscure accountability dimensions, supporting concerns raised in greenwashing literature.

Third, from a crisis communication perspective, external attribution of the crisis (pandemic as uncontrollable event) allows tourism authorities to adopt rebuilding strategies without reputational blame. Yet long-term credibility depends on consistency between communication and measurable environmental governance.

4.6. Practical Implications for Tourism Governance

The results suggest several practical implications:

1. **Development of Transparent Sustainability Indicators** ; Implement measurable environmental benchmarks and publish periodic sustainability reports.
2. **Strengthening Participatory Governance** ; Encourage broader community involvement in decision-making processes to enhance legitimacy and trust.
3. **Integration of Digital Accountability Tools** ; Use digital platforms not only for promotion but also for reporting environmental performance data.
4. **Balanced Narrative Strategy** ; Combine economic recovery messaging with evidence-based environmental commitments.

By aligning sustainability discourse with accountable practice, tourism villages can reduce reputational risks and strengthen long-term resilience.

5. CONCLUSIONS

This study examined how sustainability is constructed and communicated in Desa Wisata Alam Endah as part of Bandung Regency's post-pandemic tourism recovery strategy. The findings demonstrate that sustainability is predominantly framed as resilience, innovation, and economic regeneration, positioning it as a strategic narrative to rebuild destination image and restore visitor confidence following the COVID-19 crisis. Through policy documents, promotional materials, and stakeholder perspectives, sustainability discourse emphasizes community empowerment, adaptive capacity, and economic revitalization, reflecting an integrated approach aligned with sustainable tourism and crisis communication frameworks. However, the analysis also reveals a partial gap between sustainability rhetoric and measurable environmental accountability, particularly in the limited communication of performance indicators and formal reporting mechanisms. While community-based initiatives illustrate tangible socio-economic implementation, environmental governance transparency remains comparatively underdeveloped, creating potential reputational risks associated with

symbolic green branding. The study therefore concludes that sustainability communication plays a critical mediating role in tourism recovery, but its long-term credibility depends on consistent alignment between narrative construction and accountable practice. Strengthening transparent sustainability indicators, participatory governance, and evidence-based reporting can enhance trust, reduce greenwashing risks, and contribute to more resilient and credible tourism development in post-pandemic contexts.

ACKNOWLEDGMENTS

The authors would like to express their sincere appreciation to the Faculty of Communication for their academic support and institutional facilitation throughout this research process. Special gratitude is extended to the tourism authorities of Bandung Regency and the management of Desa Wisata Alam Endah for their openness, cooperation, and willingness to participate in interviews and provide access to relevant documents and promotional materials. The authors also acknowledge the valuable insights shared by local entrepreneurs and community members whose perspectives enriched the empirical findings of this study. Their contributions were essential in understanding the practical dynamics of sustainability communication and tourism recovery at the local level.

REFERENCES

[1] UNWTO, *Tourism and COVID-19: Recovery Strategies for the Tourism Sector*. Madrid: UNWTO, 2021.

[2] J. Elkington, *Cannibals with Forks: The Triple Bottom Line of 21st Century Business*. Oxford: Capstone, 1997.

[3] S. Gössling, D. Scott, and C. M. Hall, "Pandemics, tourism and global change: A rapid assessment of COVID-19," *J. Sustain. Tour.*, vol. 29, no. 1, pp. 1–20, 2020, doi: 10.1080/09669582.2020.1758708.

[4] R. K. Yin, *Case Study Research and Applications: Design and Methods*, 6th ed. Thousand Oaks, CA: Sage, 2018.

[5] R. M. Entman, "Framing: Toward clarification of a fractured paradigm," *J. Commun.*, vol. 43, no. 4, pp. 51–58, 1993, doi: 10.1111/j.1460-2466.1993.tb01304.x.

[6] K. Hallahan, "Seven models of framing: Implications for public relations," *J. Public Relat. Res.*, vol. 11, no. 3, pp. 205–242, 1999, doi: 10.1207/s1532754xjprr1103_02.

[7] J. W. Creswell and C. N. Poth, *Qualitative Inquiry and Research Design*, 4th ed. Thousand Oaks, CA: Sage, 2018.

[8] Kementerian Pariwisata dan Ekonomi Kreatif RI, *Pedoman Pengembangan Desa Wisata Berkelanjutan*. Jakarta: Kemenparekraf, 2021.

[9] G. K. Sutawa, "Issues on Bali tourism development and community empowerment to support sustainable tourism development," *Procedia Econ. Finance*, vol. 4, pp. 413–422, 2012, doi: 10.1016/S2212-5671(12)00356-5.

[10] W. T. Coombs, "Protecting organization reputations during a crisis: The development and application of situational crisis communication theory," *Corp. Reput. Rev.*, vol. 10, no. 3, pp. 163–176, 2007, doi: 10.1057/palgrave.crr.1550049.

[11] B. W. Ritchie and Y. Jiang, "A review of research on tourism risk, crisis and disaster management," *Ann. Tour. Res.*, vol. 79, 102812, 2019, doi: 10.1016/j.annals.2019.102812.

[12] M. Sigala, "Tourism and COVID-19: Impacts and implications," *J. Bus. Res.*, vol. 117, pp. 312–321, 2020, doi: 10.1016/j.jbusres.2020.06.015.

[13] C. M. Echtner and J. R. B. Ritchie, "The measurement of destination image," *J. Travel Res.*, vol. 31, no. 4, pp. 3–13, 1993, doi: 10.1177/004728759303100402.

[14] E. Avraham, "Destination image repair during crisis," *Tour. Manag.*, vol. 47, pp. 224–232, 2016, doi: 10.1016/j.tourman.2014.10.003.

[15] A. S. Claeys, V. Cauberghe, and P. Vyncke, "Restoring reputations in times of crisis," *Public Relat. Rev.*, vol. 36, no. 3, pp. 256–262, 2010, doi: 10.1016/j.pubrev.2010.05.004.

[16] P. D'Angelo, "News framing as a multiparadigmatic research program," *J. Commun.*, vol. 52, no. 4, pp. 870–888, 2002, doi: 10.1111/j.1460-2466.2002.tb02578.x.

[17] X. Font and S. McCabe, "Sustainability and marketing in tourism," *J. Sustain. Tour.*, vol. 25, no. 7, pp. 869–883, 2017, doi: 10.1080/09669582.2017.1301721.

[18] J. Mair and J. Laing, "The greening of music festivals," *J. Sustain. Tour.*, vol. 20, no. 5, pp. 683–700, 2012, doi: 10.1080/09669582.2011.636822.

[19] A. M. Munar and J. K. S. Jacobsen, "Motivations for sharing tourism experiences," *Tour. Manag.*, vol. 43, pp. 46–54, 2014, doi: 10.1016/j.tourman.2014.01.012.

[20] M. A. Delmas and V. C. Burbano, "The drivers of greenwashing," *Calif. Manage. Rev.*, vol. 54, no. 1, pp. 64–87, 2011, doi: 10.1525/cmr.2011.54.1.64.

[21] H. Han, L. T. J. Hsu, and C. Sheu, "Application of the theory of planned behavior," *Tour. Manag.*, vol. 31, no. 3, pp. 325–334, 2010, doi: 10.1016/j.tourman.2009.03.013.

[22] T. P. Lyon and A. W. Montgomery, "The means and end of greenwash," *Organ. Environ.*, vol. 28, no. 2, pp. 223–249, 2015, doi: 10.1177/1086026615575332.

[23] R. Buckley, “Sustainable tourism: Research and reality,” *Ann. Tour. Res.*, vol. 39, no. 2, pp. 528–546, 2012, doi: 10.1016/j.annals.2012.02.003.

[24] R. Scheyvens, *Tourism and Poverty*. London: Routledge, 2011.

[25] H. Goodwin and R. Santilli, “Community-based tourism: A success?” ICRT Occasional Paper, no. 11, pp. 1–37, 2009.

[26] A. Giampiccoli and O. Mtapuri, “Community-based tourism,” *Tour. Rev. Int.*, vol. 16, no. 1, pp. 29–43, 2012, doi: 10.3727/154427212X13309522131191.

[27] A. A. Lew *et al.*, “Visions of travel and tourism after COVID-19,” *Tour. Geogr.*, vol. 22, no. 3, pp. 455–466, 2020, doi: 10.1080/14616688.2020.1770326.

[28] B. Bramwell and B. Lane, “Critical research on tourism governance,” *J. Sustain. Tour.*, vol. 19, no. 4–5, pp. 411–421, 2011, doi: 10.1080/09669582.2011.580586.