

# **Collaborative Environmental Management to Support Sustainable Tourism During the Covid 19 Pandemic (Case Study in Pulo Geulis Tourism Village)**

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## **Abstract**

*The tourism sector is the sector that has most felt the impact of the Covid 19 pandemic. Travel restrictions and crowds issued by the Indonesian government during the early 2020 pandemic are still being carried out. Several tourist destinations/areas try to maintain their sustainability with various efforts and stimuli to increase tourist visits, one of which is the Pulo Geulis Tourism Village/Thematic Village which is famous for its mural paintings. The Pulo Geulis area represents cultural diversity as well as a very strong tolerance since ancient times. The existence of this area can be a strong magnet for the development of leisure tourism as well as to support business tourism activities (MICE). The management of the Pulo Geulis Tourism Village is carried out in a collaborative manner that actively involves educational institutions, corporations and also tourism communities/groups such as tourism awareness groups (Pokdarwis) as well as internal community organizations in the area. During the pandemic, the area structuring activities that have been carried out by several stakeholders must gradually experience delays. Initiation to restart environmental management activities begins with reforestation activities in the area. This study will explore forms of collaboration and partnership (partnership) and the role of each stakeholder in environmental management activities in the Pulo Geulis Tourism Village during the Covid 19 Pandemic. The method used in this research is a case study of environmental management activities involving local governments, institutions education, company and community/society. The output of this research is the mapping of roles and forms of collaboration of relevant stakeholders (such as technical/ non technical support, knowledge sharing, community empowerment/ engagement, networking dan local community knowledge) involved in environmental management activities in the Pulo Geulis Tourism Village.*

## **Keywords:**

*Kampung Wisata Pulo Geulis; Collaborative; Partnership; MICE; Desa Tematik*

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## INTRODUCTION

Pulo Geulis Mural Village, located in Babakan Pasar Village, Central Bogor District, Bogor City is a tourist destination that is expected to become a new or alternative tourist destination in the Bogor area as well as support the growth of Indonesian tourism. Pulo Geulis tourist village is also known as a mural village, which contains various types of creative murals with philosophical meanings.

The murals have pictures of the history of the archipelago and/or creative cartoons created by the youths there. Pulo Geulis Tourism Village was formerly the history of the old civilization of Bogor or the Kingdom of Pajajaran, besides that this village also has a very unique cultural acculturation, where there is the oldest temple in Bogor City, namely the Phan Ko Bio Temple. This village is a place that is very thick with the values of pluralism from ethnicity, culture, and religion.



Figure 1 Pulo Geulis Mural Village

Before the pandemic occurred, stakeholder collaboration to organize, build and develop the Pulo Geulis Tourism Village had been carried out. Cooperation/collaboration between communities, local governments, corporations, educational institutions and related communities is gradually carried out to develop the area from various aspects. The concept of collaboration initiatives/partnerships is often used to build an

area or tourist destination in a sustainable manner. Collaboration provides a significant stimulus for the development of the Area and is a direct solution to the inability of one or two parties which can then be carried out by another party who has more resources.

Partnership, collaboration and networking, both formal and informal in the tourism sector, are deeper than in other economic sectors (Scott, Cooper, & Baggio, 2008). Partnerships, strategic alliances, coalitions and cooperation agreements are terms that are often used to describe forms of cooperation (Albrecht, 2013). Partnerships can be created within and across different economic sectors, and different types of organizations can partner with each other to increase the chances of achieving their goals or increasing the scope of their business (Gursoy, Saayman, & Sotiriadis, 2015). Collaboration is often used interchangeably with the terms coordination, cooperation and teamwork (Bedwell, Wildman, et al., 2012), which can occur between individuals, groups, organizations, units or communities. A number of studies related to coordination (Lemmetynen, 2014; Fangyuan & Qi, 2015) and cooperation (Mihalic & Fennel, 2015; Wyss, Luthe & Abegg, 2014; Czernek, 2013) are also found in other tourism literature..

The results of other studies indicate that the need for collaborative structures and the impact of tourism complexity is increasing in the context of urban tourism. Urban tourism presents opportunities for those who focus on regenerating cities and breathing new life into declining urban areas (Rogerson & Rogerson, 2014, p. S189). However, the composite nature of the industry and the multiple stakeholders involved in producing satisfying tourism

experiences and products sometimes complicates the situation of destinations in achieving and maintaining competitiveness. The success of a destination's competitiveness depends on the efforts of all stakeholders that contribute to creating an overall tourism experience. (Fathimath, 2015). However, although the importance of collaboration for sustainable tourism has been widely emphasized for the creation of shared value, there is still a lack of understanding of the collaboration model and of how partnerships develop and operate (Park; 2018)



**Figure 2 Urban Farming Activities in the Pulo Geulis Area**

Tourism development is always attached to the environment, including the socio-cultural and natural environment. Although identified as an important economic sector and a major contribution to the economy, the rapid development of the tourism industry also creates great pressure on the environment, especially on tourism destinations. If the cultural environment guarantees civilized tourism, then the natural environment becomes the basis for sustainable tourism development. (Minh Ngoc, Nguyen, 2020). Environmental resources are the core of tourism development. At the same time, these resources are an integral part of the destination's sustainability as well as competitiveness (Mihalic, 2013). Visitors avoid destinations that they feel are polluted or of low environmental quality, in this case the competitiveness of destinations can be

increased by appropriate measures to manage environmental quality and impact (Mihalic, 2000). Opportunities to achieve competitiveness through differentiated local tourism products may not exist for destinations where previous mass tourism initiatives have destroyed natural, cultural and landscape resources through overexploitation (Cucculelli & Goffi, 2015)

The main framework in the concept of sustainable tourism presented by Karas L, 2012 in Janusz, 2013 includes the level of satisfaction of local communities - to improve the quality of people's lives, including social structures, access to resources, facilities in life support systems and also physical integration to improve physical attractiveness of the area, both urban and rural as well as the avoidance of physical or visual degradation of the environment,

Tourism is able to make a city or area develop and produce added value. Tourism sustains a city, region/region contributing to local, coastal, rural and community communities that have special advantages, it also creates job opportunities for specialists and professionals, and can attract women, migrants, students and older workers. (Mulder, 2020). In the end, tourism is considered to be able to provide hope for every level of society.

The COVID-19 pandemic has had a massive and prolonged impact on the world tourism industry. It takes a lot of time to restore the tourism industry. The characteristics of the tourism industry, which have a multiplier effect, further expand the impact. The impact of the spread of the Corona virus on the tourism industry is very significant, so a cooperation and collaboration approach involving the private sector and community is very important. (Sthapit, 2021)

In the perspective of other researchers, collaborative research will be very important to be carried out to enable medical and health experts as well as tourism and hospitality professionals to collaborate and apply relevant medical knowledge for post-COVID-19 tourism industry recovery. (Wen, 2020)

For an economy that relies heavily on tourism, the government can support tourism companies to rebuild tourism by implementing an economic stimulus package to mitigate the impact of COVID-19, which will help the tourism industry sector to recover quickly after the crisis has passed. (Helble, 2020)

The occurrence of a pandemic affects changes in coordination patterns and delays the timeline or activity targets for regional development in Pulo Geulis, especially in the aspect of environmental management. In fact, structuring the physical aspects/environmental beauty is a priority that will be directed to stimulate the return of tourist arrivals and tourist attractions.

The attraction of this area will not only attract the arrival of leisure tourists but also become a supporter of MICE activities, especially meeting activities which are often held in the city of Bogor. Initiations to carry out environmental management began again in the Pulo Geulis Tourism Village with urban farming activities. This activity is carried out based on a collaborative partnership between the Pulo Geulis Tourism Village and the Regional Government, Educational Institutions, Companies/Corporations and various communities. The purpose of this study is to explore collaboration and the role of stakeholders in environmental management activities in Pulo Geulis during the Covid-19 pandemic.

## RESEARCH METHOD

The method used in this research is a case study of environmental management activities in the Pulo Geulis area with an exploratory descriptive approach. Methods of data collection is done by means of interviews and field surveys. Interviews were conducted with influential stakeholders in the Pulo Geulis tourist area such as Babakan Madang Village, Community, Head of RT, Community Chair, Corporate/Company Partners, Local Government etc.

Interviews conducted with the Kelurahan include short- and long-term plans for the environmental arrangement of Pulo Geulis which will be developed into an ethnic village. The short-term plan includes collaborative environmental planning activities that will start from the arrangement of settlements with ornamental and medicinal plants. While the long-term plan includes the process of developing the area that has been / will be started.

Interviews with the community were conducted to explore the perceptions and expectations of the community towards their environment. This interview also explored the types of contributions from the community or local community in maintaining the area.

The next interview is with the corporation (plant provider) who supports environmental management activities in the Pulo Geulis area, this interview explores what types of plants will be used in environmental management as well as the stages of urban farming education that will be carried out to the community in the Pulo Geulis area. A field survey is conducted to determine the location points in the area to be planted with ornamental/medicinal plants. A survey was also conducted to find out the enthusiasm and expectations of the people who will attend the urban farming workshop educational activities

Technical analysis of data is carried out by content analysis, which combines information obtained from interviews with several sources and field surveys with the results of data analysis in the form of patterns of collaboration and interaction between stakeholders, the specific role of each stakeholder and stakeholder activities. The results of the analysis can be a role model for other collaborative activities that can later be carried out in the Pulo Geulis area

## RESULT

### Stakeholder Engagement

Several stakeholders who are actively developing the Pulo Geulis area have an initiation (long term plan) to make the area a thematic/ethnic village so as to further strengthen the characteristics of the area to be competitive in the tourism sector, especially in the city of Bogor. The Covid 19 pandemic also has an impact on this long-term initiation, community activities in the Region are more directed at anticipatory activities such as handling positive cases, vaccination, disinfection and others. The stakeholders who are actively involved in the long-term initiation in the Pulo Geulis area are described as follows.

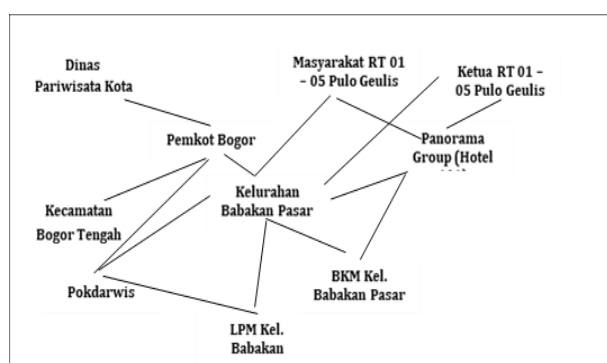


Figure 3 Stakeholder Involvement in Pulo Geulis Area Development (source: processed data)

The pattern of cooperation and collaboration between academics, companies, government, and the community is developing better by focusing on the needs of the community. Policies that are decided on a bottom-up basis are considered to provide more lasting sustainability value than top-down policies that emphasize decision-making based on stakeholder perceptions. At present, academics, companies, government, and the community together and in equal portions can develop collaborative projects with the main principle of equality in tourism development (Hartanto, 2021)

The pattern of collaboration/collaboration/partnership in developing tourism areas needs to look at the paradigm that tourism has contributed to increasing economic and social sustainability in local communities, increasing awareness of local culture and platforms for small business owners (Mackay, 2020).

Environmental management activities (planting seeds and trees as well as urban farming educational activities) are one of the many series of area development activities that will be carried out in Pulo Geulis. The involvement of Stakeholders (Stakeholder Involved) in environmental management activities in the Pulo Geulis Tourism Area consists of various parties as described below

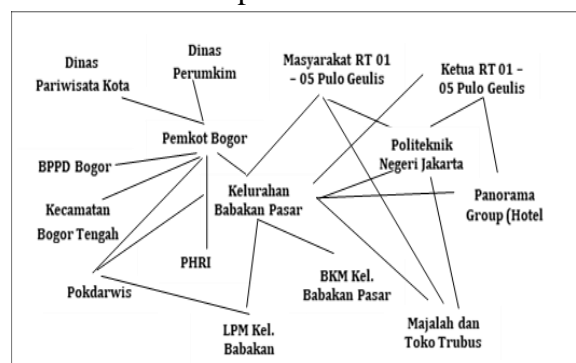


Figure 4 Stakeholder Involvement in Urban Farming Activities (source: data processed by researchers)

Stakeholders involved in environmental management activities in the Pulo Geulis Tourism Village consist of:

- 1) Government, namely the Bogor City Government (Department of Housing and Settlements, Department of Tourism, Regional Revenue Management Agency, District of Central Bogor and Kelurahan Babakan Pasar). Government involvement related to the Long-term Area development plan (to be developed by several related fields) which will support regional tourism development
- 2) Association; namely the Indonesian Hotel and Restaurant Association. The association's involvement here is in the form of supporting tourism development in the Pulo Geulis area. It has been a long time since Pulo Geulis Area has partnered with a hotel close to the Region (101 Hotel-Panorama Group)
- 3) Educational Institutions; namely the Jakarta State Polytechnic. Collaboration is carried out with the MICE (Meeting Incentive, Convention and Exhibition) study program which is concerned with tourism (especially business tourism). The development of the Pulo Geulis area will later have the potential as a destination for MICE support activities carried out in the city of Bogor. The PNJ institution also plays a role in providing educational seminars on the sustainable development of environment-based areas aimed at the people living in the area..
- 4) Company/Corporation; namely Panorama Group (Hotel 101) and Tribus Magazine & Shop  
Hotel 101 actively supports the Pulo Geulis area and contributes greatly to Pulo Geulis' long-term plan which will be developed into an ethnic village. The Tribus party contributes to providing directions for environmental management (urban farming) to the community in the area as well as providing the seeds/plants needed for regional structuring activities.
- 5) Society; Community RT 01-05 Pulo Geulis  
The community plays an active role in every area development activity carried out. The settlements occupied by the community become the object of the area's attraction. The community is the main pillar of changing the area into an area that has added value.
- 6) Community/Society Organizations; namely Tourism Awareness Group (Pokdarwis), Community Empowerment Institution (LPM) and Community Self-Sufficiency Agency (BKM). Is part of a society that is divided into several groups. This community organization also plays an important role in mobilizing the community actively in maintaining and developing the Area. Community members/organizations become a source of knowledge for other non-community/organizational communities that can facilitate the delivery of information to the public

Collaborative environmental management activities in Pulo Geulis involve many parties from the government, corporations, academics (universities) and the community. As stated by Liburd, collaboration is a tool that is more powerful than action. Actors take the initiative to find solutions and share ideas openly or openly sharing ideas. (Liburd, 2018). Activities that started with urban farming educational workshops to urban farming practices carried out in the area ran effectively in a day. The sustainability of this planting activity requires the active role of the community in maintaining plants in the area. Meanwhile, according to (PATA, 2019) effective tourism destination/area planning must be:

- Be a collaborative process that ensures the involvement, participation and commitment of all relevant stakeholders;
- Be a coordinated approach that is managed based on a clear process and framework;
- Based on an understanding of the destination's internal and external operating environment;
- Takes into account all relevant information including market research, stakeholder value, planning environment and available resources and assets

As a first step in structuring the environment during a pandemic, activities that are able to actively involve the community by holding activities that are close to people's daily activities are needed, namely environmental reforestation activities.



Figure 5 Workshop on Urban Farming and Environmental Management based on Environmental Management by Trubus Magazine and the PNJ Institution

Prior to conducting workshops and urban farming practices, the Trubus Store together with PNJ prepared a plan for the types of seeds/plants according to the conditions of the area. (Number of lanes = 3 lanes, Length of each lane = 300 m, 100 m and 100 m, Width of lanes = 50—150 cm). The selection of these types of seeds and plants is also based on the width of the alleys in Pulogeulis which varies from around 50-150 cm. In addition to the width of the aisle, another thing that must be considered is the intensity of the sun, especially at 07.00 - 10.00. The intensity of sunlight affects the rate of plant growth.

Table 1 Types of Plants in Environmental Management Activities (source: processed data)

| No | Plant name  | Scientific name                                 | Type         |
|----|-------------|---|--------------|
| 1  | Alamanda    | <i>Allamanda cathartica</i> (*)                 | Setek seeds  |
| 2  | Bayam cabut | <i>Amaranthus tricolor</i>                      | Seed         |
| 3  | Bayam tahun | <i>Amaranthus hybridus</i>                      | Seed         |
| 4  | Cabai besar | <i>Capsicum annuum</i>                          | Seed         |
| 5  | Cabai rawit | <i>Capsicum frutescens</i>                      | Seed         |
| 6  | Ceguk       | <i>Quisqualis indica</i> (*)                    | Setek, seeds |
| 7  | Chaya       | <i>Cnidioscolus aconitifolius</i>               | Setek, seeds |
| 8  | Kangkung    | <i>Ipomea reptans</i>                           | Seed         |
| 9  | Kelor       | <i>Moringa oleifera</i>                         | Setek, seeds |
| 10 | Pakcoi      | <i>Brassica rapa</i> var <i>chinensis</i>       | Seed         |
| 11 | Sawi hijau  | <i>Brassica rapa</i> var <i>parachinensis</i> . | Seed         |
| 12 | Seldri      | <i>Apium graveolens</i>                         | Seed         |

|    |        |                          |      |
|----|--------|--------------------------|------|
| 13 | Terung | <i>Solanum melongena</i> | Seed |
|----|--------|--------------------------|------|

A partnership can be a proposition that includes only one activity or initiative; or multi-aspect and involve several different activities. (Sotriadis, 2017). The initiative to carry out community-based environmental management activities is also based on pandemic conditions where people spend more time at home due to activity restrictions..



Figure 6 Implementation of Urban Farming Practices by Communities in the Pulo Geulis Area

After the urban farming practice is carried out by the community, then there are other activities carried out, namely evaluation related to plant maintenance. In one year, development and maintenance activities in Pulo Geulis are carried out several times and are supported by various partners. Stakeholder collaboration/partnership in carrying out activities in the Pulo Geulis area is also very varied.

The pandemic that occurred gave a change in the priority of activities in the Pulo Geulis area, but the collaboration in environmental management activities reflected that activities could still be carried out during the pandemic. Vigilance and resilience to face pandemics at the community level are the keys to pandemic preparedness. Cross-sectoral collaboration that can integrate resources, capabilities, and experience must be prioritized

as a reference for making an integrated tourism recovery plan. (Mc Cartney, 2022).

**DISCUSSION**

***Stakeholder Roles and Collaborative Learning***

In the Urban Farming activity (Environmental Arrangement in the Pulo Geulis Area, the collaborative role of each stakeholder is described as follows::



Figure 7 Stakeholder Roles and Interactions between Roles (source: data processed by researchers)

Collaboration between public and private stakeholders can be of special value to develop sustainability activities or activities in policy implementation. Sustainability activities in tourism today are very important for the competitiveness of destinations (Pulido-Fernández et al, 2018). Based on the picture above, there are technical and non-technical support roles that can ensure the sustainability of activities carried out by the city government to the sub-districts that oversee the Pulo Geulis area. Technical support in the context of sustainability includes construction assistance that can be carried out by the Perumkin Office, or the construction of a typical icon for the Pulo Geulis area that can be initiated by the Bogor City Tourism Office, and other activities.

Other keywords in this environmental management activity are empowerment and



engagement for both the community and the community. Community and community empowerment in developing the Pulo Geulis area is a strategic social capital. Without a strong community and community, the sustainability of the Pulo Geulis area will experience obstacles, such as abandoned areas, only becoming ordinary settlements without value added or even ending up as cultural sites.

Next is the aspect of knowledge (knowledge sharing/local community knowledge) which is a very important part to stimulate innovation in developing the Region. Innovation requires the circulation of knowledge that is constantly updated. Long-term partnership or collaboration, enabling knowledge to be continuously updated (updated) so that it has the potential to produce innovative activities that can increase the attractiveness of the Area.

Networking is able to provide convenience in developing the Region. The Pulo Geulis area may not be as popular as other areas that are able to attract large numbers of visitors. This area will continue to be developed into an area that has uniqueness and different characteristics from other tourist areas.

Each stakeholder has a strategic role in environmental management activities in the Pulo Geulis area. Specifically, the role of each stakeholder in the Urban Farming activity in the Pulo Geulis Tourism Village is described in the table below.

**Table 2 Types of Stakeholder Roles in Environmental Management Activities in Pulo Geulis (source: processed data)**

| No | Role                            | Stakeholder                                  | Description of Specific Roles in Urban Farming Activities                                       |
|----|---------------------------------|--|---|
| 1  | Technical-Non Technical Support | Bogor City Government, Tourism Office, BPPD, | <ul style="list-style-type: none"> <li>Support for Urban Farming activities from the</li> </ul> |

|   |  |   |  |
|---|--|---|--|
|   |  | Central Bogor District, Perumkin Service, Babakan Pasar Village | mayor/deputy mayor of Bogor <ul style="list-style-type: none"> <li>Management and promotion of tourist destinations/areas</li> <li>Area Development</li> <li>Monitoring activities in the Pulo Geulis area</li> </ul>  |
| 2 | Knowledge Sharing (Tourism Sustainability, Destination Management) | Politeknik Negeri Jakarta                                       | <ul style="list-style-type: none"> <li>Sharing knowledge about the sustainability of eco-based tourism areas</li> <li>The concept of community involvement in the development of the Pulo Geulis area</li> <li>Policies needed for environmental management in Pulo Geulis</li> </ul>  |
| 3 | Knowledge Sharing (Urban Farming)                                  | TRUBUS  | <ul style="list-style-type: none"> <li>The concept of environmental management in urban areas</li> <li>Determine the types of ornamental plants, drugs that can add to the attractiveness of the area</li> <li>Good planting media and minimal maintenance in urban areas</li> <li>Plant maintenance</li> <li>Urban farming practices</li> </ul> |
| 4 | Community/ Society Empowerment                                     | Panorama Group Politeknik Negeri Jakarta                        | <ul style="list-style-type: none"> <li>Stimulate community participation in urban farming activities</li> <li>Intense coordination with communities and communities to get involved</li> <li>Provide incentives (financial and non-financial) for the people involved</li> </ul>   |
| 5 | Community Engagement   | Central Bogor District and Babakan Pasar Village                | <ul style="list-style-type: none"> <li>Mobilize community participation in urban farming activities</li> <li>Communicating with the community to support urban farming</li> <li>Mobilize the community to assist the planning and technical implementation of urban farming activities</li> </ul>  |

|   |   |  |  |
|---|---|--|--|
| 6 | Networking in Sponsorship/ Partnership/ Education | Politeknik Negeri Jakarta, Panorama Group  | <ul style="list-style-type: none"> <li>• Cooperation with magazines and trubus shops in providing plant seeds and planting media</li> <li>• Support activities in terms of technical logistics readiness for events in the hall where the workshop is held</li> <li>• Cooperation with national media (Jawa Pos, Republika, Antaranews) to publish activity information</li> </ul> |
| 7 | Local/ Communities Knowledge                      | Pulo Geulis Community, Pokdarwis, LPM, BKM | <ul style="list-style-type: none"> <li>• As a participant in urban farming activities</li> <li>• Motivate other communities to get involved in urban farming practices in their respective homes</li> <li>• Educate residents who have never been involved in activities organized by stakeholders</li> </ul>  |

The purpose of collaboration/partnership is to make a valuable contribution to destination planning, research, product development, marketing and promotion, public relations, leadership and coordination (Sotriadis, 2018). Collaboration enables organizations and individuals to benefit through pooling complementary resources and capabilities, which provide collective economies of scale (Savage et al., 2010).

## CONCLUSION

The results of collaborative urban farming activities in Pulo Geulis provide a lot of input to each stakeholder involved (collaborative learning). From the government side, this activity further strengthens the government's partnership with corporations, academics and the community which is very

strategic for regional development in the future. From the community side, the environmental management-based area development workshop organized by the PNJ institution is very helpful in understanding the sustainability of the area which also means the sustainability of economic activities in the Pulo Geulis area. The output of the role and interaction of stakeholders in organizing activities in the form of knowledge sharing is based on the capabilities and knowledge of local communities which are continuously empowered in many activities. The longstanding partnership between the Bogor City Government, educational institutions (PNJ) and corporations (Panorama Group) is very possible for the sustainable development of the Pulo Geulis tourist area..

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