STUDY ON STAKEHOLDER ENGAGEMENT AND COMMUNICATION IN DEVELOPING SUSTAINABLE TOURISM IN INDONESIA

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Abstract

This paper examines how stakeholder engagement and communication had been used to identify and manage stakeholders in the development of sustainable tourism. Stakeholder engagement is a way to build relationship with stakeholders that emphasizes two-way communication to achieve intended outcomes. The study used qualitative research method. In this study, primary and secondary stakeholders were identified through analysis of their level of interest and influence. Later, the form of engagement and communication was determined for every stakeholder. Through this process, a forum that based on two-way communication was formed and consisted of relevant stakeholders. This forum helped identify supporting and challenging factors in developing sustainable tourism in Indonesia. Some programs that combine social, economic and environment factors were constructed to build a sustainable tourist destination. One of the challenges is how to change the mindset of villagers or local people of the benefit of turning their village as tourist destination whilst preserving the nature and local wisdom.

Keywords

Sustainable Tourism, Stakeholders Engagement, Communication, Tourism Destination

1. Introduction

Indonesia offers a variety of beautiful tourist destinations, abundant and full of cultural values. The number of islands in Indonesia reaches 17,504 islands based on the Popular Encyclopedia Series of Small Islands Archipelago (Prasetyo, 2017). There are more than 1,340 ethnic groups in Indonesia. The beautiful nature and diversity of culture coming from more than one thousand ethnic groups in Indonesia are potential elements of tourism in Indonesia (Prayudi, et al., 2017). World Economic Forum, in its *Travel & Tourism Competitiveness Report 2015* has placed Indonesia on the 50th rank. In 2014, its tourism industry has reached over 8.8 million international visitors. The increase in tourism relates to national prioritization of the industry (15th). Government also makes some investments in infrastructures (WEF, 2015).

Sustainability in tourism industry has become an issue in Indonesia. Despite Indonesia's 50th position in the world tourism development, the report from World Economic Forum also notes that Indonesia government does not give enough emphasis on environmental sustainability. Two identified reasons are deforestation which endangers species and minimal effort on water treatment (WEF, 2015). Moreover, World Trade Organization had declared the year 2017 as "International Year of Sustainable Tourism for Development". The campaign is echoed in support of the United Nations Sustainable Development Goals campaign (Darmawan, 2017). Thus, the challenge that Indonesia Government face is how to develop a sustainable tourism industry. One of the ways is by developing sustainable tourism destination.

Beside Bali that is well known among international tourists, many destinations have great potentials for sustainable tourism in Indonesia. Yogyakarta, North Moluccas, West Papua, Sulawesi are some provinces that have great tourism potentials. In Yogyakarta, for instance, on the north side, there is Mount Merapi that is 27 km from the city of Yogyakarta. On the south side, there are series of beautiful beaches to visit. The villages in Yogyakarta have the potential to be developed into sustainable tourism. Geographical condition of the village in the form of beautiful rice fields, clear river water and clean air are some elements that can be found in the village. The typical rural atmosphere as well as villagers' daily activities and tradition can be tourist attractions. Meanwhile, we can find a stretch of beautiful small islands among the blue sea in the area of Raja Ampat, Papua. Also, some beautiful diving sites in Sulawesi and North Maluku.

Thus, there are two types of locations that could potentially be developed into tourist destinations. First, the location where the daily activities or traditions of the community have the potential to be developed into tourist attractions. Second, geographically, the location does have the potential to be developed into tourist destinations. The growth of this tourism becomes important so as to improve the economy of society whilst preserving the environment.

This understanding is relevant with the definition of sustainable tourism from World Tourism Organization. Sustainable tourism development in principle seeks to bring together the expectations of tourists visiting tourism areas and tourism destination managements. Furthermore, this tourism also provides protection for the environment. If this is done well, it will also have an impact on future generations. Thus, a fundamental understanding of sustainable tourism is how the management of various resources can meet economic, social and aesthetic needs. At the same time, this management also considers the integrity of the culture, the diversity of flora and fauna that is maintained, and the ongoing ecological processes of the environment (WTO, 2005). The challenge is how to develop a sustainable tourism village that is not only economically and socially benefit the village community today, but also for future generations to come. Another challenge is how good sustainable tourism village can also preserve the beautiful environment and culture of society.

2. Underpinning Concepts

2.1 Stakeholder Engagement

Stakeholder theory is proven to be one of the main ways to conceptualize and understand business organizations in the fields of strategy and management (Freeman, Kujala, Sachs, & Stutz, 2017). Freeman introduced the stakeholder theory in 1984. It was a proposal for the strategic management of organizations in the late twentieth century (Mainardes, Alves, & Raposo, 2011). Stakeholder theory emphasizes that each organization's stakeholders is critical to the success of the business, and it is the responsibility of the management to ensure their interests are moving in the same direction. Therefore, the organization policy-making process should involve stakeholder representation. Organization must be able to communicate and build good relationship with all relevant stakeholders. It is the way to communicate and to build relationship with stakeholder what Freeman (Freeman, 2010) called as 'stakeholder engagement' (Freeman et al., 2017).

Stakeholder engagement is comprehended as practices the organization commences to assure stakeholders' participation in a positive manner in organizational activities (Greenwood, 2007a). They can support or oppose decisions, have an influence in the organization or in the community in which they operate, hold official positions that are relevant or affected in the long term.

Within the context of communication, stakeholder engagement can also be seen as a way an organization attempts to build good relationship with stakeholders. It is similar to how the organization attempts to communicate with its relevant stakeholders. Crane and Livesey highlight how communication plays its role in informing, consulting, supervising, and preserving stakeholder relationship (Crane & Livesey, 2003).

2.2 Sustainability

The concept of sustainability derives from environmental movement that came to surface in the 1970s (Liu, 2003). Nearly a decade later the notion of sustainable tourism became popular as a result of discussions from the article of World Commission on Environment and Development *Our Common Future* (Cassen, 1987). The paper describes the basics of sustainable development and its application in all aspects of human life, including tourism. According to this paper, sustainable development is development where people try to fulfill their daily needs by considering the sustainability and ability of future generations to meet their own needs (Butler, 1999). Thus, the goals of economic and social development must be defined in terms of sustainability (Cassen, 1987).

There is a strong relationship between tourism and sustainability. Tourism is a sector that attempts to adopt the concept of sustainability in its development. Principles of sustainable development has become the basis for developing a kind of tourism that sells the beauty of nature, the original way of living of local people, whilst at the same time assure the preservation of environment (Budeanu, Miller, Moscardo, & Ooi, 2016). Thus, sustainable tourism is defined as *tourism that is responsible for its present and future economic, social and environmental impacts, problem solving the needs of visitors, the industry, the environment and host communities* (WTO, 2005).

Sustainability has been widely seen as a vehicle for solving problems that arise as a negative impact of tourism. Sustainability also enables efforts to maintain long-term viability (Liu, 2003). Bramwell and Lane see sustainable tourism as a constructive method envisioned to

decrease the tensions and resistance created by the complex communications between the tourism industry, visitors, the environment and communities at the tourism destinations so that the long-term capability and quality of both natural and human resources can be maintained. It seeks to guarantee that tourism growths are sustainable in the long term and wherever possible help in turn to preserve the environment in which they work engagement(Bramwell & Lane, 1993). Sustainable tourism has been regarded as a solution to reduce the impact of 'mass tourism' which refers to the engagement of numerous of people in tourism activities (Pigram & Wahab, 2005).

WTO (2005) identifies three principles of sustainable tourism. They include: (i) the optimal use of environmental resources which is a key element in tourism growth, safeguards important ecological processes and helps preserve natural heritage and biodiversity; (ii) respecting the socio-cultural existence of indigenous people and their originality, maintaining the richness of local cultural heritage and the traditions and life values of local community, and playing a role in increasing intercultural understanding and mutual respect.; (iii) ensure feasible, long-term economic processes, providing socio-economic benefits to all stakeholders that are fairly distributed, including constant employment and income-earning opportunities and social services to local communities, and contributing to poverty improvement.

Qualitative research is a form of research in which the researcher gathers actual information that describes symptoms, identifies problems or examines the conditions and practices, makes comparisons or evaluations (Corbin, Strauss, & Strauss, 2014). Qualitative research with human beings involves three types of data collection: (i) in-depth, open-ended dialogues; (ii) direct observations; and (iii) printed documents (Patton, 2005).

This study aims to obtain a complete picture and deep understanding of (i) how to develop sustainable tourism destination based on stakeholder engagement model; (ii) problems and challenges faced in the development of ecotourism village based on stakeholder engagement model.

3. Result

3.1 Stakeholder Engagement: A Communication Perspective

Stakeholder engagement is perceived as practices which an organization commences to assure stakeholders' participation in a positive way in organizational activities (Greenwood,

2007a). It involves activities like founding, developing and preserving stakeholder relations (O'Riordan & Fairbrass, 2014). In engaging relevant stakeholders, communication is central to obtain support, gather information and ideas and provide forum for sustainable result construction. In this research, stakeholder engagement helps build relations and understanding with stakeholders whilst gather information needed. The final goal is to create a model of sustainable tourism in Yogyakarta that will increase the quality of life and bring economic benefit to villagers and preserve the environment.

First step was stakeholder analysis. It essentially develops brief descriptions of diverse stakeholders that can influence organizational activities or be influenced by it. In particular, stakeholder analysis was used to identify core stakeholders, to clarify stakeholder interest, to understand stakeholders' perceptions of the problem, to specify stakeholder resources (supportive or destructive), and to outline stakeholders' mandate. Sometimes organizations are reluctant to conduct stakeholder analysis because of the ignorance of benefits from engagement stakeholder processes. From this stakeholder analysis, it is further identified the influence and importance of each stakeholder.

In classifying relevant stakeholders in developing sustainable tourism in Indonesia, Act no. 23/2004 on regional autonomy must be considered. It is stated in the act that the development process must involve three parties: government, community and private sector. At this level, the primary stakeholders were local government, sustainable tourism management, local community or villagers, tourism and travel agent association, and tourists. While, secondary stakeholders include news media, non-government organization and tourist destination association. Each stakeholder has opinions and views that may affect the development of sustainable tourism. Therefore, they must be classified to identify the right communication channel and involvement.

Although it must be admitted that it is not easy and sometimes takes time to involve various stakeholders in the planning process, this participation may have significant benefits for sustainability. Particularly, involvement by multiple stakeholders with various interests and perspectives might encourage more consideration of the varied social, cultural, environmental, economic and political issues affecting sustainable development (Araujo & Bramwell, 1999). This classification helps to determine the level of involvement and the form of communication that suits stakeholder.

Second step was to group stakeholders into the stakeholder engagement model to determine the best form of participation to be undertaken. It is done by creating a matrix based on the interests and influence of stakeholders. By placing stakeholders into stakeholder engagement model, we then can decide which communication action suit which stakeholder. The model also helps prioritizing communication action toward primary stakeholders.
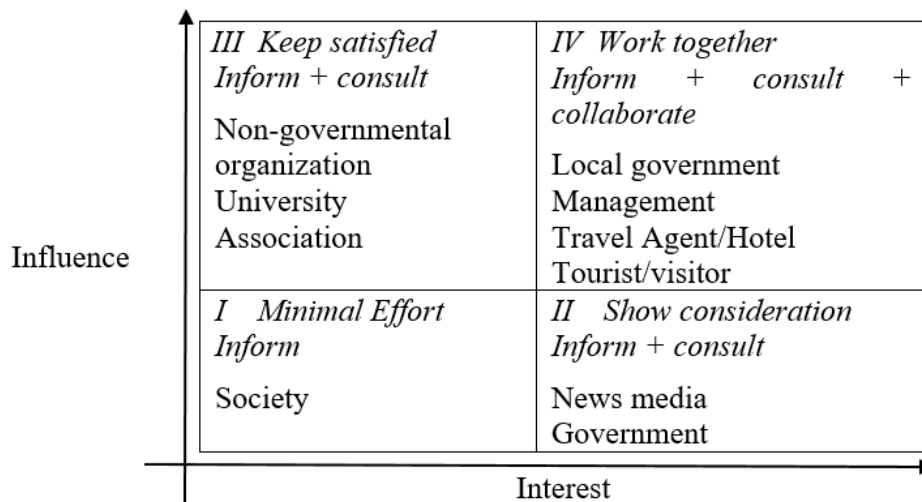
III Keep satisfied Inform + consult Non-governmental organization University Association	IV Work together Inform + consult + collaborate Local government Management Travel Agent/Hotel Tourist/visitor
I Minimal Effort Inform Society	II Show consideration Inform + consult News media Government

Influence (vertical axis) — *Interest* (horizontal axis)

Figure 1: *Stakeholder Engagement Model for Sustainable Tourism Destination*

The third level is to determine the level of participation. It will influence the form of relationships. Further, it assists the preparation of the relevant program. The level of stakeholder participation consists of levels that include (i) *to inform*, this means to provide a well-adjusted and neutral information to society to help them in understanding problems, another possibilities, opportunities and / or solutions; (ii) *to consult*, this means to get ideas or suggestions for decision makers regarding analysis, changes and/or results; (iii) *to involve*, it means to work hand in hand with stakeholders throughout the process to guarantee that the interests and expectations of the community are consistently comprehended and accommodated in the decision-making process; (iv) *to collaborate*, it means to work with stakeholders in every aspect of the result taken including the development of changes and the identification of favored solutions; (v) *to empower*, it means to put the final result taken in the hands of stakeholders (Gray, 2007). Primary public of the development of sustainable tourism with high interest and influence must involve in all levels of participation. Management of sustainable tourism need to tell them about news, consult them and collaborate on policies, and empower those stakeholders. These

stakeholders receive maximum level of participation, i.e. up to empower/to collaboration. In this level of participation, communication process is developed to a degree that can benefit all stakeholders.

If the management of sustainable tourism destination is to develop sustainable and continuous communication with its primary stakeholders, two-way form of communication should be put forward. The challenge of this way of communication is how both parties involved can reach mutual understanding. Simply saying, communication dialogue in the participation process is intended to build relationships with a wide range of stakeholders. Some forms of two-way communication used in this research were local public forums, workshops, expert panel, interviews with a goal to consult with relevant stakeholders to obtain information and support on issues of sustainable tourism. Grunig and Gruning (1992) suggest that "symmetrical dialogue" is an excellent form of communication. It promotes two-way communication that goes beyond public's acceptance of information accurately or as intended. This communication approach emphasize more on the conversation that occurred between management of organization and public (Andriof, 2001). In the context of tourism industry where communication process occurred is high, this form of communication seems relevant. Simply because management can gather information and needs from visitors that necessitates to build tourism destination as expected by visitors. At the same time, management of tourism destination can inform and collaborate with relevant stakeholders to build good tourism programs for visitors. Cheney and Dionisopoulos (1989) develop this idea to recommend that it comprises a condition where both parties discuss relevant issues with the main goal of mutual understanding. "This discussion" is principally about how relevant parties attempt to understand each other's perspective and hence agree to achieve desired outcome. Recognizing the principal effects in communication leads to the possibility of reaching mutual understanding and puts the foundation for possible agreement or joint problem solving (Foster & Jonker, 2005).

Thus, based on the stakeholder engagement process, a table that describes the categorization of stakeholders, areas of influence/interest, level of participation and communication channel can be constructed. This will give a brief description on which primary stakeholder should be engaged with and communicate with in developing sustainable tourism.

Table 1: *Stakeholder Engagement and Communication*

Stakeholder	Areas of Influence/ Interest	Engagement Approach	Communication Channel
Local government,	Regulation and support on tourism development	Consult	Face to face communication, email
Sustainable tourism management	Stakeholders that will run tourism destination	Collaborate and empower	Workshop, interactive sustainable tourism program
Community or villagers	Stakeholder that may be part of the destination and be impacted from the tourism activities	Collaborate and empower	Two-way communication community forum, sustainable tourism program
Hotel, tour and travel agent association	Stakeholder that brings visitors to tourism destination	Consult and involve	Focus group discussion
Tourists	Visitors that will enjoy sustainable tourism activities	Inform and Involve	Interpersonal communication, Interactive tourist attraction
News media	Media will spread the news about sustainable tourism destination	Inform	Fact sheet, information sharing, media visit
Non-government organisation and/or university	Develops and monitors the implementation of activities that in line with sustainable development principles	Consult, Involve Collaborate	Face to face communication, email, Focus group discussion (expert panel), Community assistance program
Tourist destination association	Strengthening relation with other sustainable tourism destination	Inform	Meeting forum
Society	Support toward the existence of sustainable tourism destination	Inform	News media, social media, event

In an attempt to develop sustainable tourism, the challenge was how to give understanding on the issue of the principles of sustainable tourism to both management of tourist destination as well as local community or villagers. Thus, the strategy is to communicate with stakeholders in the best way for them. Management needs to understand that stakeholders are diverse and different. Therefore, choosing the most suitable form of communication is crucial.

Some issues that need to address were how to accommodate local wisdom and tradition into the principles of sustainable tourism.

3.2 Sustainable Tourism in Indonesia

The tourism industry is not just a destination, but also an overall and sustainable infrastructure development. In other words, the tourism industry must be continuous so it brings benefits not only to residents in the destination area, bringing in foreign exchange, but also friendly for the environment.

Sustainable tourism practices do not only consume tourism resources. It demands anyone involved to participate in conserving the environment and culture that are included in tourism resources. The focus of tourism development that emphasizes on short-term economic targets is the biggest threat to sustainable tourism development in Indonesia.

The development of tourism in Indonesia aims to eliminate poverty, protect natural resources, the environment and resources for future generations. Other goals are the development of diverse cultures, increasing the image of a pluralistic nation, and strengthening relations with other countries (Sutawa, 2012). According to Ardiwidjaja (2004), there are some basic questions regarding the development of tourism in Indonesia that need to be answered. Firstly: "how should natural resources be used based on sustainability principles?" This question is important as the answer involves many aspects. Without a thorough understanding of how to optimize tourism resources, it will be challenging to manage the natural and cultural potentials resources for tourism. Further, the same case will also be challenging for identifying market potentials and quality of human resources needed for sustainable tourism development. Secondly: "how can the concept of sustainable tourism work with the existing process of development?" It is a challenge in terms of introducing a new sectoral concept into the running development process as there are many aspects to consider. Thus, any attempt to introduce the concept of sustainable tourism require a strategy to ensure the concept can blend into the existing development processes. Thirdly, how to change stakeholders' understanding and attitudes to be in line with the objectives and characteristics of new tourism development. Knowledge like branding, promotion, customer service are necessary for management of tourism destination so they can introduce the product with strong brand and satisfy visitors with high customer service.

The development of sustainable tourism in Indonesia strongly relates with the introduction and reemphasize of the draft of sustainable development in the United Nations'

document, in particular the report of United Nations World Summit 2005. The report states that sustainable development encompasses three areas of policy: economic development, social development and environmental protection (United Nations, 2005). It is not until a decade later that Indonesian government took this issue of sustainable tourism into account seriously. In 2016, Indonesia Minister of Tourism, Arief Yahya, inaugurated cooperation with United Nations World Tourism Organization (UNWTO), through the International Network of Sustainable Tourism Observatory (INSTO) program. It is a network of tourism observatories watching how activities has brought certain impact to tourism destination. In particular, impacts observed are economic, environmental and social. This network constantly monitors tourism activities to analyze the use of destination-wide resource and at the same time educate a more responsible management of tourism (UNWTO, 2017).

The Indonesian Ministry of Tourism had also chosen three higher education institutes (Gadjah Mada University, Bandung Institute of Technology, Mataram university) as consultants on sustainable tourism (Kertopati, 2016). These institutes obligate to develop programs as well as certify sustainable tourism in designated areas. The default will be made global. Its development is supported ecologically in the long term, feasible in terms economic and community at the tourism destination are benefited socially as well as ethically.

Earlier attempts of developing sustainable tourism in Indonesia were done individually by some tourism destinations or tourism villages with the helps from local university or companies through CSR programs. These are evidence from the works of (Timothy, 1998), (Walpole & Goodwin, 2001), (Sutawa, 2012), (Warouw, et al., 2018). In several cases, local government usually starts to get involved in developing sustainable tourism after the destinations have grown bigger.

Sustainable tourism in Indonesia in many cases were initiated with the development of tourism village, such as Penglipuran and Ubud Villages in Bali and Pentingsari and Nglinggo Villages in Yogyakarta. The way of life of villagers who blend with nature and appreciate tradition gives its own uniqueness for the village. Other tourist destination emerged from places that have the potential of natural tourism and then developed by the surrounding community. This is the case of Breksi Cliff and Ngelanggeran ancient volcano in Yogyakarta.

The Indonesian government is fully aware that the beauty of nature and the richness of the traditions of the people are superior tourism assets which if developed and managed properly,

can affect both socially and economically for the community as well as the country. Therefore, the government plays an important role in terms of regulation and preparing tourist destinations by collaborating with the business sector and local communities. The government also plays a role in ensuring the negative impact of tourism at a minimum level. This concept has become a guide in planning and developing tourist destinations in Indonesia (Ardiwidjaja, 2004). Thus, there has always been a challenge to develop a suitable model for sustainable tourism development in Indonesia that will benefit community at the tourism destination. At the same time, the development also guarantees the conservation of environment for generations to come.

Based on the stakeholder engagement model, it is important in developing sustainable tourist destination to consult and to involve primary stakeholders in the process, so that the programs for the tourist destination will gain support from all stakeholders.
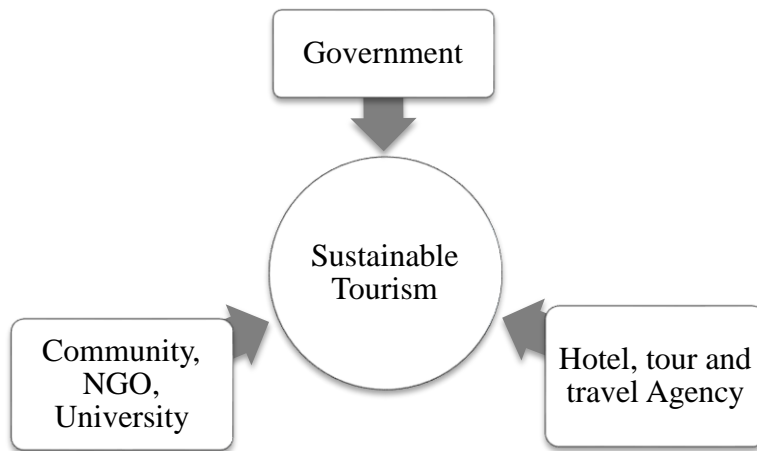

Figure 2: *Stakeholders Forum for Sustainable Tourism*

Through this forum, some information and challenges were identified. They include potentials of a destination such as geographical condition, local community as human resource, and cultural tradition. Principally, the development of sustainable tourism in Indonesia can be integrated into three (3) main objectives of achievement. First, the quality of environmental resources (nature and culture), where tourism development must maintain the availability of existing natural wealth and traditional values and pay attention to the capability of the region in accepting the development of tourism. Second, tourism development must be able to have a positive impact, both economically and socially, for the local community. For example, this can be in the form of developing employment opportunities, or even the development of these

destinations can make the community more economically independent. Third, the quality of travel experience (tourists), where the expansion of tourism destination should be sensitive to the level of tourists' satisfaction, thus making their visit as a valuable experience. In this case, the quality of tourism products and interpretations have a very important role for the quality of one's travel experience.

Therefore, it is important that there is a regulation to assure that the development of sustainable tourism destination will empower and bring benefit to local people, whilst preserving local culture and environment. Thus, if local community of a tourism village or a place with natural potentials wants to develop a uniqueness of the tourist destination, they have to make sure that it relates to the preservation of the nature. In some part of Indonesia, the traditional way of life of villagers becomes an interesting attraction. Ploughing rice fields using buffalo, planting rice in paddy fields, cycling around the village, learning to make batik, learning traditional dance, and living with the village community are some of the attractions that can be found in tourist destination in Indonesia. Some times, religious rituals can also attract tourist to visit.

In relation to management and marketing of tourism destination, collaborative program is developed between hotel and tour and travel agency with the chosen villagers or local people who will responsible for managing the tourist destination. Through its CSR program called *one hotel one village*, hotel management helps management of tourist destination how to manage tourist destinations. It is done through several workshops on themes such as event management, customer service, outbound training and branding. University was involved in educating local people with developing local uniqueness such as organic farming. While the travel agent helps bring tourists to tourist destination. Thus, a stakeholder engagement approach that enhances communication helps create an integrated sustainable tourism development and supported by all stakeholders. In short, the involvement of all stakeholders in developing sustainable tourism has enabled the creation of supportive programs.

4. Discussion

The concept of stakeholder engagement is commonly used among corporates or organizations that implement corporate social responsibility policy. It is used to identify stakeholders that directly or indirectly may influence or be influenced by the corporate activities. Through this research, I have demonstrated how stakeholder engagement model can be used in

developing sustainable tourism in Indonesia. The usage of this model in developing sustainable tourism is new in Indonesia. It gave an integrative approach to achieve the desired outcome. Through this model, a forum of primary stakeholders was formed to decide what kind of tourism to be brought to surface based on the principle of sustainable tourism. Villagers or local people close to the tourism destinations are the primary stakeholders that worth noting.

Principally, the implementation of stakeholder engagement model helps to map relevant stakeholders in the management of sustainable tourism. The identification of primary as well as secondary stakeholder leads to the determination of the engagement level. The communication built became more efficient. Stakeholders with high involvement and interest were given more attention. The usage of two-way communication in the form of programs that involve stakeholders with the development of sustainable tourism can be intense. On the other hand, stakeholders with end goal of communication was to build awareness of the issue of sustainable tourism, one-way communication such as the reporting of the existence of tourism destinations can be implemented.

The findings of this research show that based on this stakeholder engagement and the priority scale of the needs of the development of sustainable tourism, a development road map was determined and some of the main programs that became the priority of tourism village development could be developed. This research can be a model for the development of sustainable tourism elsewhere. Issues related to sustainable tourism derive from stakeholders through consultation forum that involve community, government and private sector. Meanwhile the involvement of primary stakeholders in constructing relevant programs may lead to full support of stakeholders.

Future research on the effectiveness of this model, however, need to carry out. Despite the growing usage of this model, very little percentage of these engagement processes are evaluated in a meaningful way. The research on evaluation can emphasize on the key indicators of the success of the engagement process. What are the best measurement criteria – should they be process based or outcome based? If a mix of both, should they have equal weighting? The lack of broadly accepted criteria or evaluation methods makes this more of a challenge (Hendrick, 2018).

5. Conclusion

The stakeholder engagement approach is very effective and appropriate in developing sustainable tourism. This is because tourist destinations are developed in accordance with the needs of relevant stakeholders, such as villagers, government and tourists, while the aspect of sustainability also became the spirit of the same idea in tourism. Hence, the development of a sustainable tourist destination does not only pay attention to environmental sustainability, but also how this tourism can bring economic impacts for the surrounding community and meet the expectations of tourists who visit the destination.

The stakeholder engagement model enables intensive communication with multiple stakeholders. This will encourage a conducive atmosphere for sustainable tourism development. Sustainable tourism programs that promote social, economic and environmental aspects are more easily structured due to the same understanding among stakeholders due to intensive communication. Stakeholder engagement proves to be an instrument to build relationships and increase stakeholder trust through communication (Greenwood, 2007).

Scope of this research principally attempted to introduce a model that engage relevant stakeholders in developing sustainable tourism and proposed forms of communication that will enable the collaboration of all stakeholders. Thus, if looking at a development process of sustainable tourism, this research is basically at an initial stage of a whole strategy which should include how to brand the tourism destination.

Future research is necessary to develop suitable branding strategy model for sustainable tourism. The work of Morgan et al. (2003) is an example how this research is expandable in the future. Government and management of sustainable tourism destination should consider unique character of sustainable tourism that focuses more on increasing the prosperity of local community whilst preserving the environment.

Acknowledgement

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