

## Enhancing Public Asset Management for Inclusive Tourism: A Strategic SWOT Approach

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### Abstract

This study conducts a strategic analysis to optimize public assets for inclusive tourism development in Indonesia. Amid rising global demand for accessible tourism, public assets—such as urban parks, historical landmarks, and coastal areas—offer significant economic, social, and cultural potential. However, poor infrastructure maintenance, weak regulatory enforcement, and fragmented governance hinder their effective utilization. The research applies a weighted SWOT analysis to map strategic priorities by employing a mixed-method approach that integrates expert panel discussions using the Delphi method, field surveys, structured observations, and secondary data analysis. The findings reveal that internal weaknesses and external threats outweigh strengths and opportunities, positioning Indonesia's public asset management in a defensive quadrant (WT strategy). Consequently, strategic recommendations include strengthening governance through enhanced regulatory frameworks and Good Corporate Governance (GCG) principles, leveraging smart tourism technologies, and fostering sustainable public-private partnerships (PPPs). The study concludes that by addressing these challenges through multi-stakeholder collaboration and innovative financing models, Indonesia can transform its public assets into globally competitive, inclusive tourism destinations, contributing to long-term sustainable development.

**Keywords:** Public Asset Management, Inclusive Tourism, Sustainable Tourism Development, SWOT Analysis, Good Corporate Governance (GCG).

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### A. INTRODUCTION

Inclusive tourism has emerged as a key focus in the global tourism industry, emphasizing accessibility and diversity to enhance experiences for marginalized groups, particularly individuals with disabilities and the elderly. This paradigm aligns with the United Nations Sustainable Development Goals, which advocate for equitable access to essential services and opportunities. Research suggests inclusive tourism broadens participation and fosters community cohesion and economic resilience (Gillovic & McIntosh, 2020). Moreover, the rising number of elderly travelers underscores the need for accessible infrastructure, as they often face similar mobility challenges as individuals with disabilities (Cocco & Brogna, 2018). To address these concerns, inclusive design principles tailored for tourism sites are essential in ensuring broader appeal and accessibility (Ghosh et al., 2023).

Despite its recognized benefits, developing nations, including Indonesia, face persistent barriers to implementing inclusive tourism strategies due to governance inefficiencies, inadequate infrastructure, and weak policy enforcement. The absence of accessible infrastructure has hindered local tourism development, reflecting broader systemic shortcomings in integrating accessibility within regional planning (Hamdani et al., 2023). Similarly, the lack of coordinated governance structures affects service quality, as responsibilities among stakeholders often remain undefined (Doan & Nguyen, 2023). Furthermore, while technological advancements present opportunities to enhance accessibility, their successful implementation depends on developing appropriate frameworks that cater to diverse populations (Teixeira et al., 2024). Addressing these challenges requires a collaborative, multi-stakeholder approach involving governments, private sectors, and local communities to ensure sustainable and inclusive tourism development (Matteis et al., 2021).

Public assets, including city parks, historical landmarks, and coastal areas, hold significant potential for inclusive tourism development in Indonesia. These assets can generate economic, social, and cultural benefits by fostering local economic growth, community participation, and cultural preservation. However, their optimization remains constrained by regulatory weaknesses, insufficient accessibility infrastructure, and the unregulated presence of the informal sector (Aryaningtyas et al., 2023; Wismantoro et al., 2022). In particular, challenges such as street vendors, unauthorized levies, and poor waste management disrupt the sustainability and orderliness of these sites, limiting their appeal to tourists. Researchers recognize these obstacles and emphasize that effective governance and innovative public service strategies are essential to integrating inclusive tourism principles into public asset management (Bachri & Lonik, 2023).

Efforts to optimize public assets for tourism must align with sustainability and accessibility frameworks to ensure long-term viability. Studies indicate that community-driven tourism is crucial to inequitable economic distribution, empowering local populations to participate in and benefit from tourism activities (Wismantoro et al., 2022). Moreover, leveraging public assets requires policy coherence and infrastructure investments to meet accessibility standards, particularly for tourists with disabilities (Brian et al., 2024). A bibliometric review by (Kawuryan et al., 2022) highlights that sustainable tourism strategies must incorporate robust governance mechanisms to balance economic growth, environmental conservation, and inclusivity. Strengthening legal frameworks and enhancing community engagement will be critical in transforming public assets into sustainable and accessible tourist destinations (Wibowo & Hariadi, 2022).

Existing studies on public asset management and inclusive tourism largely treat these areas independently, failing to establish a comprehensive framework that integrates Good Corporate Governance (GCG), socio-environmental sustainability, and stakeholder engagement. While public assets such as city parks, heritage sites, and coastal areas hold great potential as inclusive tourism destinations, their optimization is hindered by weak regulations, informal sector disruptions, and inadequate accessibility infrastructure (Aryaningtyas et al., 2023). Moreover, research has primarily focused on economic and regulatory aspects, overlooking the crucial role of local communities in tourism governance. Studies highlight that community engagement and resident perceptions are vital for sustainable tourism planning, yet these factors remain underrepresented in public asset management strategies (Chin et al., 2017; Wijaya et al., 2021). Without a holistic and multi-stakeholder approach, Indonesia risks underutilizing its public assets and failing to create truly inclusive and sustainable tourist destinations.

This study aims to identify and analyze optimal strategies for public asset management to support the development of inclusive tourist destinations. This research focuses on conducting a weighted SWOT analysis to map strategic priorities and determine the most effective approaches for optimizing public assets in the tourism sector. Additionally, this study seeks to identify major challenges in public asset governance, particularly concerning informal sector activities and weak regulatory enforcement, which often hinder sustainable and inclusive tourism development. To address these issues, this research will propose a Good Corporate Governance (GCG) model that enhances transparency, accountability, and efficiency in managing public assets for tourism. Finally, the study aims to provide policy recommendations for governments, asset managers, and relevant stakeholders to improve tourism initiatives' effectiveness, sustainability, and inclusivity based on public assets. By integrating strategic management, governance principles, and policy frameworks, this research aspires to contribute to the long-term viability and accessibility of public asset-based tourism.

## **B. LITERATURE REVIEW**

### ***Public Asset Management for Tourism***

Public assets, including urban parks, historical landmarks, and coastal areas, serve as vital resources for tourism development, particularly in developing nations where tourism significantly contributes to local economies. The strategic utilization of these assets can generate economic, social, and cultural benefits, yet

challenges persist in their management and optimization. Research highlights that regulatory inefficiencies, informal sector encroachments, and inadequate infrastructure often hinder the effective governance and utilization of public assets (Aryaningtyas et al., 2023; Wismanoro et al., 2022). Furthermore, a lack of sustainable funding mechanisms exacerbates these challenges, leading to underutilization and inefficiencies in tourism asset management. Scholars emphasize the need for structured governance models, such as Public-Private Partnerships (PPPs) and Good Corporate Governance (GCG), to enhance the efficiency, accessibility, and sustainability of public assets for tourism (Bachri & Lonik, 2023). However, existing studies remain fragmented, focusing on economic aspects or policy regulations without developing a holistic framework that integrates stakeholder engagement, environmental sustainability, and inclusive governance.

One widely recognized approach to public asset optimization is the PPP model, which facilitates collaboration between governments, private investors, and local communities. Research suggests that public-private synergy can enhance tourism asset management by mobilizing financial resources, technical expertise, and innovation (Hikmah et al., 2020). For instance, successful PPP implementations in Bawean, Indonesia, demonstrate that co-investment and shared governance models improve tourism infrastructure and service quality. Additionally, scholars argue that value co-creation frameworks, where multiple stakeholders contribute to tourism development, lead to higher visitor satisfaction and economic gains (Garanti, 2023). However, despite the potential of PPPs, challenges such as bureaucratic red tape, uneven power dynamics, and lack of accountability often limit their effectiveness in developing nations. Furthermore, informal sector activities, such as street vending, unauthorized levies, and environmental mismanagement, pose significant governance hurdles, necessitating a balanced regulatory framework that fosters economic inclusivity without compromising asset sustainability (Siregar et al., 2023).

While economic viability remains a primary objective, the long-term success of public asset-based tourism depends on inclusive governance and community participation. Scholars argue that local involvement in decision-making can enhance public asset sustainability and ensure equitable distribution of tourism benefits (Kawuryan et al., 2022). Studies indicate that resident perceptions and support for tourism initiatives are strongly influenced by the perceived socio-economic benefits derived from tourism assets (Huong & Lee, 2017). Integrating environmental sustainability measures, such as eco-tourism principles and heritage conservation policies, is essential to prevent resource depletion and cultural degradation (Frleta & Jurdana, 2020).

### ***Inclusive Tourism: Concepts and Challenges***

Inclusive tourism has gained recognition as a key component of sustainable tourism development, emphasizing accessibility for all individuals, regardless of ability, age, or socio-economic status. This concept aligns with the United Nations 2030 Agenda for Sustainable Development, which advocates for social inclusion and equity in economic and infrastructural development (Caterina-Knorr & Everingham, 2023). Effective integration of inclusive tourism policies into public asset management has enhanced community well-being and expanded economic participation. For instance, the study highlights that addressing accessibility barriers in Vietnam's tourism sector could improve the experiences of diverse tourist groups, underscoring the need for systemic governance and infrastructure reforms to facilitate inclusivity. However, many developing countries struggle with fragmented policies, insufficient stakeholder collaboration, and inadequate infrastructure, preventing the full realization of inclusive tourism principles.

Despite its potential, implementing inclusive tourism faces multiple challenges, particularly in public asset management. Regulatory inefficiencies often result in disorganized governance structures, making it difficult to enforce accessibility standards in urban heritage sites and public spaces (Petrova & Hristov, 2014). Power dynamics and socio-political factors can also lead to marginalized groups being excluded from tourism benefits (Mustafa et al., 2018). The informal sector's encroachment on public spaces further complicates governance, as unregulated tourism businesses do not always adhere to accessibility policies, limiting efforts to create equitable tourism experiences (Rogerson & Rogerson, 2019). Scholars suggest that Public-Private Partnerships (PPPs) can

address these issues strategically by leveraging private sector expertise and investment in inclusive tourism infrastructure (Hikmah et al., 2020). Furthermore, community engagement in tourism planning is crucial, as it fosters local ownership, enhances destination sustainability, and ensures that tourism initiatives align with residents' needs (Sutresna et al., 2019). Moving forward, comprehensive governance frameworks are necessary to strengthen inclusive tourism strategies, ensuring that tourism serves as a catalyst for sustainable development that benefits all members of society.

### ***Good Corporate Governance (GCG) in Public Asset Management***

Applying Good Corporate Governance (GCG) principles in public asset management ensures transparency, accountability, responsibility, independence, and fairness (Solihati et al., 2023). These principles are particularly important in the tourism sector, where mismanagement and corruption can severely undermine sustainable development and limit the long-term viability of public assets (Mansur et al., 2024). Transparency fosters trust among stakeholders, while accountability ensures that public officials and asset managers uphold ethical standards in decision-making (Saptono & Purwanto, 2022). Additionally, empowering local communities in tourism governance helps incorporate diverse perspectives, ensuring that tourism benefits are equitably distributed (Ismatillaevna et al., 2023). Research also highlights that institutions adhering to GCG principles exhibit better financial health, which is crucial in public asset-based tourism, where funding and resource sustainability remain significant challenges (Khairuldin et al., 2024). However, while GCG is widely recognized as a best practice framework, its application in public-sector tourism management is often inconsistent due to regulatory inefficiencies and fragmented governance structures (Максименюк & Тимакова, 2020).

Despite the recognized benefits of GCG, several challenges hinder its effective implementation in the public sector and tourism governance. Weak regulatory frameworks often create gaps in enforcement, leading to irregularities in public asset management and reduced investor confidence (Mansur et al., 2024; Park & Yoon, 2011). Additionally, multi-stakeholder collaboration, vital for coordinated tourism governance, is often lacking due to bureaucratic inefficiencies and conflicting interests between government institutions, private investors, and local communities (Saffinee et al., 2024). The corporate sector has well-established GCG models, yet public asset governance struggles to adapt these principles to tourism-related challenges. Literature suggests that inclusive governance structures—those that integrate local knowledge, participatory decision-making, and equitable policy frameworks—can enhance the effectiveness of tourism management (Kotlyarova et al., 2020; Poleshchuk & Клименко, 2021). However, the practical implementation of such collaborative models remains limited, particularly in developing regions, where institutional capacities are often insufficient to enforce GCG standards effectively (Mansur et al., 2024).

Integrating GCG principles into public asset management requires a strong participatory approach, emphasizing stakeholder engagement and regulatory adaptability. Studies indicate that engaging local communities in tourism planning and governance improves tourism initiatives' relevance and ensures that economic benefits are equitably distributed (Kotlyarova et al., 2020; Pardosi et al., 2021). Successful cases of community participation in tourism governance provide valuable insights for designing effective regulatory frameworks that balance public and private sector interests while fostering sustainable tourism development (Ampofo et al., 2024). Enhancing governance structures, improving regulatory enforcement, and adopting inclusive decision-making processes will be critical for strengthening public asset management in tourism. Future research should focus on empirical studies that explore the practical application of GCG in tourism governance, identifying best practices that maximize transparency, efficiency, and stakeholder collaboration for long-term sustainable tourism management.

### ***The Impact of the Informal Sector on Tourism Management***

The informal sector, comprising street vending, unauthorized services, and unregulated tourism activities, plays a complex role in tourism management, particularly in utilizing public assets such as

urban parks, heritage sites, and popular tourist attractions. On the one hand, informal vendors contribute to local economies by providing affordable goods and services, creating employment opportunities for marginalized communities, and enriching cultural tourism experiences (Rembulan et al., 2023). Similarly, studies suggest that structured human resource management and cooperative business models can improve the economic viability of informal vendors, empowering them to operate more efficiently and contribute to sustainable local development (Wardhana et al., 2023). However, despite these positive contributions, the informal sector presents significant governance challenges, particularly regarding public order, space management, and regulatory enforcement.

One of the primary challenges the informal sector poses in tourism management is its tendency to disrupt urban order and hinder accessibility, particularly when vendors operate in high-traffic tourist areas without formal oversight (Rembulan et al., 2023). The lack of integration between informal vendors and formal tourism governance structures often leads to conflicts over space usage, safety concerns, and sanitation issues, negatively affecting public asset management. Moreover, regulatory weaknesses further exacerbate inefficiencies, allowing informal vendors to operate without clear legal frameworks, resulting in misalignment between economic benefits and regulatory compliance. The uncertainty of legal status also leaves street vendors vulnerable to sudden policy shifts and eviction threats, discouraging them from long-term business investments and contributing to economic instability (Kurniadi & Ibrahim, 2023). Addressing these issues requires a more integrated approach that balances livelihood protection with orderly tourism asset management.

Developing sustainable policy solutions for integrating the informal sector into formal tourism frameworks is essential for balancing economic opportunity and public order. Scholars emphasize that participatory governance models, which involve stakeholder collaboration between policymakers, vendor associations, and local communities, can mitigate conflicts and create a more inclusive tourism landscape (Saini et al., 2024). Public engagement strategies that provide informal vendors with representation in tourism planning can improve regulatory compliance, increase community ownership of public spaces, and enhance the sustainability of informal activities (Huynh-Van et al., 2022; Jain et al., 2021). Future research should focus on best practices for formalizing informal vendor participation in public asset management, ensuring they contribute to tourism development while maintaining order, accessibility, and sustainability in destination areas.

### ***Sustainable Tourism Development and Public Asset Optimization***

Sustainable tourism development is increasingly recognized as a key strategy for ensuring long-term environmental, social, and economic viability in the tourism sector. This approach emphasizes the need to benefit local communities while preserving natural and cultural resources (Bruyn et al., 2023). The optimization of public assets, such as urban parks, historical sites, and coastal areas, plays a crucial role in supporting sustainable tourism initiatives, ensuring that these spaces remain accessible, well-maintained, and environmentally responsible. However, while sustainability-oriented planning is widely advocated, much of the existing research focuses on private-sector initiatives, leaving gaps in understanding how public assets can be effectively leveraged within broader sustainable tourism frameworks (McLoughlin et al., 2023). Addressing this gap requires integrated governance models incorporating environmental conservation, infrastructure resilience, and responsible tourism policies while prioritizing community well-being and long-term sustainability.

Community-driven tourism models have emerged as a key approach for optimizing public assets to support sustainable development. Scholars highlight that local engagement in tourism planning and decision-making enhances resilience and inclusivity and ensures that tourism projects align with socio-cultural values and environmental concerns (Thang & Thanh, 2023). This participatory approach fosters a shared vision among stakeholders, mitigating potential conflicts and encouraging effective environmental stewardship. Successful examples of community-based tourism showcase how collaborative governance structures strengthen tourism resilience, empower local communities, and promote culturally authentic experiences while preserving heritage and environmental integrity (Rotar, 2023). Despite these benefits, many governance frameworks fail to

integrate local perspectives comprehensively, limiting inclusive decision-making processes and hindering the realization of sustainable tourism objectives.

While advancements in sustainable tourism governance continue to evolve, significant gaps remain in understanding how public assets can be strategically integrated into sustainable tourism policies (Payne et al., 2021). Much of the literature prioritizes private-sector sustainability initiatives, often overlooking the role of public asset management in fostering inclusive and community-driven tourism models. Moreover, while some governance mechanisms facilitate private investment, they do not always align with local priorities or environmental sustainability goals. Therefore, there is an urgent need to develop robust policy frameworks that harmonize the interests of multiple stakeholders, ensuring that public asset optimization contributes to a more sustainable and equitable tourism industry. Future research should explore best practices in integrating public asset management with sustainable tourism governance, emphasizing community participation, environmental responsibility, and long-term socio-economic benefits.

### **C. METHODS**

This study employs an empirical research approach to analyze the strategic optimization of public assets for inclusive and sustainable tourism development in Indonesia. By integrating quantitative and qualitative methods, the research aims to develop a comprehensive framework that aligns public asset management with inclusive tourism principles while addressing governance and regulatory challenges. Data collection consists of expert panel discussions, field surveys, structured observations, and secondary data analysis, ensuring a well-rounded perspective. The primary data collection involves expert panel discussions utilizing the Delphi method, which engages tourism professionals, urban planners, policymakers, and public asset managers. Through iterative rounds of feedback, the expert panel provides insights into the governance challenges, strategic opportunities, and regulatory improvements needed for optimizing public assets for tourism. In parallel, field surveys and structured observations are conducted across multiple public tourism sites in Indonesia, focusing on urban parks, historical landmarks, and coastal areas. Additionally, on-site observations evaluate physical accessibility, environmental sustainability practices, and the impact of informal sector activities on tourism asset management.

Secondary data analysis reviews government reports, urban development plans, and regulatory frameworks to identify existing policies, best practices, and governance gaps in public asset management. A bibliometric analysis of academic studies and industry reports is also conducted to position the findings within the broader discourse on sustainable and inclusive tourism governance. The collected data is then analyzed using multiple analytical techniques. A weighted SWOT analysis is applied to assess the strengths, weaknesses, opportunities, and threats in optimizing public assets for inclusive tourism, allowing for constructing a strategic quadrant map to guide policy recommendations. Additionally, thematic analysis is performed on expert panel discussions and stakeholder interviews, identifying key governance challenges, infrastructure needs, and inclusive tourism strategies. These qualitative insights are cross-validated with secondary data sources to ensure robustness and policy relevance.

### **D. RESULTS AND DISCUSSIONS**

The results of this study provide empirical insights into optimizing public assets for inclusive and sustainable tourism development in Indonesia. The findings are structured around key themes from expert panel discussions, field surveys, structured observations, and secondary data analysis. These themes include governance challenges, infrastructure accessibility, the impact of the informal sector, and strategic opportunities for improving public asset management. A weighted SWOT analysis further refines these findings, mapping out strengths, weaknesses, opportunities, and threats in optimizing public assets for tourism.

### **Governance Challenges in Public Asset Management**

Findings from the expert panel discussions highlight fragmented governance structures and inconsistent policy implementation as primary barriers to optimizing public assets for tourism. Participants emphasized that overlapping responsibilities among government agencies often lead to inefficiencies in planning, decision-making, and enforcement. Additionally, secondary data analysis reveals that while Indonesia has legal frameworks supporting tourism development, their implementation remains weak due to bureaucratic hurdles and inadequate institutional coordination. Expert discussions further indicate that public asset governance lacks clear accountability mechanisms, making enforcing inclusive tourism policies and sustainability initiatives difficult. These governance inefficiencies contribute to underutilization, mismanagement, and the inability to attract sufficient investment for public asset improvements.

### **Infrastructure Accessibility and Service Quality**

Data from field surveys and structured observations indicate that many public tourism sites in Indonesia face significant accessibility challenges, particularly for persons with disabilities, the elderly, and other marginalized groups. Survey responses from tourists and local business owners suggest that the absence of wheelchair-friendly pathways, poor public transportation options, and inadequate signage are key barriers to inclusivity. Structured observations in urban parks, historical sites, and coastal areas confirm these findings, showing that basic accessibility features are either insufficient or poorly maintained. Additionally, expert panelists pointed out that while some public assets have seen infrastructure improvements, maintenance and enforcement of accessibility regulations remain inconsistent, limiting the effectiveness of these efforts.

### **The Role and Impact of the Informal Sector**

The informal sector plays a complex role in public asset-based tourism, contributing to economic and operational challenges. Structured observations reveal that street vendors, unauthorized tourism services, and informal commercial activities are highly prevalent in high-traffic tourist areas, often enhancing cultural authenticity and affordability. However, data from surveys and expert panel discussions suggest that unregulated informal sector activities also create congestion, sanitation issues, and conflicts over space utilization. Local businesses and tourists expressed mixed opinions—while many appreciate the affordability and unique offerings of informal vendors, others raised concerns about hygiene, safety, and overcrowding. Expert discussions recommended a structured approach to integrating the informal sector into public asset management, such as designated vendor zones, licensing systems, and participatory governance models that formalize their contributions while maintaining order.

### **SWOT Analysis and Strategic Quadrant Mapping**

To comprehensively assess the optimization of public assets for inclusive and sustainable tourism in Indonesia, a weighted SWOT analysis was conducted based on empirical data from expert panel discussions, field surveys, structured observations, and secondary data analysis. This analysis identifies strengths, weaknesses, opportunities, and threats (SWOT) and employs a weighted scoring system to quantify their relative impact. The results are then mapped into a strategic quadrant framework, which categorizes high-priority actions, long-term strategies, and risk mitigation measures for optimizing public asset management.

**Table 1. Positive Internal Factors**

Strengths	Judgment		Judgment		Score
	$\Sigma$	Weight	$\Sigma$	Rating	
Public assets such as urban parks, historical landmarks, and coastal areas attract millions of domestic and international tourists annually, making them key economic drivers for the tourism sector.	48	0,12	48	4,8	0,58
Tourism demand creates business opportunities for local communities, increasing revenue potential.	46	0,12	45	4,5	0,53

Strengths	Judgment		Judgment		Score
	Σ	Weight	Σ	Rating	
Indonesia has diverse cultural and historical sites, including UNESCO World Heritage sites, national parks, and traditional heritage villages, providing unique tourism appeal.	42	0,11	40	4	0,43
The country's biodiversity and ecological assets enhance eco-tourism and nature-based tourism opportunities.	34	0,09	32	3,2	0,28
The government has established regulations and policies supporting sustainable tourism and public asset management (e.g., the Strategic Tourism Areas Development Plan).	32	0,08	31	3,1	0,25
Although implementation varies, there is a growing recognition of the importance of inclusive and sustainable tourism at the policy level.	47	0,12	45	4,5	0,54
Tourism in public assets contributes to job creation, local SME growth, and increased government revenue from tourism taxes and fees.	43	0,11	40	4	0,44
Public tourism spaces often serve as economic hubs, benefiting surrounding businesses, hospitality sectors, and informal traders.	34	0,09	32	3,2	0,28
Integrating smart tourism technologies (e.g., digital visitor guides, AI-powered accessibility tools, and real-time data analytics) can improve tourist experiences and asset management efficiency.	34	0,09	32	3,2	0,28
Government and private sector interest in digital transformation opens opportunities for enhancing tourism accessibility and sustainability.	34	0,09	32	3,2	0,28
<b>TOTAL</b>	<b>394</b>	<b>1,00</b>	<b>377</b>	<b>37,7</b>	<b>3,87</b>

Source: Research data, 2025

**Table 2. Negative Internal Factors**

Weakness	Judgment		Judgment		Score
	Σ	Weight	Σ	Rating	
Many public tourism assets (parks, historical sites, beaches, etc.) suffer from poor maintenance, reducing attractiveness.	48	0,06	48	4,8	0,28
Limited accessibility for people with disabilities and vulnerable groups, with inadequate ramps, inclusive transportation, and supporting facilities.	46	0,06	46	4,6	0,25
Tourism regulations are often inconsistent or poorly enforced, leading to inefficient public asset management.	44	0,05	43	4,3	0,23
Overlapping authority among government agencies slows down decision-making and policy implementation.	40	0,05	40	4	0,19
Weak collaboration between government, private sector, and local communities results in a lack of innovation and efficiency in asset management.	46	0,06	46	4,6	0,25
Many policies are developed without consulting local communities, making them less effective in meeting local needs.	37	0,04	36	3,6	0,16
The presence of street vendors and other informal sector businesses often leads to congestion, reduced aesthetic appeal, sanitation issues, and security concerns.	45	0,05	46	4,6	0,25
The lack of regulation and designated areas for the informal sector creates conflicts between street vendors and formal tourism operators.	41	0,05	42	4,2	0,21
Dependence on fluctuating government budgets makes maintaining and developing public assets unsustainable.	46	0,06	46	4,6	0,25
Limited incentives for private sector investment in public asset management lead to outdated or underdeveloped tourism facilities.	44	0,05	44	4,4	0,23
Digital transformation in the tourism sector remains limited, with insufficient use of AI, big data, and smart applications for tourism management.	35	0,04	35	3,5	0,15
Technological infrastructure and digital literacy are lacking in rural and remote destinations, hindering the adoption of smart tourism solutions.	36	0,04	36	3,6	0,16
Overcrowding and poor visitor management cause ecosystem damage in natural attractions such as national parks and beaches.	48	0,06	48	4,8	0,28

Weakness	Judgment		Judgment		Score
	Σ	Weight	Σ	Rating	
Low environmental awareness among tourists and public asset managers increases waste and pollution at tourism sites.	42	0,05	42	4,2	0,21
Many tourism destinations operate on short-term economic models, lacking clear sustainability strategies.	34	0,04	34	3,4	0,14
Limited incentives for local businesses to adopt sustainable tourism reduce the sector's long-term economic potential.	36	0,04	36	3,6	0,16
Complex licensing and bureaucratic processes slow down investment and innovation in tourism asset management.	46	0,06	46	4,6	0,25
Lack of transparency in public asset governance creates loopholes for corruption and misuse of authority.	48	0,06	48	4,8	0,28
Insufficient training and support for local communities in managing public assets and providing tourism services.	36	0,04	36	3,6	0,16
Lack of education on sustainability, digitalization, and global tourism trends prevents local communities from maximizing their potential.	34	0,04	34	3,4	0,14
<b>TOTAL</b>	<b>832</b>	<b>1</b>	<b>832</b>	<b>83,2</b>	<b>4,22</b>

Source: Research data, 2025

**Table 3. Positive Eksternal Factors**

Opportunity	Judgment		Judgment		Score
	Σ	Weight	Σ	Rating	
Increased investment opportunities from the private sector can improve infrastructure and services in public tourism assets.	48	0,05	48	4,8	0,26
PPPs can enhance the sustainable management and long-term maintenance of tourism destinations.	46	0,05	46	4,6	0,24
Policies and funding from national and international organizations (e.g., UNWTO, World Bank) support sustainable tourism projects.	44	0,05	44	4,4	0,22
Incentives for eco-tourism and responsible tourism initiatives are increasing.	46	0,05	46	4,6	0,24
Tourists are increasingly seeking authentic and sustainable travel experiences, boosting the relevance of public assets.	46	0,05	46	4,6	0,24
UNESCO recognition and global conservation programs enhance international visibility.	44	0,05	44	4,4	0,22
Artificial Intelligence (AI), big data, and IoT can optimize visitor experiences and asset management.	40	0,05	40	4,0	0,18
Virtual tourism and augmented reality (AR) can increase engagement with historical and cultural sites.	36	0,04	36	3,6	0,15
Governments and private entities are focusing more on accessible tourism for persons with disabilities and elderly travelers.	44	0,05	44	4,4	0,22
Improved universal design infrastructure can attract a broader tourist base.	44	0,05	44	4,4	0,22
Travelers are now prioritizing low-impact and regenerative tourism, aligning with conservation efforts for public assets.	46	0,05	46	4,6	0,24
Opportunities for carbon-neutral and community-based tourism initiatives.	46	0,05	46	4,6	0,24
Introduce eco-tourism, cultural tourism, and adventure tourism packages to attract niche markets.	44	0,05	44	4,4	0,22
New financing models (e.g., crowdfunding, membership-based tourism) to reduce reliance on government funding.	38	0,04	38	3,8	0,16
Strengthened regional and inter-city connectivity can boost tourism flows and improve accessibility.	48	0,05	48	4,8	0,26
Collaborative tourism networks can enhance destination branding.	44	0,05	44	4,4	0,22
Community-based tourism (CBT) models provide economic opportunities for local populations.	46	0,05	46	4,6	0,24
Encouraging local entrepreneurship in tourism services supports socio-economic development.	44	0,05	44	4,4	0,22

Opportunity	Judgment		Judgment		Score
	Σ	Weight	Σ	Rating	
As global travel rebounds, international tourist arrivals are expected to increase, boosting public asset-based tourism.	46	0,05	46	4,6	0,24
Health and safety innovations in tourism management can enhance visitor confidence.	44	0,05	44	4,4	0,22
<b>TOTAL</b>	<b>884</b>	<b>1</b>	<b>88,4</b>	<b>4,44</b>	

Source: Research data, 2024

**Table 4. Negative Eksternal Factors**

Threats	Judgment		Judgment		Score
	Σ	Weight	Σ	Rating	
Economic downturns can reduce tourist spending and government funding for public asset maintenance.	48	0,05	48	4,8	0,26
Fluctuating exchange rates and inflation increase operational costs for tourism businesses.	44	0,05	44	4,4	0,22
Rising sea levels, extreme weather, and natural disasters threaten coastal and heritage tourism sites.	48	0,05	48	4,8	0,26
Unregulated tourism contributes to deforestation, pollution, and biodiversity loss in protected areas.	46	0,05	46	4,6	0,24
Uncontrolled tourist influx causes overcrowding, traffic congestion, and resource depletion.	44	0,05	44	4,4	0,22
Public assets face faster deterioration due to excessive visitor loads.	44	0,05	44	4,4	0,22
Complex and inconsistent regulations delay tourism investment and infrastructure projects.	48	0,05	48	4,8	0,26
Corruption and weak law enforcement hinder sustainable governance of public assets.	50	0,06	50	5	0,28
Private tourism developments divert visitors away from public tourism assets.	44	0,05	44	4,4	0,22
Neighboring countries with better tourism infrastructure and aggressive marketing attract more international tourists.	46	0,05	46	4,6	0,24
Illegal street vendors and unauthorized tourism operators disrupt formal businesses and reduce destination appeal.	44	0,05	44	4,4	0,22
Lack of enforcement creates safety risks and uncontrolled commercialization of public spaces.	46	0,05	46	4,6	0,24
Growing reliance on digital tourism platforms increases vulnerability to cyberattacks.	36	0,04	36	3,6	0,14
The slow adoption of smart tourism technology reduces competitiveness.	36	0,04	36	3,6	0,14
Pandemics and outbreaks (e.g., COVID-19) reduce global travel and tourist confidence.	50	0,06	50	5	0,28
Poor sanitation and inadequate health protocols damage the reputation of public tourism assets.	44	0,05	44	4,4	0,22
Over-reliance on government budgets makes funding unpredictable.	46	0,05	46	4,6	0,24
Insufficient private sector engagement limits long-term investment.	44	0,05	44	4,4	0,22
Increased commercialization erodes local cultural heritage and disrupts traditional communities.	44	0,05	44	4,4	0,22
Tourism-driven gentrification raises living costs for residents.	44	0,05	44	4,4	0,22
<b>TOTAL</b>	<b>896</b>	<b>1</b>	<b>89,6</b>	<b>4,51</b>	

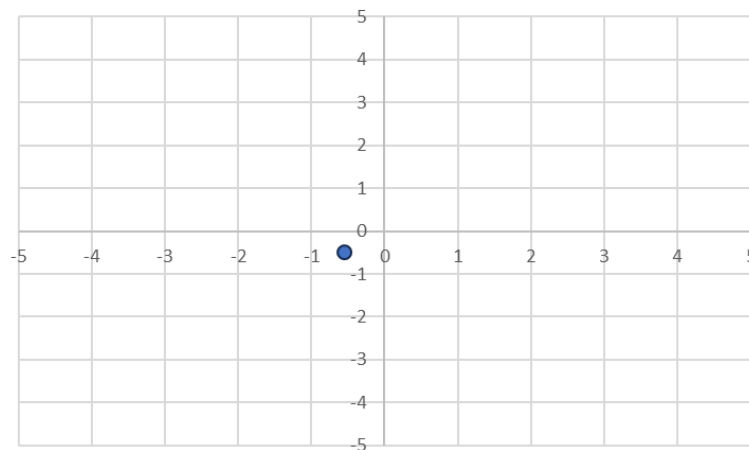
Source: Research data, 2024

### **Strategic Quadrant Analysis and Defensive Strategy Formulation**

Based on the panelists' weighting and rating results, the internal factor score was calculated as  $3.87 - 4.22 = -0.35$ , while the external factor score was  $4.44 - 4.51 = -0.07$ , placing the quadrant at coordinates  $(-0.07, -0.35)$  in the SWOT matrix as depicted in Figure 1. This positioning indicates that the strategic approach falls into Quadrant III, which requires a defensive strategy (WT Strategy). In this scenario, the weaknesses outweigh the

strengths internally, and threats from the external environment are greater than the opportunities, necessitating strategies that minimize weaknesses while mitigating risks.

The priority is enhancing public asset management and governance to address these challenges. This can be achieved by implementing regulatory reforms that strengthen coordination between government agencies, the private sector, and local communities. Additionally, stricter law enforcement is required to manage informal sector activities, prevent unauthorized commercialization of public assets, and ensure sustainable tourism development.



**Figure 1. SWOT Matrix Coordinate**  
Source: Research data, 2024

Another critical aspect is leveraging digitalization and smart tourism technologies to minimize internal inefficiencies. Integrating AI-driven visitor management systems, real-time monitoring, and data analytics will help optimize asset utilization and improve service efficiency. Smart tourism solutions can also enhance the overall visitor experience while addressing accessibility concerns, ensuring that public tourism assets become more inclusive. Given the financial constraints in maintaining and optimizing public assets, diversifying funding sources and fostering public-private partnerships (PPPs) is essential. Reducing reliance on government budgets can be achieved through sustainable finance models, such as crowdfunding initiatives, tourism membership programs, and blended investment schemes encouraging private sector participation. PPPs can also support infrastructure upgrades, sustainable tourism projects, and conservation efforts, ensuring long-term asset viability. Strengthening sustainable and community-based tourism models is crucial to counteract external threats. Enhancing eco-tourism initiatives and implementing community-based tourism (CBT) programs can generate economic benefits for local populations while reducing environmental degradation. Educating tourists and operators about responsible tourism practices is vital to mitigating mass tourism's negative environmental and social impacts.

### Discussion

The findings from this study highlight key governance challenges, infrastructure gaps, and strategic opportunities in optimizing public assets for inclusive tourism. The weighted SWOT analysis provides an empirical foundation for understanding how strengths and weaknesses interact with external opportunities and threats. The strategic quadrant mapping places the study in Quadrant III, indicating a need for a defensive (WT) strategy. This suggests that the weaknesses outweigh the strengths internally, while external threats are more dominant than opportunities.

### **Governance and Policy Implications**

One of the critical issues identified is the fragmented governance structure and inconsistent policy enforcement. The overlapping responsibilities among government agencies hinder efficient decision-making, resulting in delays in infrastructure improvements and inadequate regulatory oversight. Unregulated informal sector activities, including street vendors and unauthorized tourism operators, further complicate asset management. These factors negatively impact the sustainability and inclusivity of tourism destinations, highlighting the urgent need for policy harmonization and institutional reform. A Good Corporate Governance (GCG) framework should be integrated into public asset management to address these governance challenges. This would ensure transparency, accountability, and coordination among stakeholders, including local governments, private investors, and community representatives. Public-private partnerships (PPPs) are also viable for bridging financial and operational gaps, as seen in successful case studies where private investments have improved tourism infrastructure and service delivery. However, clear legal frameworks and enforcement mechanisms must be established to prevent regulatory loopholes and corruption.

### **Addressing Infrastructure and Accessibility Gaps**

Survey responses and structured observations indicate that many public tourism sites in Indonesia lack adequate accessibility features, limiting inclusivity for persons with disabilities, elderly tourists, and other vulnerable groups. Poorly maintained pathways, lack of inclusive transportation options, and weak enforcement of accessibility standards contribute to the exclusion of marginalized travelers. Given the growing demand for inclusive tourism, infrastructure improvements should be prioritized to enhance accessibility and visitor satisfaction. Technological advancements, such as Artificial Intelligence (AI), Big Data, and smart tourism applications, can help improve visitor experiences and optimize public asset management. Implementing digital visitor guides, AI-powered accessibility tools, and real-time monitoring systems can significantly enhance tourism efficiency and inclusivity. However, the adoption of smart tourism technology remains limited in many regions, particularly in rural and remote destinations, due to low digital literacy and inadequate technological infrastructure. Addressing this gap requires investment in digital transformation initiatives alongside capacity-building programs for local stakeholders to effectively utilize these tools.

### **Mitigating Economic and Environmental Threats**

The study's external factor analysis reveals significant threats to public asset-based tourism, including economic downturns, inflation, and competition from neighboring countries with better-developed tourism infrastructure. These factors make Indonesia's public assets vulnerable to shifts in global tourism demand, emphasizing the need for economic diversification and sustainable funding models. Over-reliance on fluctuating government budgets has proven unsustainable, necessitating alternative financing mechanisms such as crowdfunding, membership-based tourism models, and long-term investment agreements with private sector partners. Environmental threats such as climate change, pollution, and overcrowding also pose major risks to tourism sustainability. The degradation of natural attractions due to unregulated tourism activities highlights the need for stricter environmental management policies. Implementing eco-tourism principles, community-based conservation initiatives, and carbon-neutral tourism strategies can mitigate these risks while aligning with global sustainability goals. Additionally, visitor management systems should be introduced to prevent excessive foot traffic and environmental strain on high-demand destinations.

### **Strategic Recommendations**

Given the study's positioning in Quadrant III (WT Strategy), the following recommendations are proposed to reduce weaknesses and mitigate external threats:

1. Enhancing Governance and Regulatory Frameworks: a) Establish a centralized public asset management authority to streamline decision-making; b) Implement Good Corporate Governance (GCG) principles to

- improve transparency and accountability; c) Strengthen law enforcement mechanisms to regulate informal sector activities and prevent illegal tourism operations.
2. Improving Accessibility and Infrastructure Development: a) Invest in universal design infrastructure to make public assets more inclusive; b) Accelerate digital transformation initiatives to integrate smart tourism technologies; c) Provide incentives for private sector investment in accessibility improvements.
  3. Diversifying Financial Models for Sustainable Development: a) Develop public-private partnership (PPP) frameworks to attract long-term investments; b) Introduce sustainable finance mechanisms, such as crowdfunding and membership-based tourism; c) Reduce dependency on government budgets by leveraging international funding opportunities (e.g., UNWTO, World Bank grants).
  4. Implementing Sustainable and Community-Based Tourism Models: a) Strengthen eco-tourism initiatives to align with global sustainability trends; b) Promote community-based tourism (CBT) models to enhance local economic participation; c) Establish visitor management systems to regulate overcrowding and minimize environmental impact.

## E. CONCLUSION

This study highlights the strategic importance of optimizing public assets as inclusive tourism destinations while addressing key governance, infrastructure, economic sustainability, and environmental management challenges. The SWOT analysis reveals that the weaknesses of Indonesia's public asset management—such as poor infrastructure maintenance, weak regulatory enforcement, and limited accessibility—outweigh its strengths, placing the strategy within Quadrant III (WT Strategy). External threats, including economic instability, competition from private tourism developments, and environmental degradation, pose significant risks to long-term sustainability. A defensive strategy is required to address these challenges, focusing on mitigating weaknesses and reducing external threats. This includes strengthening governance through regulatory reforms, adopting Good Corporate Governance (GCG) principles, and improving coordination between government agencies, private stakeholders, and local communities. Implementing smart tourism technologies, such as AI-driven visitor management systems, digital accessibility tools, and real-time monitoring, enhances efficiency and service quality.

Furthermore, financial sustainability must be prioritized to reduce reliance on fluctuating government budgets. Public-private partnerships (PPPs), sustainable financing mechanisms (crowdfunding, tourism memberships), and international funding opportunities should be leveraged to ensure long-term investment in public tourism assets. Additionally, community-based tourism (CBT) and eco-tourism initiatives should be expanded to empower local populations, distribute economic benefits more equitably, and ensure sustainable tourism development. Indonesia can turn its public assets into globally competitive, inclusive tourism destinations by implementing stronger governance frameworks, investing in digital transformation, and fostering sustainable tourism practices. The success of this transformation will depend on multi-stakeholder collaboration, policy enforcement, and a long-term commitment to sustainability. Future research should explore best practices for inclusive tourism governance and assess the impact of emerging technologies on public asset optimization in tourism.

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