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Stakeholder Collaboration and Tourism Value Creation: A Bibliometric Analysis of Sustainable Tourism Research

Heri Nurranto
Universitas Indraprasta PGRI, Jakarta, Indonesia
Correspondence: heri.nurranto@unindra.ac.id

Abstract

Stakeholders play a crucial role in generating value within the tourism sector, as destination attractiveness alone is insufficient to ensure sustainable competitiveness. Tourists' value expectations increasingly determine the success of tourism destinations. This study aims to map and analyze scientific publications related to stakeholders and tourism value using a bibliometric approach. Data were retrieved from the Dimensions database using the search string ("stakeholder" AND "value tourism") applied to title, abstract, and keyword fields. After data cleaning and screening, a total of 895 peer-reviewed journal articles published between 2015 and 2024 were included. Bibliometric analysis was conducted using VOSviewer, focusing on publication trends, co-authorship networks, citation structures, total link strength, and keyword co-occurrence patterns. The results indicate a consistent growth in research related to stakeholders in tourism over the past decade, highlighting increasing academic attention to value creation and sustainable tourism development. The keyword co-occurrence analysis indicates that stakeholder-related value tourism frequently appears in peripheral cluster positions and exhibits lower total link strength compared to dominant themes such as tourist satisfaction and destination performance. This study contributes to the tourism literature by identifying emerging themes, research gaps, and potential directions for future studies, particularly in stakeholder collaboration and value co-creation. Practically, the findings provide insights for destination management organizations and policymakers to strengthen stakeholder involvement in developing sustainable tourism and enhancing destination brand equity.

KEYWORDS

stakeholder collaboration; tourism value; bibliometric analysis; sustainable tourism; destination brand equity.

Introduction

Regional tourism possesses significant potential to foster economic independence within regions. To unlock this potential completely, it is crucial to adopt robust tourism marketing strategies, which require the formation of a Destination Marketing Organization (DMO). The main role of a DMO is to improve competitiveness within a market that is saturated with various destinations presenting comparable attributes and benefits (Kotsi and Pike, 2021). Recent literature further emphasizes that DMOs orchestrate multi-stakeholder collaboration and data-driven branding to sustain competitiveness amid shocks and digital disruption (Sotiriadis, 2020; Xia et al., 2024). However, limited human resources, inadequate infrastructure, and financial constraints can hinder tourism competitiveness. Managers in the tourism sector facing these limitations often struggle to develop destinations to their fullest potential (Barney, 1991). Contemporary evidence from Asia and international policy reports reiterate that connectivity, core resources, and workforce capabilities are decisive levers of destination performance, while constrained skills and infrastructure depress competitiveness (Purwono et al., 2024; World Bank, 2025)

A key element in effectively achieving sustainable tourism development is the

involvement of various stakeholders, such as local residents, business proprietors, and community leaders (Gunn, 1994 ; Byrd, 2007). Stakeholders include any person, group, or organization that has the potential to influence or be influenced by the development of tourism in a specific region (Freeman & McVea, 1984;Byrd, 2007). The discourse surrounding stakeholders is pertinent in addressing practical issues related to the unethical and irresponsible conduct of certain organizations (Laplume et al., 2008). These stakeholders can collaborate with various entities in the management of tourism. Such collaboration is vital for the development of regional branding, as it fosters constructive dialogue that benefits all parties involved and aids government agencies in understanding and addressing the aspirations of regional tourism destinations (Medeiros de Araujo, 2002). Recent reviews and cases show that structured multi-stakeholder frameworks and co-creation processes strengthen governance and branding outcomes in destinations (Samal & Dash, 2024; Vlassi & Papatheodorou, 2024). In numerous tourism initiatives, regions leverage their cultural assets. Effectively marketed, culture-oriented tourism can enhance local identity and safeguard cultural heritage (Cros and McKercher, 2020). Current branding scholarship also indicates that digital storytelling and destination brand identity co-creation help translate cultural distinctiveness into competitive positioning (Aman et al., 2024; Escobar-Farfán et al., 2024).

Stakeholders and the concept of value tourism are essential in tackling challenges that affect both global and local communities. At a global level, various stakeholders play a crucial role in ensuring a harmonious balance between economic, environmental, and social advantages, coordinating their initiatives in accordance with international guidelines like the Sustainable Development Goals (SDGs). Value tourism serves as a vital differentiator in the global marketplace by providing tourists with distinctive and high-quality experiences. By focusing on values, the achievement of the SDGs can facilitate poverty reduction, cultural preservation, and responsible consumption practices. Locally, effective stakeholder management of value-based tourism can yield direct advantages, including job creation and enhanced income for community members. Furthermore, fostering value tourism can help sustain local cultural identities and elevate the overall quality of life within communities. Investigating the roles of stakeholders in value tourism can also empower local destinations to stand out by showcasing their authentic cultural, historical, or natural attributes. Collaborative efforts among stakeholders can address various limitations, such as inadequate infrastructure and a lack of understanding regarding environmental impacts. Global policy and empirical studies increasingly link tourism actions to SDG delivery, highlighting stakeholder engagement as a precondition for balancing prosperity with environmental and social outcomes (Wani et al., 2024)

Tourism research is anticipated to yield beneficial insights that can be utilized by Destination Management Organizations (DMOs). This study aims to analyze the themes explored by researchers over the past decade. The data collected for this article will undergo bibliometric analysis. This research aims to explore the emerging trends related to stakeholders in the tourism sector that play a significant role in enhancing value tourism. The bibliometric analysis method serves as a valuable tool for pinpointing themes that warrant further investigation in the future. Recent computational and bibliometric reviews demonstrate that such methods can robustly map intellectual structures, thematic evolutions, and collaboration networks across destination competitiveness and sustainable tourism fields (Capucho et al., 2025; Xia et al., 2024).

Stakeholders refer to the individuals or groups that have the capacity to affect or be affected by the success of an organization's objectives (Freeman and McVea, 1984). They encompass groups or individuals with a vested interest in an organization's decisions and actions (Savage et al., 1991). Stakeholders include both individuals and groups that play a role in the success of the organization, as well as those whose rights and interests are affected by its activities (Donaldson and Preston, 1995). Organizations categorize them according to three fundamental traits: the degree of power they possess, the legitimacy of their claims, and the urgency of their engagement with the organization (Mitchell et al., 1997). Stakeholders are essential in creating value and promoting organizational sustainability by understanding the intricate relationship between the organization and its external environment. Recent Asian ecotourism evidence and systematic reviews reiterate that clearly defined roles, capacity building, and collaborative mechanisms enable stakeholders to translate these principles into operational sustainability practices (Samal & Dash, 2024; Panagiotopoulou & Skoultzos, 2025).

The success of an organization, such as tourism destinations, relies significantly on how well it manages its relationships with all pertinent stakeholders, both within and outside the organization. Stakeholders are significant in navigating conflicts of interest among parties to achieve shared objectives, such as the sustainability of the destination (Freeman and McVea, 1984). The responsibility for tourism sustainability lies with stakeholders, as it can only be realized if they take into account the effects on local communities, environmental conservation, and economic viability (Elkington, 1997). A collaborative governance model is essential for fostering synergy among government entities, the private sector, and local communities to develop authentic and sustainable tourism experiences (Ansell and Gash, 2008). According to Freeman and McVea (1984), marketing segmentation techniques should be employed to categorize stakeholders, enhance understanding of their interests, and anticipate their behavior in strategic management. Stakeholders can adopt generic strategies to leverage, maintain, pivot, and reinforce the organization, thereby complementing the generic business strategies identified by Porter (1980). Contemporary destination branding research further details how structured co-creation platforms and stakeholder partnerships (e.g., airline-airport-destination alliances) can institutionalize such governance for brand and sustainability outcomes (Vlassi & Papatheodorou, 2024; Meek & Wilk, 2025).

Tourism can be characterized as a series of events and interactions that arise from the travel and short-term presence of individuals who are not residents of a particular area, as long as these activities do not lead to permanent settlement and are not linked to other forms of employment or economic activities (Hunziker and Krapf, 1942 as cited in Page, 2012). *Travelers' evaluations of satisfaction and value are influenced by their past experiences, with actual experiences varying for each individual. Value is characterized by the consumer's evaluation of the benefits a product or service offers compared to the expenses or sacrifices required to obtain it* (Zeithaml, 1988). It encompasses the interaction between customers and products, incorporating practical, emotional, and symbolic factors (Holbrook, 1999). Recent meta-analytic and empirical studies confirm that perceived value remains a robust predictor of loyalty, recommendation, and revisit intentions across tourism contexts (Wang & Li, 2023; Nguyen-Van et al., 2024).

In the realm of tourism, value encompasses the advantages that travelers recognize from their experiences at a particular destination. This includes interactions with various services, immersion in local culture, and appreciation of the natural surroundings (Buhalis and Foerste, 2015). When applying the notion of customer-perceived value to tourism, Prebensen et al.

(2013), describe tourists' perception of value as a process through which they gather, select, organize, and interpret information based on their diverse encounters at the location, ultimately forming a coherent understanding of the value associated with that experience. According to Grönroos (2008) further posits that value can be generated through value in use, the co-creation of value, and the supportive role of the service provider. In today's digitalized settings, value co-creation is increasingly facilitated by smart-destination ecosystems and online interactions that intensify personalization and co-production among multiple actors (Garanti, 2023; Nguyen-Van et al., 2024).

To improve customer satisfaction, tourism managers must prioritize service quality. A key feature of a robust service culture is a deep-seated belief in the significance of delivering exceptional customer value and outstanding service (Wirtz and Lovelock, 2016). The notion of perceived value has been widely employed to examine and understand future tourist behaviors related to their purchasing choices (Jamal and Sharifuddin, 2015; Carvache-Franco et al., 2022). Perceived customer value can significantly influence satisfaction behaviors, leading to positive outcomes such as satisfaction and favorable behavioral intentions (Kim et al., 2015). It serves as a cognitive framework that individuals use to make decisions, organize, and interpret incoming information, thereby creating a meaningful understanding of their experiences in the world (Juliana et al., 2022). Recent meta-analyses and engagement studies corroborate the centrality of experience quality, perceived value, and tourist engagement to loyalty and behavioral intentions across markets (Wang & Li, 2023; Rasul et al., 2025).

According to Strydom et al. (2019), the tourism sector is anticipated to enhance the living standards of local inhabitants and improve the quality of life for host communities. Community-based tourism (CBT) serves as a strategy to achieve these objectives, ensuring that tourism yields advantages for local populations and that the benefits of tourism development are collectively experienced. Sustainable tourism refers to a carefully regulated form of tourism aimed at minimizing negative impacts on the environment, cultural heritage, and local populations, all while providing economic benefits (Bramwell and Lane, 1993). The principle of sustainable tourism encompasses a balance among economic gains, the necessity for environmental preservation, and the pursuit of long-term social equity, considering both ecosystem capacity and socio-cultural limits (Hunter, 1997). Current empirical works document how CBT initiatives aligned with SDGs can strengthen livelihoods when supported by inclusive governance and enabling infrastructure (Abreu et al., 2024)

As noted by Strydom et al. (2019) in order to implement sustainable tourism, destination managers, particularly government entities, must undertake several actions: 1) Engage with the private sector to develop sustainable community-based tourism initiatives, 2) Involve the community, rather than just the elite, from the initial stages of CBT conceptualization, 3) Foster partnerships with tourism intermediaries, 4) Ensure government support for infrastructure development, 5) Ensure that CBT projects are marked by effective governance and management, 6) Guarantee community access to CBT initiatives, 7) Conduct

successful integrated marketing to stimulate demand for sustainable tourism, and 8) Perform feasibility and market access studies.

In the progression of community-based tourism, it is essential for stakeholders to follow four key steps. First, assess the community's needs and its preparedness for tourism. Second, provide training and resources to equip the community for active participation in tourism activities. Third, recognize and nurture local leadership to guide these efforts. Finally, create and strengthen community organizations to support sustainable tourism initiatives (Akbar et al., 2021). Despite the growing body of literature on tourism development, existing studies tend to examine stakeholders and tourism value as separate or supporting constructs rather than as an integrated analytical focus. Previous research has predominantly emphasized tourist behavior, satisfaction, and destination performance outcomes, while offering limited systematic insight into how stakeholder collaboration directly contributes to value creation in tourism destinations (Jamal & Getz, 1995; Sigala, 2020). Moreover, empirical and bibliometric studies that explicitly map the intellectual structure, thematic evolution, and research gaps concerning stakeholder-driven value tourism remain scarce, particularly in the context of sustainable destination governance (Bramwell & Lane, 2003; Buhalis & Foerste, 2015). Addressing this gap, the present study employs a bibliometric analysis to examine global research trends on stakeholders and tourism value over the past decade. By identifying dominant themes, collaboration patterns, and emerging research directions, this study contributes to the literature by clarifying the role of stakeholder collaboration in value tourism and by proposing a conceptual foundation for strengthening sustainable tourism development and destination brand equity. In parallel, recent advances in destination branding and co-creation provide additional analytical lenses—showing how stakeholder alliances and social-media-enabled eWOM shape regional brand identity and brand equity in competitive destination environments.

Methods

The information gathered from the article is then examined using bibliometric methods. Bibliometrics refers to the quantitative examination of scientific literature, which seeks to assess trends, patterns, and the productivity of researchers, as well as the impact of their publications (Broadus, 1987). Bibliometric analysis serves as a valuable tool for assessing the effectiveness of research that has been carried out in the past. Bibliometrics is a quantitative evaluation tool used to measure and compare research performance using bibliographic data (Glänzel, 2003). Bibliometric analysis is part of informetrics. Informetrics is a field within information science that examines the quantitative dimensions of the communication processes occurring in scientific contexts. (Egghe and Rousseau, 1990). The Dimensions database was selected as an alternative multidisciplinary indexing platform alongside Google Scholar and Scopus. Dimensions was selected due to its broad multidisciplinary coverage and citation indexing capacity (Sunarya et al., 2024; Zaharuddin et al., 2024).

Table 1. Keyword and Data filters

Keywords	Classification type				Data Source	File export
	Publication Year	Document Type	Research Fields	Publication Access		
stakeholder AND value tourism	2015-2024	Article	Tourism Marketing	Open access	Dimensions	CSV

Source: Author's compilation, 2025

The bibliometric analysis methodology comprises two distinct phases: the data retrieval phase utilizing Dimensions and the bibliometric analysis phase employing VOSviewer. The data retrieval phase is further divided into three steps. The initial step focuses on identifying and selecting relevant keywords, which are subsequently entered into the Dimension database. The second step involves establishing the classification criteria to be utilized in the data search filter within Dimension. The final step entails exporting the data from Dimension in CSV format, which includes both the full record export and the export for bibliometric mapping. The following table provides an overview of the various stages involved in data retrieval. The data were retrieved on 25 January 2025 to ensure dataset stability and transparency. The search was conducted in the title, abstract, and keyword fields using the Boolean query (“stakeholder” AND “value tourism”). The time span was limited to 2015–2024 to capture the most recent decade of research development and ensure temporal consistency across analyses.

Only peer-reviewed journal articles were included in the final dataset. Duplicate records, non-article document types, and entries with incomplete bibliographic metadata were removed during the data-cleaning process to enhance accuracy and replicability (table 1).

In the subsequent phase, researchers employed VOSviewer to conduct bibliometric analysis and facilitate additional data reduction. This phase involved various bibliometric analyses based on multiple dimensions. The analyses encompassed bibliometric evaluations associated with countries, organizations, sources, authors, and

documents, as well as an examination of keyword co-occurrence derived from titles and abstracts.

Result and Discussion

Bibliometric analysis through the keywords stakeholder AND value tourism produced data of 895 articles during the period 2015-2024 (see figure 1). The subsequent table and graph illustrate the increase in publications associated with the specified keywords.

Source: Author’s compilation based on Dimensions data, 2025

Table 2. Illustrates the increase in publications related to the keywords "stakeholder AND Value Tourism."

Year	Publications Total	Growth
2015	32	
2016	24	-25.00%
2017	37	54.17%
2018	46	24.32%
2019	60	30.43%
2020	79	31.67%
2021	153	93.67%
2022	131	-14.38%
2023	161	22.90%
2024	172	6.83%
	895	

Source: Author’s compilation based on Dimensions data, 2025

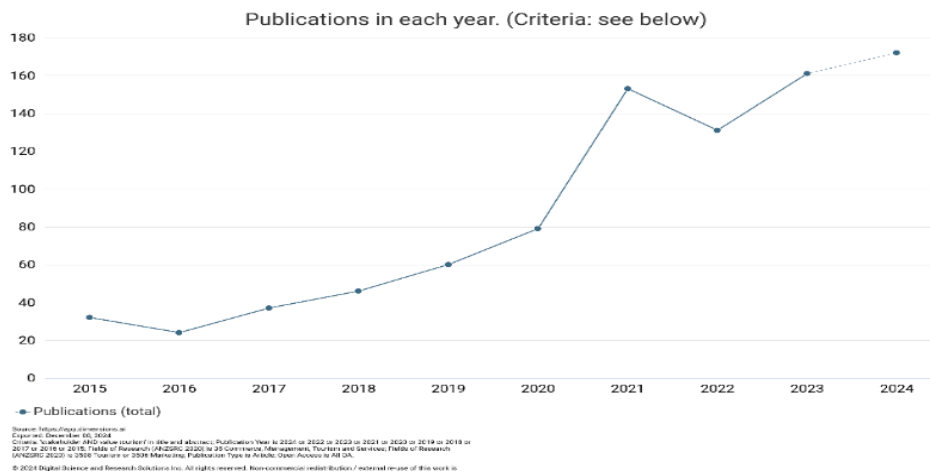


Figure 1. Publications per year on the keywords “stakeholder AND value tourism”
Source : Dimensions outputs

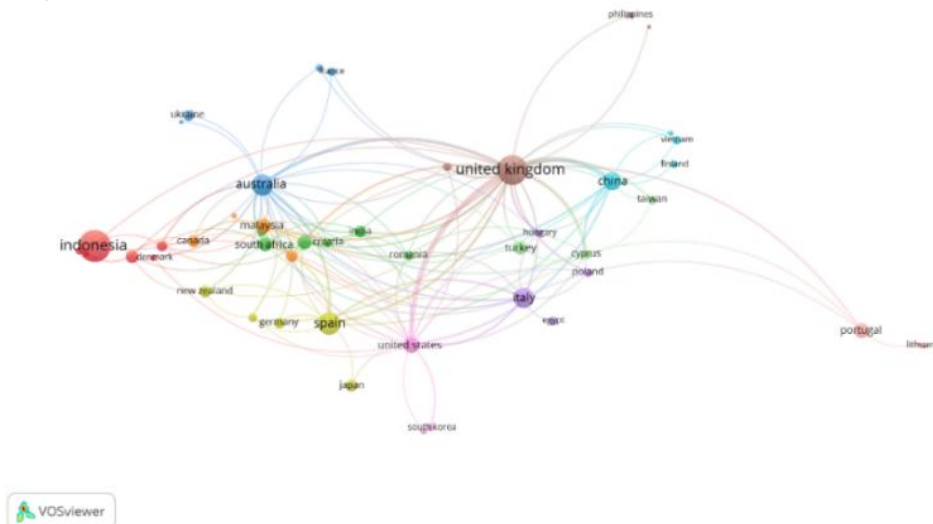


Figure 2. Visualization of the bibliographic network combined across countries

Based on Table 2, the results show that the publication of scientific articles in the last 10 years has had a positive trend, although in 2016 and 2022 there was a significant decline. The fluctuation in publication trends may reflect broader shifts in research priorities; however, bibliometric data alone do not

permit causal inference. The upward trend resumes in 2024. This theme has gained renewed scholarly attention amid evolving tourism dynamics and post-pandemic transformation

Bibliographic Analysis Combined with Country

Integrating bibliometric analysis with author data categorized by country seeks to uncover and comprehend various significant facets of scientific research. The establishment of new regional networks has the potential to enhance research skills and capabilities in developing regions, thereby reshaping the global dynamics of research endeavors (Adams, 2012). Bibliometric data associated with countries is presented through a network visualization. At this stage, the researcher applies a threshold, specifying that a country must have a minimum of two publications and two citations. The publication features contributions from authors representing 77 countries. However, based on the established criteria, only 59 of these countries exhibit bibliometric relationships that fulfill the requirements, as detailed below.

According to the VOSviewer analysis, Indonesia ranks first among the top 10 countries in terms of publication output, with a total of 82 documents, 210 citations, and a link strength of 1015 (82; 210; 1015). Following Indonesia, the subsequent rankings are as follows: the United Kingdom with 74 documents, 4202 citations, and a link strength of 6893; Spain with 40 documents, 732 citations, and a link strength of 2419; Australia with 38 documents, 2576 citations, and a link strength of 3281; Italy with 35 documents, 828 citations, and a link strength of 2829; China with 29 documents, 884 citations, and a link strength of 2397; the United States with 22 documents, 1321 citations, and a link strength of 2943; Malaysia with 20 documents, 347 citations, and a link strength of 1395; Portugal with 20 documents, 435 citations, and a link strength of 796; and South Africa with 17 documents, 256 citations, and a link strength of 12. Despite Indonesia's leading position in document publication, it ranks only 15th in citation count among 59 countries. As shown in Figure 2, the United Kingdom has the highest number of citations and the strongest publication network.

Bibliographic analysis combined with organization

The bibliographic data, in conjunction with organizational information, is presented through an overlay visualization. At this stage, researchers apply a threshold, specifically requiring a minimum of one publication and one citation from each journal. This criterion is established to allow researchers to assess the contributions of each organization to research in the area of tourism, particularly focusing on stakeholders and value creation within the sector. Out of a total of 798 organizations, 645, or 80%, satisfy this criterion.

Based on the results shown in Figure 3 of the VOSviewer overlay visualization, the research conducted by Bournemouth University is the institution with the most published documents, namely 17; 2721 citations and a total link strength of 2784, the next positions are the University of Girona 11:94;899, University of Johannesburg 9;119;1452, University of Queensland 9;152;1357, Hong Kong Polytechnic University 9;438;973, Griffith University 8;239;1401, University of Alicante 8;221;1128, University of Brawijaya 8;5;173, Edith Cowan University 7;163;960, and University of Rijeka 6;134;1438.

Bibliographic analysis combined across authors

The combined bibliography of authors shows the visualization of the network of their articles. This study uses a threshold of at least two publications per author and one citation. As a result, out of 2,408 authors, only 108 meet these criteria.

Based on the visualization in Figure 4, the top five positions based on researchers are Buhalis, Dimitro has documents, citations, and link strengths of 8;2231;137 respectively, Fuste-Forne, Francesc 6;67;213, Singgalen, Yerik A 4;4;0, Font, Xavier 3;151;135

Bibliographic Analysis Combined with Document

Bibliographic analysis related to the documents in this study determined the criteria of at least 2 citations. There were 895 documents and 461 of them met the requirements. This analysis aims to see the number of author citations in all studies conducted. The results of this visualization are as follows.

As shown in the overlay visualization in Figure 5, the plot is dark purple to yellow. The brighter the color, the newer the research it indicates. The oldest research was conducted by Natasa Sekulovic in 2015 from Singidunum University, Serbia entitled "Trends and New Initiatives in Tourism at the Time of the

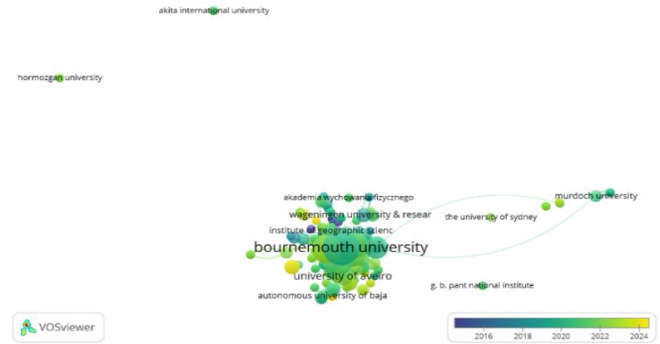


Figure 3. Overlay Visualization of the bibliographic network combined with organization



Figure 4. Visualization of the bibliographic network combined with authors.

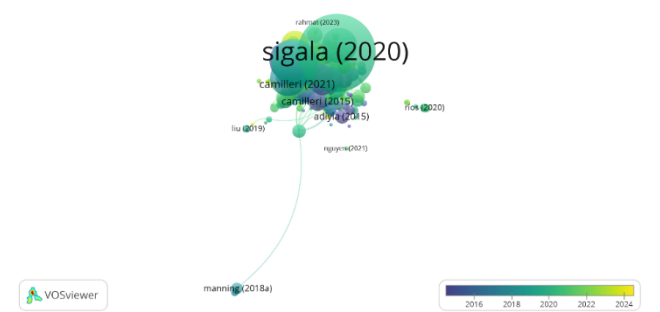


Figure 5. Overlay Visualization of the bibliographic network combined with documents

General Economic Crisis and the Current Situation in Serbian Tourism". The latest research is entitled "Wetland and Biocultural Heritage Regeneration Through Thematic Ecological

Tourism Practice: The Case of Patan Sub District, Khun Tan District, Chiang Rai" by YIAMJANYA, Siripen Yiamjanya et al from Thailand.

The bibliographic density visualization in Figure 6 highlights the leading authors and their significant contributions to the field of tourism research. Prominent authors, such as Sigala (2020) and Buhalis (2019b), are positioned at the center of dense clusters, indicating their significant impact and high citation rates. The color-coded clusters represent groups of publications that are frequently cited together, reflecting thematic connections and collaborations within the literature. The positioning and size of the nodes show the relative influence of each source, with larger nodes (e.g., Sigala and Buhalis) denoting higher impact. Additionally, the overlay lines illustrate citation relationships between different authors and clusters, providing a clear picture of the intellectual structure in this research area.

Based on the overlay visualization above, it can be seen that the author Sigala has an article with the largest number of citations, namely 1628 citations from research conducted in 2020 with a link strength of 63. Buhalis, who previously had

the most article documents, has citations in the second to fifth ranks, where the 2019 study contained 2 articles with a total of 1021 citations. Meanwhile, articles in 2015 had 423 citations with a link strength of 59, 2018 as many as 363; 38.

Bibliographic analysis combined With Sources

In Figure 7, this visualization helps identify the most influential journals in that research field. The yellow color plot indicates regions with high journal density, signifying sources that have a significant impact within the field. The transition from green to solid yellow highlights areas where a greater number of journals have been published and cited more frequently. By setting a threshold of at least two publications per journal and a minimum of two citations, researchers can filter out less relevant sources and focus on key contributors to the literature.

The overlay visualization juxtaposed with the sources enables researchers to pinpoint clusters of high-impact journals and their interconnections. These clusters provide insights into the distribution of research influence, highlighting prominent journals and their relationships with emerging or established themes. This approach is useful for understanding the citation dynamics and identifying key sources driving the research trends, as illustrated in the figure.

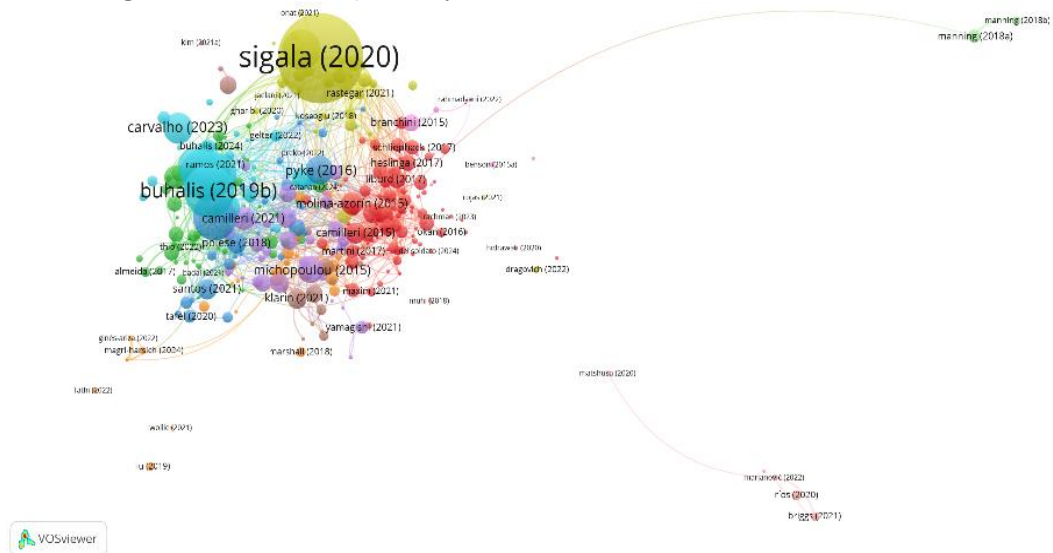


Figure 6. Visualization of the bibliographic network combined with documents.

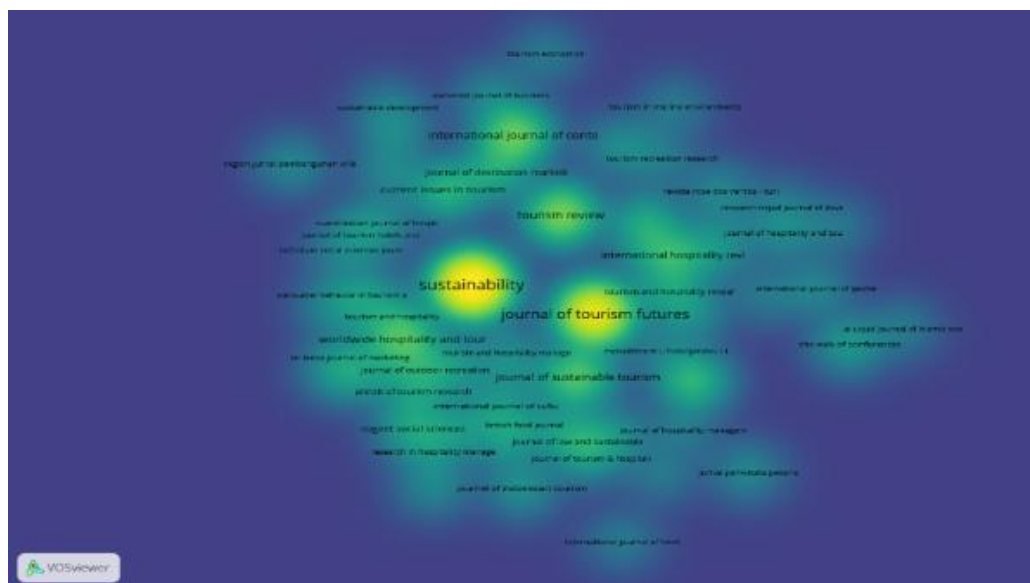


Figure 7. Visualization of keyword co-occurrence bibliographic network

The threshold set by researchers in bibliographic analysis compared to sources is a minimum of 2 documents and 2 citations. As shown in the visualization above, the Sustainability Journal is the journal source that has the most published articles from the keywords we studied. The top five rankings in this analysis are Sustainability 62 documents, 1050 citations, and link strength 1280, Journal of Tourism Futures 43; 1166; 728, Tourism Review 19; 1289; 495, International Journal of Contemporary 17; 990; 379 and Journal of Sustainable Tourism which has 14 documents, 452 citations and link strength of 517.

Bibliographic analysis of keyword co-occurrence

The tourism industry is part of the long-term development goals. Tourism not only faces sustainability challenges but also struggles with attracting tourists and maintaining their interest in visiting. Tourist attractions spread throughout the world have different uniqueness, ranging from culture, nature tourism, museums, and other types of tourist attractions. The travel experience is one of the key factors that tourists consider when deciding whether to visit again. Tourism competitiveness is certainly inseparable from the role of stakeholders or DMOs in managing destinations. The keywords stakeholder AND value tourism are expected to be able to provide an overview of the keywords that are important in tourism and the extent to which researchers have an analysis related to the keywords we choose.

Figure 8 shows a visualization of the keyword co-occurrence network created by the author. The researcher used a threshold at this stage, namely the minimum number of co-occurrences of 5 to select the most frequently used keywords because there were 11,946 keywords, leaving 999 keywords that met the threshold. The most frequently used keyword was “tourism” (740 occurrences), followed by “study” (694), “stakeholder” (603), “value” (540), and “development” (362). The relevance score provided by VOSviewer reflects the degree of distinctiveness within clusters rather than theoretical importance.

In Figure 9, although these keywords show a high frequency of occurrence, their relatively widespread distribution across various clusters indicates that they are embedded within a broader thematic structure rather than functioning as dominant focal constructs. The analysis suggests that themes related to stakeholders and value tourism are rarely positioned as primary analytical constructs. The frequent appearance of these keywords also means that stakeholders or value tourism are only part of the theme related to other themes. This is shown in each cluster of

keywords stakeholders, value, and tourism are related to many keywords.

Based on Figure 10, within the “tourism” cluster, these keywords will be associated with various themes, so that the theme of tourism will be linked to various issues or themes that are important for the development of tourism. While in the keyword “stakeholder”, it is seen that stakeholders are related to the themes of collaboration, potential, community, attraction, policy, cooperation, and types of tourism supporters, namely villages and hotels. This means that the role of stakeholders in tourism is how they are related to these themes. This suggests that stakeholders are often treated as contextual variables rather than primary analytical constructs (see figure 11). In general, research in tourism analyzes more about the behavior and attitudes of tourists, for example about satisfaction or intensity of visits.

This visualization highlights the main themes in tourism research, with *tourism* and *value* as the central discussions. This cluster shows that *value* is associated with themes such as practices, visitors, islands, culture, and tourism. Within this cluster, *value* is closely connected to the keyword *tourism*, indicating that *value* is often linked to tourism but does not represent an integrated theme. The different colors in the visualization reflect groups of topics that frequently co-occur; for example, the green cluster represents themes related to *sustainability*, while the red cluster emphasizes local communities (*community*). The interrelationships among various themes highlight the significance of teamwork and the inherent value in fostering sustainable tourism development (see figure 12).

In Figure 13, the visualization of overlapping layers of co-occurrence in the bibliography shows that shades of yellow represent keywords found in recent publications, while shades of green or darker colors indicate themes based on previous research or earlier years. Future research can utilize the yellow themes or themes that are far from the dense group of themes (in the middle). Some examples of themes that have great potential and are new in tourism research are community-based tourism, food tourism, foreign tourism, and sustainability tourism practice. Previous research or themes that have been studied may still need to be considered and for novelty in future research, researchers need to connect with themes that are still rarely studied. Tourism problems can be analyzed from the context of management. Processes, policies, stakeholder conflicts of interest, or fundamental internal matters need to be taken into account, not just the output and behavior of the tourists being studied.

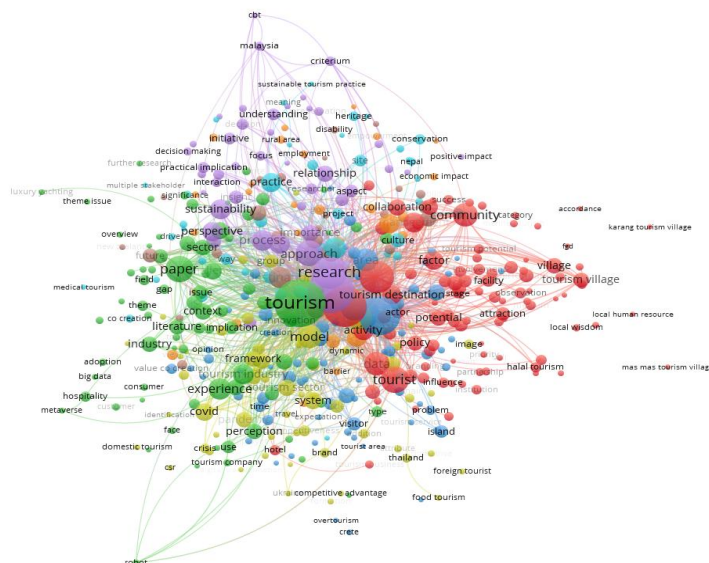


Figure 8. Visualization of keyword co-occurrence bibliographic network

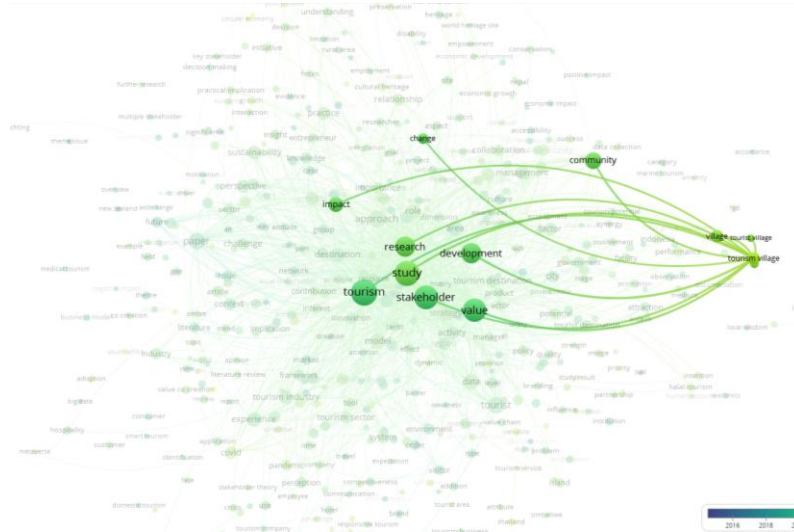


Figure 14. Link Keyword “Tourism Village”

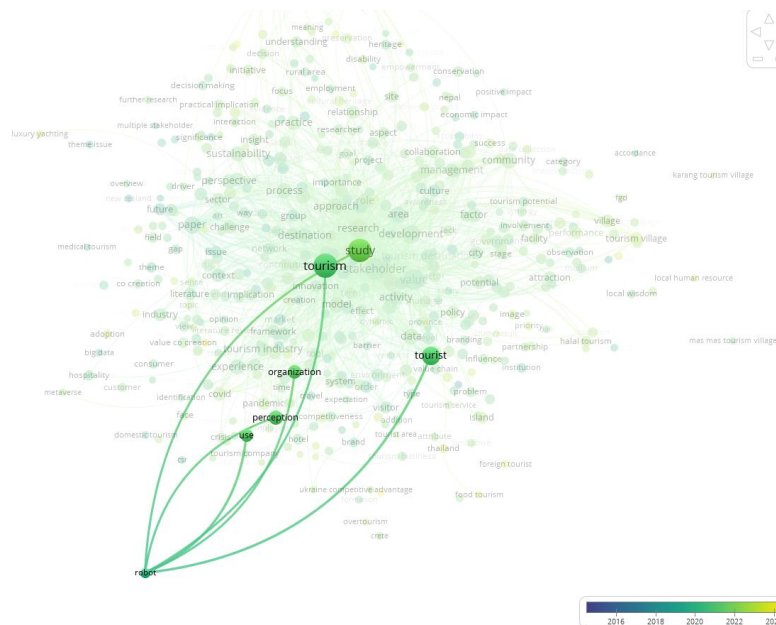


Figure 15. Link Keyword “robot”

within governance discussions. Fourth, empirical integration between stakeholder collaboration and value creation mechanisms remains conceptually fragmented. Finally, longitudinal evidence examining governance-to-value pathways over time is largely absent.

Models and Recommendation

Identifying stakeholders and conducting a thorough stakeholder analysis are essential for organizations to allocate resources effectively. Improper stakeholder identification can lead to disengagement, over-engagement, or misalignment of topics (Kivits and Sawang, 2021). Stakeholder theory broadly agrees on which entities can be classified as stakeholders. Laplume et al. (2008), note that stakeholders can include individuals, groups, organizations, institutions, communities, and even the natural environment. According to Agle et al. (1999), a stakeholder must have a "claim" and an "interest" in an issue, meaning they can influence or be affected by the issue at hand.

In tourism development, stakeholder involvement is crucial for achieving the desired goals. Identifying stakeholders is the first step in minimizing conflicts and fostering collaboration. Although engagement may not always

change stakeholders' behaviors, it can help them appreciate each other's perspectives and find new ways to work together.

Collaboration, defined as the joint effort of at least two organizations sharing resources and expertise is essential in solving complex problems. (Gray and Wood, 1991) The quality, intensity, and impact of collaboration can be assessed (Gajda, 2004; Eckardt et al., 2022). In tourism, collaboration is critical to sustainable development (Atsakpo et al., 2024). Jamal and Getz (1995) highlight collaborative governance in tourism as a decision-making process among autonomous stakeholders to address planning and development challenges.

This research illustrates the manner in which a longitudinal research framework uncovers the impact of value tourism on the equity of destination brands. It is essential for tourism managers and stakeholders to employ both creativity and analytical capabilities to improve consumer-oriented tourism. Competitive advantages can be attained through a thorough internal assessment of stakeholder vulnerabilities. Stakeholders must understand that collaboration is essential for effective tourism governance. Such collaboration not only enhances governance but may also face obstacles, which can be addressed by establishing clear guidelines, roles, responsibilities, and evaluation mechanisms for collaborative

Table 3. Conceptual Model with Supporting Theories for Stakeholder Collaboration, Value Tourism, and Brand Equity in Sustainable Tourism Development

Model Component	Description	Supporting Theories	Theory Description
Stakeholder Collaboration	Collaboration among key stakeholders such as government, businesses, local communities, and non-traditional actors.	Stakeholder Theory (Freeman and McVea, 1984)	This theory emphasizes the importance of considering the interests of all involved parties. Stakeholder collaboration is essential for inclusive, sustainable policies.
		Collaborative Governance Theory (Ansell and Gash, 2008)	Collaboration between public and private sectors in managing destinations for better decision-making and sustainable solutions.
Value Tourism	Creating value for tourists through unique, high-quality, and sustainable experiences.	Perceived Value Theory (Zeithaml, 1988)	Value is created when tourists perceive a balance between the benefits received and the cost incurred, enhancing loyalty and satisfaction.
		Co-Creation of Value Theory (Vargo and Lusch, 2004)	Value is co-created through interaction between service providers and consumers. In tourism, stakeholder collaboration creates valuable experiences for tourists.
Brand Equity	The strength of a tourism destination's brand influences its image and attractiveness.	Brand Equity Theory (Aaker, 1991)	Brand equity is built through brand awareness, associations, perceived quality, and loyalty, and is strengthened through successful stakeholder collaboration
		Brand Image Theory (Keller, 1993)	Brand image is shaped by consumer experiences. Positive experiences enhance the destination's brand image.
Sustainable Tourism Development	Development of tourism destinations with a focus on environmental, social, and economic sustainability.	Sustainable Tourism Theory (Bramwell and Lane, 1993)	Balancing economic, environmental, and social aspects in destination development through stakeholder collaboration for long-term sustainability.
		Triple Bottom Line (Elkington, 1997)	Sustainability involves three pillars: economic, social, and environmental. All stakeholders must consider these pillars in sustainable tourism development.
Technology Integration	The use of technology to support collaboration and value creation.	Open Innovation Theory (Chesbrough, 2003)	Innovation can come from outside organizations. Technologies like AR, VR, and AI enhance stakeholder collaboration and create new value in tourism.
		Information Systems Theory (Laudon and Laudon, 2015)	Information technology facilitates communications among stakeholders and supports efficient destination management, strengthening collaboration in tourism management.

Source: Author's adaptation, 2025

efforts. A conceptual model is provided to demonstrate how stakeholder collaboration fosters value creation and brand equity, thereby enhancing the differentiation of destinations. The proposed framework adopts a layered governance-to-value mechanism. Stakeholder collaboration functions as a governance input, which facilitates value co-creation processes. These processes enhance destination brand equity, ultimately contributing to sustainable tourism development outcomes.

The model presented above, as shown in Table 3, illustrates that input from stakeholders is an essential element in identifying stakeholders. This entails identifying the human resources accountable for each specific position or role, as outlined in Stakeholder Theory. Freeman and McVea, (1984), which highlights the importance of identifying the interests and roles of all stakeholders. Through this identification process, the role and level of participation of each stakeholder can be clarified. According to (Laplume et al., 2008), stakeholder input also involves regulatory support, including central government, local government regulations, and agreements made between stakeholders. Moreover, this variable also encompasses how private sector investors contribute to governance input, supporting the idea of Collaborative Governance (Ansell and Gash, 2008), where multiple actors work together to resolve shared issues.

When stakeholder input or internal conditions are limited, collaborating with external parties becomes essential.

According to Innovation Theory (Chesbrough, 2003), such collaboration plays a critical role in addressing problems that cannot be solved by a single organization alone. To ensure the success of the governance process, it is essential to define key success indicators (KSIs), a concept emphasized by Gajda,(2004), and resolve any conflicts between the collaborating parties. Recent evidence shows that clearly defined roles, shared vision, and structured collaboration significantly strengthen governance-oriented cooperation in tourism destinations (Reta & Beldados, 2025; Sarhan et al., 2025)

The success of this collaboration-based governance process results in value tourism, which is measured by customer perceptions, the economic impact on local communities (e.g., increased income or sales), and the contribution to environmental and cultural preservation, a concept that aligns with Sustainable Tourism Theory (Bramwell and Lane, 2003). Recent studies further demonstrate that multi-stakeholder collaboration and community participation improve sustainable tourism outcomes by strengthening institutional capacity and empowering local communities (Nuraini et al., 2025) This approach ultimately reinforces destination differentiation and strengthens brand equity, an essential factor in Brand Equity Theory (Aaker, 1991), which posits that a destination's brand value increases through positive stakeholder collaboration and sustainable practices.

Current literature often focuses on tourist behaviors and

perceptions, such as visit frequency and satisfaction. While this research is important, (Jamal and Getz (1995), argue that a systematic approach is needed in managing tourism governance to create differentiated destinations that can effectively build brand equity. Evaluation, a fundamental management function, plays a significant role in tourism outcomes. According to Laudon and Laudon (2015), evaluation goes beyond measuring satisfaction to include what is considered important or unimportant by tourists, ensuring that the destination features meet expectations and align with the broader goals of Sustainable Development (Elkington, 1997). Recent sustainability research emphasizes that governance and SDG-aligned evaluation frameworks are increasingly necessary to ensure that tourism development supports long-term social, economic, and environmental objectives (Lavaredas et al., 2025). The bibliometric structure reveals a fragmentation between governance-oriented stakeholder studies and customer-centric value research. While stakeholder theory emphasizes collaborative governance and multi-actor coordination, tourism value research is predominantly embedded within consumer behavior and service quality paradigms. The limited co-occurrence strength between these clusters suggests that the literature has not yet fully integrated stakeholder governance mechanisms with value creation outcomes. This study has several limitations. First, the analysis relies on a single database (Dimensions), which may limit coverage despite its broad indexing scope. Second, bibliometric results are sensitive to keyword selection and Boolean query design. Third, network visualizations reflect structural relationships but do not capture qualitative nuances within individual studies. Future research may combine multi-database retrieval and systematic literature review approaches to

enhance robustness.

Conclusion

Based on the bibliometric analysis of 895 publications retrieved from the Dimensions database, this study reveals a structural fragmentation between stakeholder governance research and tourism value research. Although the keywords “stakeholder” and “value tourism” appear frequently, their low relevance and limited co-occurrence strength indicate that they are often treated as supporting constructs rather than integrated analytical foundations. The findings suggest that dominant tourism research paradigms remain heavily centered on tourist behavior, satisfaction, and service performance outcomes, while governance-driven value creation mechanisms receive comparatively limited theoretical integration. This gap highlights the need for a governance-to-value framework that positions stakeholder collaboration as a strategic enabler of value co-creation and destination brand equity. By proposing an integrative conceptual model linking stakeholder collaboration, value tourism, brand equity, and sustainable tourism development, this study contributes to advancing a more systemic and governance-oriented perspective in tourism research. Future empirical and longitudinal studies are encouraged to test and refine this framework across diverse geographical and institutional contexts. This integrative perspective advances bibliometric scholarship by bridging governance theory and value-based tourism research, offering a structured foundation for empirical validation in future studies.

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