

CULTURAL TOURISM AND MANAGEMENT BASED ON LOCAL VALUES

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Article History

Received: 16 April 2025

Accepted: 15 May 2025

Published: 3 June 2025

Abstract

Cultural tourism plays a vital role in sustainable economic growth but faces the dual challenge of meeting market demands while preserving local heritage, making its sustainable management urgent. This study aims to examine how local value-based management can sustain and enhance cultural tourism through a synthesis of global and Indonesian case studies. Grounded in Local Wisdom, Social Exchange Theory, and Value-Based Management, the research employs a qualitative literature review of works published between 2000–2024, analyzed thematically to identify best practices, challenges, and policy implications. Findings reveal that integrating government policy, community-based tourism, and integrated village tourism models can maintain authenticity, strengthen destination branding, and improve community welfare, though risks of commodification persist without strong governance. The study proposes a conceptual framework adaptable across cultural contexts and recommends capacity building, participatory governance, and regulatory safeguards for sustainable implementation.

Keywords: Cultural Tourism, Local Values, Sustainable Management

A. INTRODUCTION

Cultural tourism is increasingly recognized as a vital contributor to sustainable economic growth, particularly in regions with rich heritage and traditions (Richards, 2018). It promotes intercultural exchange and fosters global understanding while simultaneously generating income for local communities (Su & Wall, 2019). However, the rapid expansion of tourism can place significant pressure on cultural heritage sites and local traditions (Smith, 2016). Many destinations struggle to maintain authenticity in the face of commercialization and mass tourism demands (Cohen, 1988). As a result, cultural tourism faces the dual challenge of meeting market expectations and safeguarding local cultural identity (Timothy & Nyaupane, 2009).

In many developing countries, cultural tourism has been used as a tool for rural development and poverty alleviation (Ashley, Roe, & Goodwin, 2001). Yet, the benefits are often unevenly distributed, with urban stakeholders capturing more value than rural communities (Scheyvens, 2007). Local traditions and indigenous knowledge are sometimes marginalized in favor of standardized tourism packages (Hampton, 2005). This marginalization risks eroding cultural authenticity, which is often the very foundation of the tourism product (McKercher & du Cros, 2002). Therefore, there is a pressing need for tourism management models that integrate local wisdom and prioritize community participation (Salazar, 2012).

In the Indonesian context, the challenge is particularly evident in rural destinations where cultural heritage is both the primary attraction and the most vulnerable resource (Picard, 1996). Tourism in such areas often relies on traditional arts, rituals, and crafts, yet these are

susceptible to alteration under commercial pressures (Hitchcock, King, & Parnwell, 2009). The lack of structured management frameworks grounded in local values can lead to unbalanced development and cultural dilution (Cole, 2008). This is compounded by limited stakeholder coordination, where government policies may not fully align with community-based priorities (Okazaki, 2008). Consequently, there is a research gap in understanding how value-based management can sustain cultural tourism without compromising local heritage (Putra, Wibowo, & Santosa, 2021).

Several scholars have addressed aspects of cultural tourism and local value-based management in their research. Richards (2018) emphasized that integrating local wisdom into tourism management enhances authenticity and long-term visitor engagement, highlighting the need for community participation. Su and Wall (2019) found that tourism policies grounded in local traditions lead to stronger stakeholder collaboration and improved socio-cultural sustainability. Putra, Wibowo, and Santosa (2021) specifically examined cultural tourism villages in Bali and concluded that value-based management strengthens destination branding while fostering socio-economic resilience. These studies collectively underline the potential of local values as a core foundation for cultural tourism strategies.

The present study shares similarities with these previous works in its recognition of local wisdom as a key driver of cultural tourism sustainability and its emphasis on management practices that align with community traditions. However, it differs in its analytical scope by focusing not only on the cultural preservation aspect but also on the systematic integration of local values into managerial decision-making frameworks for tourism development. Furthermore, while prior studies were predominantly site-specific such as in Europe or Bali this study aims to synthesize a broader range of cases through a literature-based comparative approach.

This distinction forms the originality of the present research: it offers a conceptual framework that bridges value-based management principles with cultural tourism development, derived from a systematic review of existing literature. By doing so, the study not only consolidates theoretical insights but also proposes an adaptable model for diverse cultural contexts, making it applicable beyond a single geographic location.

Given the growing risks of cultural homogenization in the era of global tourism and the pressing need to safeguard local heritage, this study is urgent in providing a structured understanding of how local values can be operationalized in tourism management. It addresses a gap in academic discourse where value-based approaches are often discussed in isolation from practical management systems. Such an integrated perspective is essential to guide policymakers, practitioners, and community leaders in creating culturally sustainable tourism strategies.

The objective of this study is to examine the role of local value-based management in sustaining and enhancing cultural tourism, through a systematic literature review that synthesizes global and Indonesian case studies. Specifically, it aims to identify best practices, challenges, and conceptual linkages between cultural preservation and tourism development, offering a comprehensive framework for future research and practice.

B. LITERATURE REVIEW

Local Wisdom

Local wisdom refers to the knowledge, values, and practices developed over generations within a community to manage natural, social, and cultural resources (Geertz, 1983). It encompasses norms, beliefs, and behaviors that shape the collective identity of a society (Salazar, 2012). In cultural tourism, local wisdom functions as a guideline for maintaining the authenticity and sustainability of destinations (Richards, 2018). Integrating local wisdom into tourism management can enhance community ownership and socio-cultural sustainability

(Putra, Wibowo, & Santosa, 2021). This theory emphasizes that cultural preservation includes not only tangible heritage but also intangible values at the core of local identity. Indicators:

- Traditional values and norms recognized by the community.
- Cultural practices maintained across generations.
- Community participation in tourism decision-making.

Social Exchange

Social Exchange Theory explains that social relationships are formed based on the perceived exchange of benefits and costs between individuals or groups (Blau, 1964). In cultural tourism, community support depends on whether the perceived economic, social, and cultural benefits outweigh the negative impacts (Ap, 1992). Greater perceived benefits encourage higher community participation in destination development (Nunkoo & Ramkissoon, 2011). This theory is relevant for understanding the motivation and level of engagement of local stakeholders in tourism management (Ward & Berno, 2011). It also guides the design of balanced policies between economic gains and the preservation of local values. Indicators:

- Economic benefits perceived by the community.
- Socio-cultural benefits such as strengthened local identity.
- Minimized negative impacts such as environmental damage or cultural erosion.

Value-Based Management

Value-Based Management (VBM) is a management approach that aligns organizational strategies, decision-making processes, and operational practices with core values recognized by stakeholders (Achterbergh & Vriens, 2010). In the context of cultural tourism, VBM emphasizes integrating local cultural values into tourism planning and management to ensure authenticity and long-term sustainability (Salazar, 2012). This approach prioritizes community participation and cultural preservation while balancing economic objectives. By embedding local values into management frameworks, tourism development can create shared benefits for both the community and visitors. VBM also enhances destination branding by promoting unique cultural identities as strategic assets. Indicators:

- Alignment of tourism policies with local cultural values.
- Inclusion of community stakeholders in decision-making.
- Promotion of cultural identity as part of destination branding.

C. RESEARCH METHODOLOGY

This study adopts a qualitative literature study approach to examine and synthesize existing scholarly works on cultural tourism and management based on local values. A literature study is considered appropriate because it enables the researcher to integrate theoretical foundations, identify trends, and extract best practices from various credible sources without conducting primary fieldwork (Creswell, 2014). This method is particularly relevant for developing a conceptual framework that connects cultural preservation with tourism management, allowing insights to be drawn from both global and Indonesian contexts.

The literature was gathered from academic journals, books, policy reports, and conference proceedings published between 2000 and 2024. Sources were retrieved from databases such as Google Scholar, Scopus, Web of Science, and ScienceDirect using keywords including “*cultural tourism*”, “*local wisdom*”, “*value-based management*”, “*community-based tourism*”, and “*sustainable tourism*”. A purposive sampling technique was applied to select literature that explicitly addressed the role of local values in tourism

development, while studies lacking methodological clarity or relevance were excluded (Patton, 2015).

The collected literature was analyzed using thematic analysis to identify recurring concepts, thematic clusters, and conceptual linkages (Braun & Clarke, 2006). The analysis involved coding key information, categorizing findings, and synthesizing them into themes such as cultural preservation, community participation, economic sustainability, and policy alignment. These thematic results form the foundation for proposing a conceptual model of cultural tourism management grounded in local values, ensuring both academic rigor and practical applicability.

D. RESULT AND DISCUSSION

Government Shift Toward Quality and Authentic Tourism

The Indonesian government has shifted its tourism development strategy from a volume-based approach to one that emphasizes quality, authenticity, and cultural respect under the 2025–2029 RPJMN framework (Jakarta Daily, 2025). This transformation seeks to move away from the mass tourism model, which has often resulted in environmental degradation and cultural commodification, toward more sustainable practices. Key initiatives include the implementation of “Tourism 5.0” and the Clean Tourism Movement, designed to improve environmental stewardship and cultural sensitivity in tourism activities. The government also prioritizes the creation of over 6,000 tourist villages, including Penglipuran and Jatiluwih, which integrate cultural preservation with economic empowerment. Such a policy shift reflects a strategic alignment between tourism development and value-based management principles.

One of the central elements of this strategy is ensuring that cultural heritage remains at the core of destination branding, enabling local traditions to serve as key differentiators in the tourism market (Richards, 2018). For example, the preservation of traditional architecture, local rituals, and community governance structures in villages like Penglipuran creates a tourism experience that is both attractive and authentic to visitors. These initiatives also promote equitable distribution of tourism benefits through community-led management, ensuring local residents receive tangible gains from the sector. By embedding local cultural values into policy, the government enhances both the resilience and identity of destinations. This approach simultaneously strengthens international competitiveness and safeguards intangible heritage.

However, transitioning to a quality-oriented tourism model also presents challenges that require sustained political commitment and capacity building at the local level (Salazar, 2012). The success of these programs depends on effective coordination among government agencies, private sector stakeholders, and local communities. There is also a need for ongoing monitoring to ensure that the commodification of culture does not dilute its meaning. Without consistent oversight, there is a risk that “authenticity” could be reduced to a marketing slogan rather than a lived cultural practice. Therefore, the shift toward quality and authentic tourism must be supported by policies that protect cultural integrity while adapting to market demands.

Table 1. Government Shift Toward Quality and Authentic Tourism

Element	Description
Policy Framework	RPJMN 2025–2029 emphasizes quality, authenticity, and sustainability in tourism development.
Key Initiatives	Tourism 5.0, Clean Tourism Movement, and the development of 6,000+ tourist villages.
Flagship	Penglipuran and Jatiluwih as models of integrating cultural preservation

Element	Description
Examples	and community empowerment.
Strategic Goal	Embed local cultural values into destination branding and tourism management.
Potential Challenges	Need for strong coordination, capacity building, and prevention of cultural dilution.

Source: Processed by the researcher (2024)

The policy framework outlined in the 2025–2029 RPJMN represents a significant paradigm shift in Indonesia’s tourism strategy, moving away from quantity-driven targets toward a model emphasizing quality, cultural authenticity, and sustainability (Jakarta Daily, 2025). This approach directly addresses the environmental degradation and cultural erosion often associated with mass tourism, aligning with global trends toward responsible tourism practices (UNWTO, 2022). By embedding cultural values into the core of policy, the government demonstrates an understanding that cultural heritage is not merely a resource to be consumed, but a strategic asset for long-term destination competitiveness. However, successful implementation requires bridging the gap between national policy aspirations and local operational realities, particularly in regions with limited administrative capacity.

The identified key initiatives—Tourism 5.0, Clean Tourism Movement, and the creation of over 6,000 tourist villages—illustrate an integrated approach that combines environmental stewardship, cultural preservation, and community empowerment (Richards, 2018). Flagship examples such as Penglipuran and Jatiluwih demonstrate that community-based tourism models can effectively balance economic benefits with cultural sustainability. Nevertheless, scaling such models nationally demands substantial investment in capacity building, local governance training, and infrastructure improvements. Without these, the replication of success stories risks becoming superficial, focusing on physical aesthetics while neglecting the deeper social and cultural dynamics that underpin authenticity (Salazar, 2012).

Potential challenges identified in the table highlight structural and governance issues that may undermine the intended policy outcomes. Coordination among multi-level stakeholders remains a persistent barrier, as differing priorities between central authorities, local governments, and private actors can lead to fragmented execution (Cole, 2008). Moreover, the commodification of culture under market pressures presents an inherent paradox: while commercialization can generate income and sustain interest in heritage, it can also distort cultural expressions to fit tourist expectations (Cohen, 1988). Therefore, safeguarding authenticity requires robust monitoring systems, participatory planning mechanisms, and adaptive policy tools capable of addressing the evolving socio-economic and cultural landscapes of tourism destinations.

Community-Based Tourism: Successes and Tensions in Penglipuran

Penglipuran Village in Bali is widely recognized as one of Indonesia’s most successful examples of community-based tourism. The village implements a collective management model in which tourism revenues are equitably distributed among residents, ensuring that economic benefits are felt broadly within the community. Local governance structures oversee tourism activities, including routine debriefings for visitors to ensure that cultural norms are respected during their stay. This approach has strengthened the community’s control over tourism development, allowing it to align economic growth with cultural preservation. Such a system demonstrates how community empowerment can serve as a practical mechanism for sustaining authenticity in cultural tourism (Salazar, 2012).

However, the case of Penglipuran also reveals tensions between commercialization and cultural integrity. The commodification of sacred spaces—such as paving the *telajakan* (sacred front yards) and replacing traditional house materials with modern alternatives—has

gradually altered the village's cultural landscape. These changes, while often intended to accommodate tourist expectations or improve physical infrastructure, risk eroding the symbolic meanings embedded in traditional architecture and spatial arrangements. The shift toward more aesthetically "pleasing" yet culturally inauthentic structures illustrates how surface-level authenticity can mask deeper cultural loss (Cohen, 1988). This dynamic poses a challenge for policymakers and community leaders seeking to balance preservation with modernization.

The tension in Penglipuran underscores the need for a holistic approach to cultural tourism management that goes beyond maintaining visual heritage. Protecting the purpose and context of cultural practices is equally essential to preserving the intangible values that give them meaning (Richards, 2018). Strategies such as participatory decision-making, cultural education programs for residents and visitors, and stricter heritage preservation guidelines can help safeguard both tangible and intangible elements of culture. Without such measures, there is a risk that community-based tourism could unintentionally facilitate cultural erosion under the guise of preservation. Therefore, Penglipuran's experience serves as both a model of success and a cautionary tale for other destinations pursuing similar approaches.

Table 2. Community-Based Tourism: Successes and Tensions in Penglipuran

Aspect	Strengths	Challenges
Governance Model	Collective management of tourism revenues ensures equitable distribution and local control.	Requires continuous community consensus and leadership stability.
Cultural Preservation	Visitor orientation and debriefing maintain respect for cultural norms.	Risk of focusing on superficial elements while deeper meanings are lost.
Economic Impact	Broad-based income generation supports local livelihoods.	Potential over-reliance on tourism as the primary economic driver.
Infrastructure Development	Improved facilities attract more visitors and enhance comfort.	Modernization of sacred spaces and traditional materials dilutes authenticity.

Source: Processed by the researcher (2024)

Penglipuran's governance model demonstrates the viability of community-based tourism as a tool for equitable economic development and cultural preservation (Salazar, 2012). The participatory approach enhances local agency and helps align tourism practices with community values, thereby reducing the risk of cultural exploitation. However, as seen in the alteration of sacred spaces, economic incentives and modernization pressures can subtly shift priorities from cultural integrity to market appeal (Cohen, 1988). This suggests that without robust cultural preservation frameworks, even well-managed community tourism can fall into the trap of commodifying heritage. The lesson from Penglipuran is clear: sustainable cultural tourism requires not only community control but also mechanisms to safeguard the intangible essence of local traditions.

Emerging Practices: Integrated Village Models and Cultural Preservation

Recent studies highlight that integrated village tourism models, which combine community empowerment, local wisdom, environmental stewardship, and modern marketing, offer a promising approach to sustainable cultural tourism (Business Perspectives, 2024). In Bali, the incorporation of *Tri Hita Karana*—a philosophy emphasizing harmony with God, humans, and the environment—into tourism development has strengthened cultural identity while supporting environmental conservation. Programs integrating corporate social responsibility (CSR) with village tourism have also created new funding streams for cultural

preservation and infrastructure improvements. The synergy between traditional values and contemporary management practices has been shown to increase both tourist satisfaction and community resilience. These models exemplify how multidimensional strategies can address the complex demands of modern tourism without sacrificing authenticity.

Another case from Cimande Tourism Village illustrates the richness of intangible cultural heritage as an economic and cultural asset (Goodwood Publishing, 2024). The village is home to traditional martial arts (*Pencak Silat*), local rituals, and heritage crafts, all of which contribute to its unique tourism appeal. However, limited digital promotion and insufficient stakeholder support have hindered the full realization of its tourism potential. The lack of robust marketing channels means that the cultural offerings remain underexposed to wider domestic and international markets. This case underscores the necessity of integrating digital literacy and marketing capabilities into cultural tourism management.

The adoption of integrated models also reveals the critical role of cross-sector collaboration in sustaining cultural tourism. Partnerships between local governments, private enterprises, and community organizations can mobilize resources and expertise that individual stakeholders might lack (Richards, 2018). However, effective collaboration requires clear governance frameworks to avoid power imbalances and ensure that local voices remain central to decision-making (Salazar, 2012). Without safeguards, the influx of external funding and influence could inadvertently dilute local values or shift priorities away from community interests. Thus, while integrated village models hold considerable promise, their success depends on maintaining a balanced relationship between tradition, innovation, and stakeholder equity.

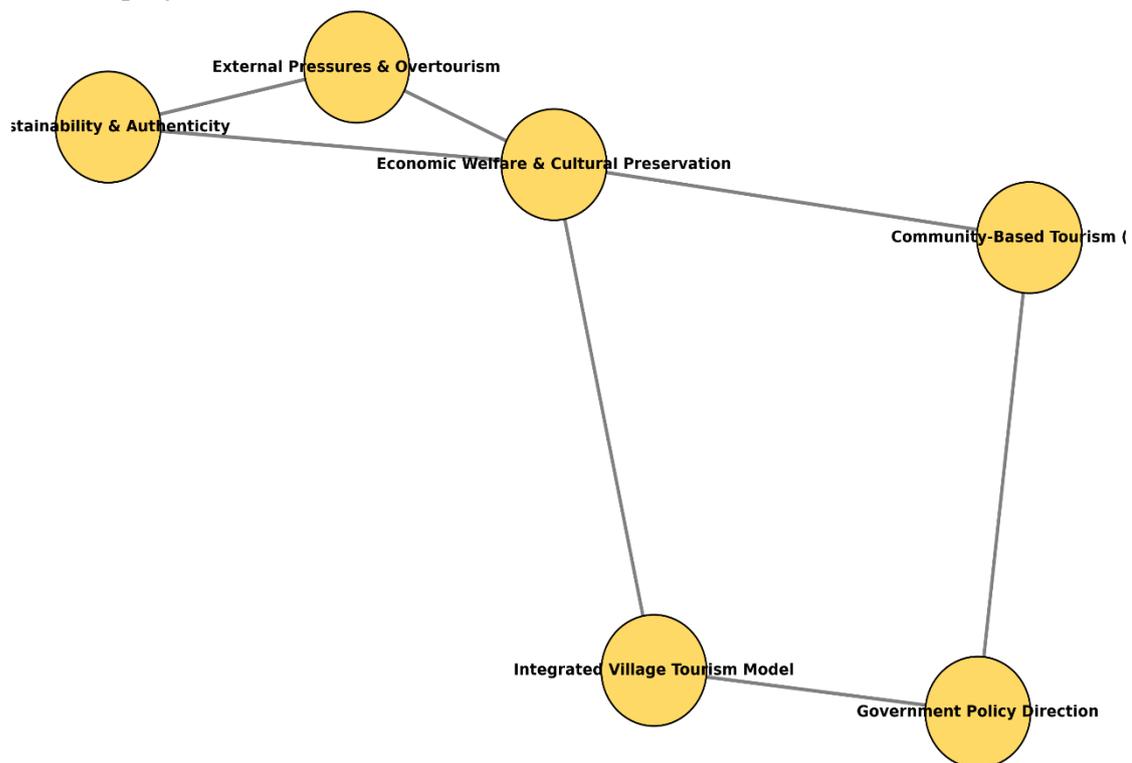


Figure 1. Conceptual Model: Cultural Tourism and Management Based on Local Value

The conceptual model illustrates the interconnectedness between government policy, community-based tourism (CBT), integrated village tourism models, and external pressures in shaping the sustainability and authenticity of cultural tourism. The inclusion of Government Policy Direction at the starting point reflects the top-down influence of strategic frameworks such as RPJMN 2025–2029, which emphasize quality-based and culturally sensitive tourism (Jakarta Daily, 2025). This aligns with value-based management theory,

which argues that institutional frameworks must embed local cultural values to ensure alignment between strategic objectives and community aspirations (Achterbergh & Vriens, 2010). However, the model also implicitly acknowledges that policy alone is insufficient without active community participation and adaptive local governance.

The pathway through Community-Based Tourism and Integrated Village Tourism Models demonstrates how grassroots engagement and hybrid management structures can reinforce both cultural preservation and economic welfare (Salazar, 2012). CBT ensures equitable distribution of benefits and strengthens local agency, while integrated models combine local wisdom—such as *Tri Hita Karana*—with modern governance and corporate social responsibility initiatives (Business Perspectives, 2024). These dual approaches highlight the necessity of multi-layered strategies to address the multidimensional nature of tourism development. Nevertheless, both models face operational risks: CBT may fall into cultural commodification if economic incentives outweigh cultural safeguarding (Cohen, 1988), and integrated models may experience dependency on external funding or marginalization of community voices without strong governance safeguards.

The inclusion of External Pressures & Overtourism as a parallel influence reflects the critical need to account for exogenous factors that may undermine sustainability goals. Overtourism, environmental degradation, and market-driven commodification of heritage represent ongoing threats to authenticity and cultural resilience (UNWTO, 2022). The model rightly connects these pressures both to the intermediate outcome—Economic Welfare & Cultural Preservation—and to the ultimate objective—Sustainability & Authenticity—indicating that external factors can simultaneously disrupt immediate benefits and long-term goals. This dual influence underscores the need for adaptive governance, continuous monitoring, and participatory decision-making to protect both tangible and intangible heritage. Ultimately, the model demonstrates that achieving sustainable and authentic cultural tourism requires a dynamic balance between top-down policy, bottom-up community empowerment, and the mitigation of external threats.

E. CONCLUSION

Based on the findings, this study concludes that cultural tourism management grounded in local values can preserve cultural authenticity while enhancing community economic welfare, as evidenced by the key results showing that the integration of government policy, community participation, and integrated village tourism models can reduce the risk of cultural commodification. The interpretation of these results affirms that embedding local values into tourism management frameworks is not only essential for destination sustainability but also strengthens cultural identity and global competitiveness, thereby achieving the research objective of formulating an adaptable conceptual model for diverse cultural contexts. The main contribution of this study lies in its cross-case literature synthesis, which combines value-based management theory with cultural preservation practices in tourism, producing a framework applicable to policymakers and industry practitioners. Therefore, it is practically recommended that stakeholders—including local governments, businesses, and communities—strengthen coordination, management capacity, and digital literacy in cultural promotion, while further research should test this model through participatory field studies to identify contextual factors influencing implementation success. The main limitation of this study is the absence of direct empirical verification, meaning that its applicability should be examined in different regions with varying cultural characteristics. From a policy perspective, regulations are needed to ensure the protection of local values from market pressures and overtourism, while allowing space for innovation to achieve the long-term sustainability of cultural tourism.

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