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Review Paper

Creating Shared Value in Community-Based Tourism: A Systematic Literature Review for Sustainable Tourism Village Development

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ABSTRACT
This study aims to critically synthesize existing literature and examine how the Creating Shared Value (CSV) perspective can extend the CBT approach beyond its traditional community-centered orientation. This study employs a Systematic Literature Review (SLR) following the PRISMA 2020 guidelines, incorporating thematic analysis and VOSviewer-based bibliometric analysis of 53 peer-reviewed articles retrieved from Scopus and Web of Science. The findings identify four dominant research streams in the literature: rural tourism development, sustainability and environmental management, community participation and governance, and innovation and tourism business development. The literature suggests that CSV has the potential to strengthen strategic collaboration, enhance value chain integration, and support the long-term resilience of tourism villages. The findings highlight the practical importance of strengthening community capacity, inclusive governance, and cross-sector partnerships in supporting sustainable tourism village development.

Keywords: *Community-Based Tourism, Creating Shared Value, Tourism Villages, Sustainable Tourism, Systematic Literature Review*

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1. INTRODUCTION

In recent years, tourism villages have evolved from policy-driven initiatives into strategic mechanisms for promoting inclusive and sustainable rural development, particularly in developing economies. Sustainable tourism emphasizes the integration of economic viability, socio-cultural preservation, and environmental protection within destination management systems (UNWTO, 2018). Within this framework, has emerged as a widely adopted approach that positions local communities as key actors in planning, managing, and benefiting from tourism activities (Suansri, 2003). Through community participation and local ownership, CBT aims to strengthen rural economies while preserving cultural identity and environmental resources.

In the Indonesian context, tourism villages have been increasingly discussed as a means of supporting inclusive and sustainable rural development, rather than being viewed solely as tourism products. Community-Based Tourism (CBT) emphasizes local participation and empowerment; however, many tourism villages continue to encounter structural constraints, particularly related to market integration, managerial capacity, and long-term competitiveness.

Despite its potential, the long-term viability of CBT-based tourism villages remains a significant concern. Many tourism villages endure stagnation when initial government assistance or development projects end. Previous studies highlight several constraints, including limited managerial capacity, weak product innovation, and insufficient connectivity with tourism markets and industry networks (Dolezal & Novelli, 2022; Bagheri et al., 2023). These challenges suggest that, although CBT provides a strong social foundation through community participation, its implementation may face difficulties in developing the managerial, market, and strategic capabilities required for long-term competitiveness in dynamic tourism markets.

In response to these challenges, the concept of Creating Shared Value (CSV), introduced by Porter and Kramer (2011), provides a strategic approach to aligning economic and social value creation through collaboration between businesses and local communities. CSV focuses on incorporating societal demands into business strategy, allowing enterprises to earn economic benefit while also addressing social and environmental issues. Empirical studies also show that shared-value strategies can enhance organizational competitiveness while producing positive social impacts for surrounding communities (Camilleri, 2016).

However, CSV should not be interpreted as a substitute for the CBT paradigm. Rather than replacing CBT, CSV can complement and enrich it by connecting community initiatives with market dynamics, industry resources, and innovation capabilities. While CBT emphasizes community participation and local control over tourism resources, CSV provides a strategic framework for building mutually beneficial partnerships among communities, governments, and private sector actors. In this sense, CSV functions as an enabling mechanism that strengthens the economic viability and professionalization of CBT-based tourism villages without undermining the central role of local communities.

Despite growing interest in both CBT and shared value approaches, their integration remains limited in tourism research. Most studies focus on CBT from a community empowerment perspective, while CSV is primarily discussed within business and corporate strategy literature. Consequently, there is still limited understanding of how these perspectives can interact to support the sustainable transformation of tourism villages. In addition, existing research on rural and tourism villages has employed diverse methodological approaches, with qualitative and case-based studies remaining important for examining community, governance, and contextual dimensions (An & Alarcón, 2020; Rosalina et al., 2021). Therefore, this study addresses these problems, providing a thorough synthesis of existing literature on CBT and tourism village development, as well as emphasizing the function of CSV as a complementing

framework. this study uses an SLR to explore how CSV might assist CBT in promoting sustainable tourism village development. The research questions that will be address in this study are:

RQ1: What are the key topics, trends, and research directions in the literature on CBT and sustainable tourism village development?

RQ2: How can the concept of CSV complement and enrich the CBT approach in supporting sustainable tourism village development?

The findings are intended to reveal major research patterns, conceptual links, and future research paths for creating more sustainable and collaborative tourism village models.

2. LITERATURE REVIEW

2.1. Tourism Villages and Sustainable Tourism Development

Tourism villages have increasingly been recognized as a strategic approach to promoting sustainable and inclusive tourism development, particularly in rural areas where tourism development is closely associated with economic, socio-cultural, and environmental dimensions (UNWTO, 2018). Rather than being viewed merely as tourism destinations, tourism villages can be understood as socio-ecological systems in which local resources, community institutions, entrepreneurial activities, and governance mechanisms interact to generate tourism value. This perspective highlights that the sustainability of tourism villages depends not only on the availability of natural and cultural resources but also on the capacity of local communities and institutions to manage these resources effectively.

The development of rural tourism can generate economic opportunities, support local value chains, and contribute to the preservation of cultural and natural heritage. However, realizing these benefits requires adequate institutional capacity, infrastructure, connectivity, skills, investment, and product innovation. Recent evidence also emphasizes that rural tourism destinations continue to face challenges related to infrastructure, human-resource capacity, access to finance, innovation, digitalization, and integration into tourism value chains (UNWTO, 2018). These challenges are particularly relevant to tourism villages because their relatively small scale and community-based organizational structures may limit their ability to compete effectively in increasingly dynamic tourism markets.

Previous studies have identified several barriers to the sustainability of tourism villages, including limited managerial capabilities, weak tourism product development, inadequate professionalism, and insufficient connectivity with tourism markets (Dolezal & Novelli, 2022; Bagheri et al., 2023). Consequently, the sustainability of tourism villages cannot be achieved solely through the preservation of local resources or community participation. It also requires organizational and strategic capabilities that enable tourism villages to transform local resources into competitive tourism products and establish stronger relationships with external markets and business actors.

2.2. Community-Based Tourism as the Foundation of Tourism Village Development

Community-Based Tourism (CBT) has become one of the most widely adopted approaches to tourism village development. CBT emphasizes community participation, local ownership, empowerment, and equitable distribution of tourism benefits (Suansri, 2003). Its fundamental premise is that local communities should become central actors in planning, decision-making, and managing tourism activities rather than merely serving as beneficiaries of externally driven tourism development.

From a sustainability perspective, CBT provides an important foundation for integrating local economic interests with socio-cultural and environmental considerations. Community participation can strengthen local ownership of tourism initiatives, encourage the preservation of cultural identity, and support the responsible management of natural resources. Empirical studies of tourism villages have

similarly emphasized that tourism development is unlikely to achieve long-term sustainability without meaningful local community participation.

Nevertheless, the literature also indicates that community participation alone does not necessarily guarantee the long-term competitiveness or sustainability of tourism villages. Many community-based initiatives remain dependent on government programmes, external assistance, or short-term project interventions. Once such support declines, tourism villages may experience stagnation due to limited managerial professionalism, weak innovation, inadequate business orientation, and poor market integration. These challenges reflect limitations in the implementation capacity of CBT in particular contexts rather than inherent limitations of the CBT approach itself. While CBT provides a strong social foundation for inclusive tourism development, its implementation may require complementary mechanisms to address economic and strategic capabilities needed to compete in broader tourism markets. Therefore, an important issue in the literature is how CBT can be complemented by mechanisms that strengthen economic value creation, market integration, innovation, and organizational capability without undermining community ownership and participation.

2.3. Creating Shared Value as a Complementary Mechanism to CBT

The concept of Creating Shared Value (CSV) provides a potentially relevant perspective for addressing the economic and strategic limitations of conventional CBT. Porter and Kramer (2011) conceptualized CSV as an approach through which businesses create economic value by simultaneously addressing social needs. Unlike philanthropic approaches, CSV places social value creation within the core logic of business strategy. In this sense, social and economic value are not treated as competing objectives but as potentially mutually reinforcing outcomes.

CSV is particularly relevant to tourism villages because tourism development requires continuous interaction between local communities and external business actors. Strategic partnerships with tourism enterprises can provide access to markets, managerial expertise, technology, investment, product development capabilities, and distribution networks that may not be available within the village itself. Such partnerships can potentially enhance the quality and competitiveness of local tourism products while simultaneously generating economic opportunities for local communities.

The CSV literature, however, remains conceptually fragmented where the area of covering research published between 2010 and 2020, identified three major streams of CSV research which are conceptualization of CSV, mechanisms through which firms create shared value, and factors influencing the successful implementation of CSV. The review also indicates that there is no universal mechanism for creating shared value because organizational and external contextual factors influence how CSV strategies are developed and implemented.

Porter and Kramer (2011) identify three principal mechanisms for creating shared value: reconceiving products and markets, redefining productivity in the value chain, and enabling local cluster development. These mechanisms have direct relevance to tourism villages. Reconceiving tourism products can transform local cultural and natural resources into differentiated experiences; strengthening value-chain relationships can improve market access and local economic participation; and cluster development can connect tourism villages with hotels, tour operators, destination management organizations, government institutions, and other tourism businesses.

Accordingly, CSV should not be positioned as a replacement for CBT. Rather, CSV can be conceptualized as a complementary strategic mechanism that strengthens the economic and market dimensions of CBT. CBT provides the foundation for participation, empowerment, and local ownership, while CSV introduces a stronger orientation toward value creation, business partnerships, market integration, and long-term economic sustainability.

2.4. Dynamic Capabilities and the Transformation of Tourism Villages

The integration of CBT and CSV requires tourism villages to possess the ability to respond to changing market, technological, institutional, and environmental conditions. In this study, Dynamic Capabilities is specified a priori as a complementary theoretical lens for interpreting the adaptive and organizational capabilities required to integrate CBT and CSV. The Dynamic Capabilities perspective developed by Teece (2007) provides a useful theoretical lens for explaining this adaptive capacity.

Dynamic capabilities refer to an organization's ability to sense opportunities and threats, seize opportunities through strategic action and innovation, and transform or reconfigure resources in response to changing environments. This perspective is particularly relevant to tourism villages because tourism markets are characterized by continuous changes in consumer preferences, digital technologies, competitive structures, sustainability expectations, and destination trends. Local resources that once represented a competitive advantage may lose their attractiveness if they are not continuously developed, interpreted, packaged, and connected to changing market demands.

In tourism village development, dynamic capabilities can therefore be reflected in the ability to identify emerging tourism opportunities, develop innovative tourism products, establish new market relationships, adopt digital technologies, improve managerial professionalism, and reconfigure existing resources. These capabilities allow tourism villages to move beyond a resource-based approach toward a more adaptive and competitive development model.

Based on the reviewed literature and the Dynamic Capabilities perspective (Teece, 2007), this study conceptually positions dynamic capabilities as an enabling capability in the integration of CBT and CSV. CBT provides the social and institutional foundation, while CSV provides mechanisms for creating economic and social value through external partnerships. This positioning represents the authors' conceptual interpretation of the reviewed literature rather than a direct empirical finding of the SLR. Dynamic capabilities explain how tourism villages can continuously mobilize, adapt, and reconfigure their resources and relationships to capture these opportunities. This theoretical integration is important because the existence of local resources, community participation, or business partnerships does not automatically result in sustainable competitive advantage.

2.5. Collaborative Governance and the Public–Private–People Partnership

Tourism village development involves multiple actors whose resources, interests, and capabilities are interdependent. Government institutions provide policy support, infrastructure, regulation, and facilitation; local communities provide cultural and social resources; private-sector actors contribute investment, market access, technology, and managerial expertise; while other stakeholders may contribute knowledge, training, financing, and institutional support. Consequently, tourism village development requires governance arrangements capable of coordinating these diverse interests.

Collaborative governance provides a relevant framework for understanding such multi-stakeholder processes. Building on the Public–Private Partnership (PPP) model, the Public–Private–People Partnership (4P) framework incorporates people or local communities as active partners in planning, decision-making, and implementation (Ng et al., 2013). In tourism, the 4P approach further emphasizes the active involvement of host communities as part of a broader tourism governance arrangement (Vargas-Sánchez, 2022). In this study, 4P refers specifically to collaboration among government, private-sector actors, and local communities in tourism development.

The relevance of such collaboration is also reflected in contemporary rural tourism policy. UNWTO's rural tourism agenda emphasizes multi-level governance, partnerships, active community involvement, improved connectivity, access to finance and investment, innovation, product development, and value-chain integration as important dimensions of rural tourism development. The reviewed literature highlights the importance of community participation, stakeholder collaboration, external partnerships,

and governance in supporting tourism village development. These recurring themes provide the basis for interpreting 4P as a complementary governance mechanism for connecting the social foundation of CBT with the partnership and value-creation orientation of CSV.

Building on these literature-derived themes and the Public–Private–People Partnership framework, this study conceptually proposes that 4P can provide a governance context in which CBT, CSV, and dynamic capabilities may operate collectively. This relationship represents an author-developed conceptual interpretation of the reviewed literature rather than a direct empirical finding of the SLR. Government can facilitate the enabling environment; communities can retain ownership and control over local resources; private-sector actors can provide market and business capabilities; and other stakeholders can contribute knowledge, finance, technology, and institutional support. Such collaboration may enable tourism villages to move from isolated community-based initiatives toward more integrated and market-oriented tourism ecosystems.

However, multi-stakeholder collaboration does not automatically ensure equitable outcomes. Differences in financial resources, market access, managerial capabilities, and bargaining power may create asymmetries among government, private-sector actors, and local communities. Without inclusive governance and meaningful community participation, tourism development may become overly commercially oriented, potentially weakening local ownership or concentrating benefits among more powerful actors. Therefore, the integration of CSV into CBT requires governance mechanisms that safeguard community participation, transparency, accountability, and equitable distribution of benefits.

2.6. Synthesis of the Literature and Research Gap

The literature indicates that tourism village development has been extensively examined through the perspectives of sustainable tourism, community participation, Community-Based Tourism (CBT), innovation, and collaborative governance. However, these perspectives remain relatively fragmented. CBT provides a strong foundation for community empowerment, local ownership, and equitable benefit distribution, but may be insufficient to address managerial capacity, innovation, market connectivity, and economic competitiveness (Dolezal & Novelli, 2022; Bagheri et al., 2023).

Based framework in Figure 1. Creating Shared Value (CSV) offers a complementary perspective by connecting economic and social value creation through strategic partnerships (Porter & Kramer, 2011). Nevertheless, its application in tourism village contexts remains relatively underexplored. Similarly, limited research has systematically examined how Dynamic Capabilities and Public–Private–People Partnership (4P) can support the integration of CBT and CSV.

This study therefore identifies a theoretical integration gap concerning how CBT, CSV, Dynamic Capabilities, and 4P can be combined to explain the transformation of tourism villages toward sustainable competitiveness. To address this gap, the study employs a Systematic Literature Review (SLR) to synthesize existing knowledge, identify dominant research themes and theoretical relationships, and develop an integrated understanding of how CSV can complement CBT in sustainable tourism village development (Tranfield et al., 2003; Snyder, 2019).

Based on the synthesis of the reviewed literature, this study develops a conceptual framework that positions CBT as the foundational approach, Dynamic Capabilities and the Public–Private–People Partnership (4P) as complementary mechanisms supporting the transformation process, and CSV as a strategic orientation for strengthening value creation and sustainable tourism village development.

The framework represents an author-developed conceptual interpretation of the reviewed literature rather than an empirically tested causal model. It provides a conceptual basis for understanding how the four perspectives may be integrated in the transformation of tourism villages toward more sustainable and strategically connected development.

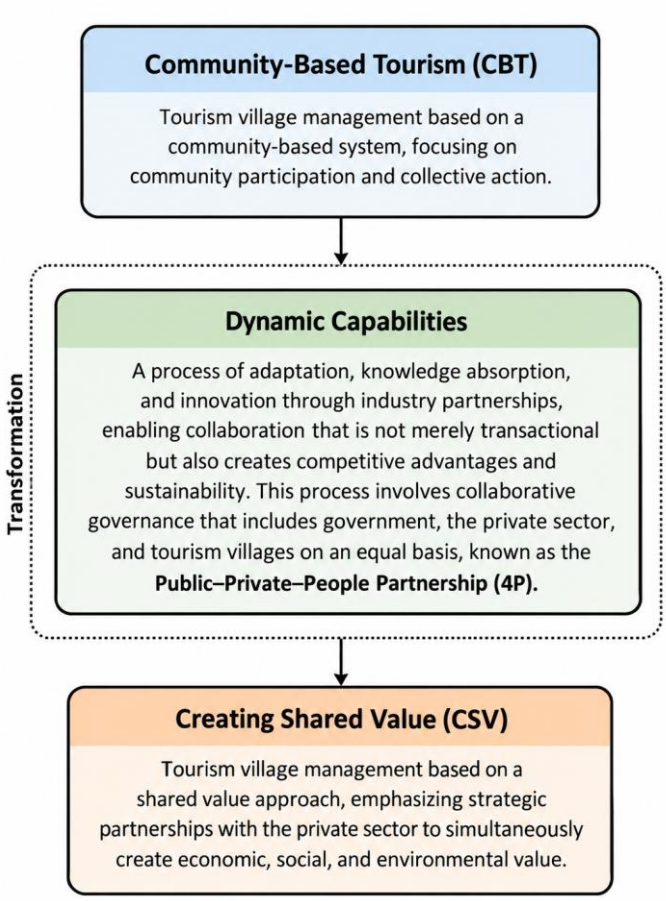


Figure 1: Conceptual Framework for the Transformation of Community-Based Tourism toward Creating Shared Value in Sustainable Tourism Villages
Source: Authors' elaboration

3. METHODOLOGY

This study employs a Systematic Literature Review (SLR) to systematically identify, evaluate, and synthesize research on Community-Based Tourism (CBT), Creating Shared Value (CSV), and tourism village development. The review follows the PRISMA 2020 framework for literature identification and screening and incorporates two complementary analytical approaches: thematic analysis to synthesize substantive themes and conceptual relationships, and VOSviewer-based bibliometric analysis to examine the structure and clustering of the reviewed literature. This methodological design enables the study to combine structured evidence synthesis with bibliometric mapping while maintaining transparency and reproducibility in the review process (Tranfield et al., 2003; Snyder, 2019; Page et al., 2021).

Dynamic Capabilities was specified a priori as a theoretical lens in the review framework and was used to interpret how tourism villages adapt and reconfigure resources in response to changing conditions. The PRISMA 2020 framework was used as a reporting guideline to enhance transparency in documenting the identification, screening, eligibility assessment, and inclusion of studies in the SLR (Page et al., 2021).

The literature search was conducted using Scopus and Web of Science databases on 17 March 2026. These databases were selected because of their broad coverage of peer-reviewed literature in tourism, management, and sustainability research. The search was restricted to peer-reviewed journal articles

published in English between 2010 and 2026. These databases were chosen for their comprehensive coverage of international journals on tourism, management, and sustainability research (Mongeon & Paul-Hus, 2016). A structured search strategy was developed using combinations of keywords related to CBT, tourism villages, shared value, and sustainable tourism development.

Boolean operators were used to refine search results and identify relevant research in the selected databases. The search was restricted to peer-reviewed journal articles published in English between 2010 and 2026 in the fields of tourism, management, and sustainability studies. The final dataset comprised 53 articles, with publication years ranging from 2010 to 2026. Table 1 shows the search terms utilized during the literature search.

Table 1. Search Concepts and Keywords

Component	Keywords
Tourism concept	"community-based tourism" OR "tourism village" OR "village tourism"
Value creation concept	"creating shared value" OR "shared value"
Sustainability concept	"sustainable tourism" OR "sustainable tourism development"
Search structure	("community-based tourism" OR "tourism village") AND ("creating shared value" OR "shared value") AND ("sustainable tourism")

Source: Author's Elaboration

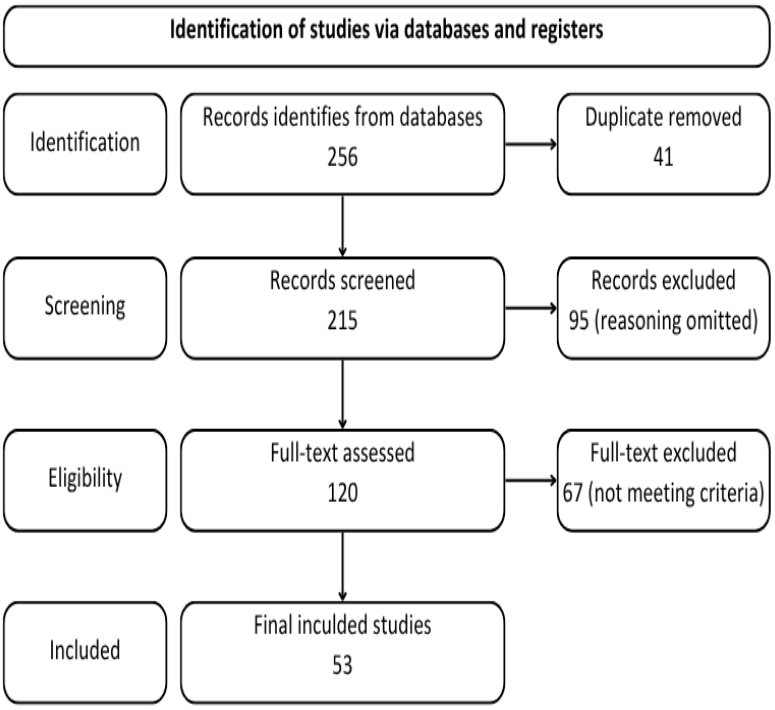


Figure 2. PRISMA 2020 flow diagram of the literature selection process
Source: Adapted from Page et al. (2021)

Figure 2 depicts the PRISMA 2020 flow diagram of the literature selection process (Page et al., 2021). The initial database search identified 256 records. After removing 41 duplicate articles, 215 records remained for additional screening. In the following stage, the article titles and abstracts were assessed to determine their relevance to the subject of study. Studies were excluded at the screening stage when their titles and abstracts indicated that they were outside the scope of the review, particularly when

they were unrelated to tourism villages or CBT, or did not address the shared value dimension specified in the search strategy. As a result, 95 articles were removed during this screening stage.

The remaining 120 articles were subsequently assessed through full-text evaluation to determine their eligibility. At the full-text stage, articles were excluded when they did not meet the predefined inclusion criteria, particularly when they were unrelated to tourism village development, focused solely on tourism marketing or tourist behavior without a community development perspective, or were non-academic publications. Duplicate records were identified by comparing bibliographic information across the retrieved records, including article title, authors, and publication details, before the screening stage. The remaining records were screened based on the predefined inclusion and exclusion criteria through title and abstract assessment, followed by full-text assessment for potentially eligible studies.

The predefined inclusion and exclusion criteria were applied consistently during the screening and eligibility assessment to determine whether each record met the scope and objectives of the review. The screening process focused on the relevance of the study to CBT, tourism villages, sustainable tourism development, community participation, stakeholder collaboration, or shared value creation. The publication profile indicates that the literature has become more active in recent years, with 26 of the 53 selected articles published between 2021 and 2025 and one additional article published in 2026. The highest number of publications was recorded in 2021 (7 articles), followed by 2025 (6 articles), and 2022 (5 articles).

For the final 53 articles, data were extracted systematically to capture publication year, research context, methodological approach, main research focus, community-related dimensions, sustainability-related themes, stakeholder involvement, and implications for tourism village development. These extracted characteristics formed the basis for the descriptive and thematic synthesis. To ensure the relevance and quality of the chosen literature, precise inclusion and exclusion criteria were used during the review process. These criteria are summarized in Table 2.

Table 2. Inclusion and Exclusion Criteria

Criteria Type	Description
Inclusion criteria	Studies discussing CBT, tourism villages, rural tourism development, stakeholder collaboration, or shared value creation in tourism contexts
	Peer-reviewed journal articles
	Articles written in English
Exclusion criteria	Studies unrelated to tourism village development
	Articles focusing solely on tourism marketing or tourist behavior without community development perspectives
	Non-academic publications such as reports, editorials, or conference summaries

Source: Author's Elaboration

The quality and relevance of the included studies were considered during the full-text assessment by examining their methodological clarity, relevance to the review objectives, and adequacy of the reported research context and findings. This assessment complemented the inclusion and exclusion criteria and ensured that the selected studies provided sufficient information for the subsequent synthesis. Following the selection process, the included articles were analyzed using descriptive, thematic, and bibliometric analysis. Descriptive analysis was conducted to examine publication trends and research characteristics, while thematic analysis was used to identify and interpret recurring themes and conceptual patterns across the 53 selected studies (Braun & Clarke, 2006).

Bibliometric analysis was conducted using VOSviewer to examine keyword co-occurrence patterns and identify clusters within the final dataset. The analysis used author keywords from the 53 selected

articles, with association-strength normalization applied to represent the strength of relationships among keywords. The VOSviewer analysis was used primarily to visualize keyword co-occurrence relationships and identify bibliometric clusters, while the thematic synthesis was conducted separately based on the substantive characteristics of the reviewed studies. The resulting bibliometric clusters were interpreted in conjunction with, but not treated as direct equivalents of, the thematic streams.

4. RESULT

The thematic synthesis of the 53 selected studies identified four dominant research streams: rural tourism development, sustainability and environmental management, community participation and governance, and innovation and tourism business development.

Table 3. Thematic Synthesis of the 53 Reviewed Studies

Research stream	No. of studies	Main focus	Typical methodological approach
Rural tourism development	21	destination, livelihoods, rural tourism	mixed
Sustainability & environmental management	13	environment, carrying capacity, sustainability	mixed
Community participation & governance	12	CBT, participation, governance	qualitative/mixed
Innovation & tourism business	7	entrepreneurship, innovation, business	quantitative/mixed

Source: Author's Elaboration

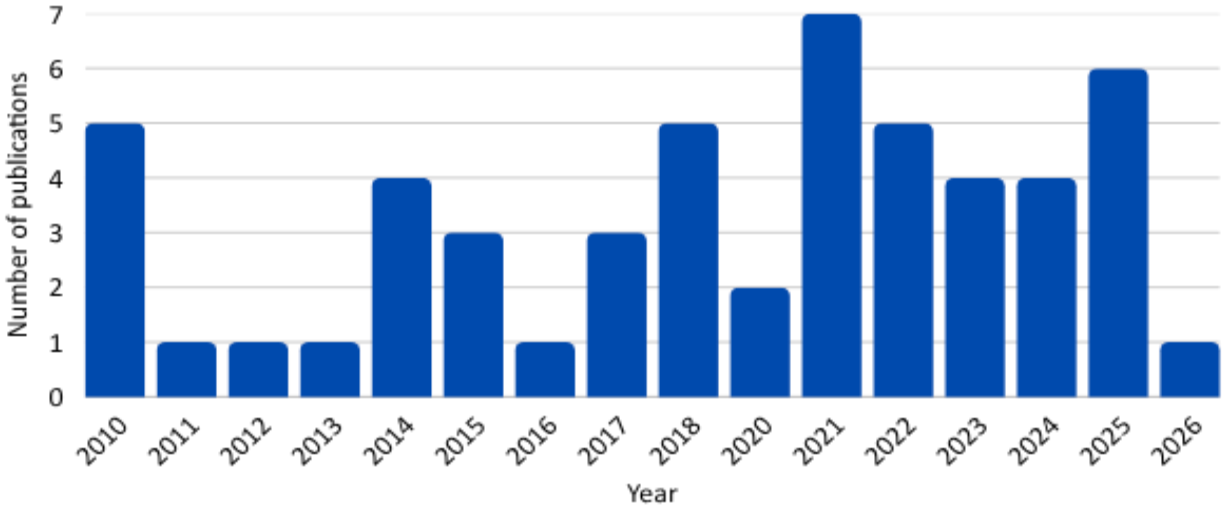


Figure 3. Number of research papers published by year
Source: Author's Elaboration

The classification of the 53 studies into these four research streams was based on the substantive focus of each study, including its research context, main research focus, community-related dimensions,

sustainability-related themes, and stakeholder involvement. Research attention on CBT and sustainable tourism village development has gradually increased over time. This pattern indicates growing scholarly attention to tourism villages within tourism and rural development research. As shown in Figure 3, the number of publications remained relatively limited in the early years, followed by fluctuations in annual publication output and a generally higher level of research activity after the mid-2010s, particularly from 2018 onward. This pattern suggests that tourism villages have become an increasingly important topic in tourism and rural development research.

Overall, the bibliometric analysis shows that community participation and sustainable tourism development are prominent themes in the reviewed literature. Notably, neither "creating shared value" nor "shared value" appeared as an author keyword in the 53 articles, indicating that CSV was not a prominent keyword in the final dataset despite being explicitly included in the search strategy.

A bibliometric co-occurrence analysis was performed using VOSviewer to investigate the intellectual structure of the literature further. This technique enables the visualization of relationships among frequently occurring keywords in the selected studies, thereby revealing the dominant thematic structures within the research field. By mapping the co-occurrence patterns of keywords, the analysis identifies major clusters that represent key research streams related to rural tourism, sustainability, community participation, and tourism innovation. The resulting network visualization provides an overview of how these themes are interconnected within the literature. The VOSviewer network map is presented in Figure 4.

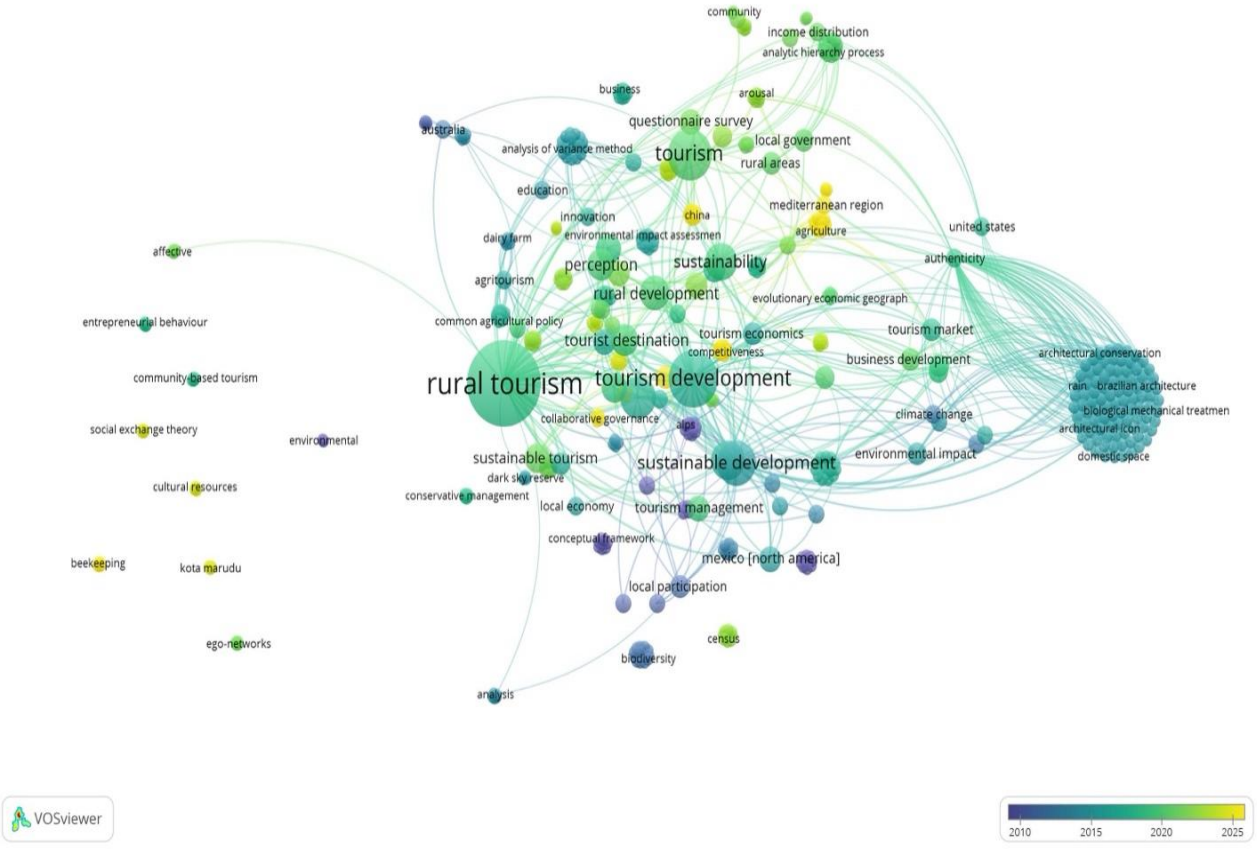


Figure 4. Bibliometric Keyword Co-occurrence Network of Tourism Village Research (VOSviewer)
Source: Author's Elaboration

The thematic synthesis of the 53 selected studies identified four dominant research streams. The largest stream concerns rural tourism development, comprising 21 studies (39.6%), covering

destination development, rural livelihoods, tourism experience, spatial development, and broader rural tourism development. The second stream, sustainability and environmental management, comprises 13 studies (24.5%) and focuses on environmental sustainability, carrying capacity, ecological impacts, and sustainability transitions. Community participation and governance represents 12 studies (22.6%), addressing community-based tourism, local government, stakeholder collaboration, and governance. The fourth stream, innovation and tourism business development, comprises 7 studies (13.2%), focusing primarily on entrepreneurship, business performance, innovation, marketing, and commercialization.

The four thematic streams and the VOSviewer clusters provide complementary perspectives on the reviewed literature. Thematic streams were derived from the substantive characteristics of the 53 studies, whereas VOSviewer clusters were identified from keyword co-occurrence patterns. In the interpretive level, Cluster 1 is broadly associated with rural tourism development, Cluster 2 with sustainability and environmental management, Cluster 3 with community participation and governance, and Cluster 4 with innovation and tourism business development. These correspondences are interpretive rather than one-to-one mappings between individual studies and bibliometric clusters.

5. DISCUSSION

The four clusters identified through VOSviewer reflect recurring keyword patterns across the 53 selected articles and are therefore interpreted as bibliometric representations of the research field rather than as mutually exclusive groups of studies.

5.1. Rural Tourism and Tourism Development (Cluster 1)

The first cluster reflects the primary research domain of rural tourism and tourist development, emphasizing the importance of rural destinations in modern tourism studies. As shown in the VOSviewer network, the most popular terms in this cluster are rural tourism, tourism development, tourist destinations, tourism management, and tourism economics. The presence of these terms suggests that the literature is largely concerned with the development of tourism activities in rural regions as a method for stimulating local economic growth and diversifying rural livelihoods.

Rural tourism has long been acknowledged as an efficient method for fostering regional development, especially in places where traditional economic sectors like agriculture confront structural constraints. Previous research indicates that rural tourism benefits local economies by creating job opportunities, helping small and medium-sized businesses, and developing new markets for local goods and services (Lane & Kastenholz, 2015). Furthermore, rural tourism may increase the attractiveness of rural areas by incorporating natural vistas, cultural assets, and real local experiences into tourism services.

The strong interconnections between rural tourism, tourism development, and tourist destination in this cluster also indicate that many studies examine rural tourism within the broader framework of destination development and management. Research in this area often explores issues such as destination competitiveness, tourism infrastructure development, and the role of local governance in shaping tourism strategies (Sharpley & Roberts, 2004). These studies underline that sustainable tourist development necessitates coordinated planning and management to ensure that tourism growth is consistent with local resources and community interests.

Another important aspect highlighted within this cluster is the increasing attention to destination management and tourism economics. Keywords such as tourism management, tourism economics, and competitiveness indicate that rural tourism is being examined not only as a socio-cultural phenomenon, but also as an economic development strategy. Scholars have increasingly emphasized the importance

of professional destination management, market positioning, and value creation in improving the competitiveness of rural tourism destinations (Hall & Williams, 2019).

Furthermore, the cluster demonstrates an increasing incorporation of sustainability principles into rural tourism development. Rural tourism is frequently associated with sustainable tourism concepts due to its reliance on local resources, community participation, and small-scale tourism operations with low environmental impact. As a result, several studies identify rural tourism as a potential road to accomplishing long-term development goals, particularly in terms of balancing economic growth, environmental conservation, and socio-cultural survival.

Despite the rising body of research in this field, the cluster analysis indicates that most studies continue to focus primarily on tourist development and destination management views, with few specifically investigating value creation methods incorporating cross-sector collaboration. In particular, the concept of CSV remains largely absent from the core network of rural tourism research. This observation highlights an important research gap, indicating that future studies could benefit from integrating CSV perspectives into rural tourism development to strengthen the link between community empowerment, economic competitiveness, and sustainable destination management.

Overall, Cluster 1 demonstrates that rural tourism serves as a central pillar in the literature on tourism village development. However, advancing this research field requires moving beyond traditional development approaches toward more integrative frameworks that connect CBT with broader value creation strategies and collaborative governance mechanisms.

5.2. Sustainable Tourism and Environmental Sustainability (Cluster 2)

The second cluster highlights the growing emphasis on sustainability and environmental considerations in tourism development, as reflected by the prominence of keywords such as sustainable development, sustainability, sustainable tourism, environmental impact, and climate change. The inclusion of these terms shows that a major amount of the literature is concerned with understanding how to manage tourism operations in ways that balance economic rewards, environmental preservation, and long-term resource conservation.

Sustainable tourism has emerged as a key topic in tourism research, especially when destinations confront growing issues such as environmental degradation, climate change, and overexploitation of natural resources. Previous research has emphasized that sustainable tourism development necessitates an integrated approach that takes into account environmental, economic, and sociocultural factors at the same time (UNWTO, 2018). In rural tourism contexts, sustainability is frequently linked to the preservation of natural landscapes, biodiversity, and local ecosystems, which are important tourist attractions.

The network structure of this cluster also reveals strong connections between sustainable development, environmental impact, and tourism development. These relationships suggest that many studies examine the environmental consequences of tourism expansion and explore strategies for mitigating negative impacts. For instance, research in this area frequently investigates issues such as ecological carrying capacity, environmental management practices, and climate change adaptation in tourism destinations (Hall et al., 2015). These studies highlight the importance of implementing environmental management strategies that enable tourism destinations to grow while maintaining ecological integrity.

Another notable theme within this cluster is the integration of sustainability into destination governance and planning processes. Keywords such as rural development, local government, and policy indicate that sustainable tourism development is often framed within broader governance frameworks. Scholars increasingly suggest that good governance frameworks, such as participatory planning and stakeholder participation, are critical for ensuring that tourist development is consistent with

sustainability goals (Bramwell & Lane, 2011). In rural tourism contexts, these governance systems are critical for balancing the interests of local populations, governments, and tourism firms.

The prevalence of sustainability-related keywords reflects a larger movement in tourism research toward sustainable development paradigms. Instead than focusing exclusively on economic growth, recent research emphasizes the importance of developing tourist systems that are resilient, environmentally responsible, and socially inclusive. Rural tourism is frequently regarded as a viable model for sustainable tourism growth because of its emphasis on local resources, small-scale tourism activities, and significant community involvement.

Nevertheless, the cluster analysis also reveals that while sustainability is widely discussed in the literature, many studies still approach it primarily from environmental or policy perspectives. The integration of sustainability with economic value creation and collaborative stakeholder strategies remains relatively limited. This observation suggests that future research could benefit from exploring how sustainability objectives can be linked with broader value creation frameworks, including approaches such as CSV, which emphasize the simultaneous generation of economic and social value.

Overall, Cluster 2 shows that sustainability has emerged as a key theme in tourism research, particularly in the context of rural tourism and destination development. However, further study is required to better integrate sustainability principles with new governance models and value generation techniques that promote the long-term resilience of tourism villages.

5.3. Community Participation and Rural Development (Cluster 3)

The third cluster highlights the importance of community engagement and local governance in tourism development, especially in rural areas. The cluster is distinguished by the presence of phrases like local engagement, community, local government, income distribution, and rural areas. The prevalence of these phrases indicates that a large percentage of the research focuses on the role of local communities and governance institutions in determining tourism development processes.

Community participation has long been seen as a key factor in sustainable tourist development. The concept of community-based tourism (CBT) emphasizes the need of allowing local communities to actively engage in tourism planning, management, and decision-making processes. Previous research has shown that community participation not only increases local ownership of tourism initiatives but also contributes to more equitable distribution of economic benefits from tourism activities (Tosun, 2006; Dolezal & Novelli, 2022).

The network structure of this cluster reveals strong connections between community, local government, and income distribution, indicating that governance mechanisms play an important role in determining how tourism benefits are allocated within rural communities. Research in this area often examines how local governments facilitate tourism development through policy support, infrastructure provision, and regulatory frameworks. Effective governance frameworks can foster community participation while ensuring that tourist growth is consistent with broader regional development objectives (Bramwell & Lane, 2011).

Another key element emerging from this cluster is the link between tourism development and rural socioeconomic transformation. Tourism operations in rural regions are frequently considered as alternative economic options that can diversify local livelihoods while reducing reliance on conventional sectors like agriculture. According to studies, tourism can increase income for rural households, boost small company development, and strengthen local economic resilience (Lane & Kastenholz, 2015). However, the extent to which local communities are involved in tourism decision-making and resource management determines how much of these advantages are realized.

The cluster emphasizes the role of institutional capacity and collaborative governance in tourist development. Local communities, government institutions, and other stakeholders must work together

to ensure inclusive and sustainable tourism development. Scholars are increasingly emphasizing the need of participatory governance models that enable communities to actively participate in tourist planning processes while balancing varied stakeholder interests (Bramwell & Lane, 2011).

Despite the growing attention to community participation in tourism research, the cluster analysis suggests that many studies still focus primarily on participatory governance and social empowerment. These studies often do not sufficiently address the economic integration of tourism villages into broader tourism markets. In many cases, tourism initiatives remain locally driven but lack strategic partnerships with external stakeholders that could enhance market access, innovation capacity, and long-term competitiveness.

This insight points to a potential study vacuum in the literature, specifically the insufficient investigation of how collaborative value creation techniques can improve the economic sustainability of CBT programs. While community engagement is widely recognized as a critical component of tourist development, previous research has not thoroughly investigated its integration with broader value generating initiatives. In this regard, the concept of CSV provides a complementary perspective by emphasizing mutually beneficial partnerships between communities, governments, and private sector actors, opening up new avenues for improving both social empowerment and economic competitiveness in tourism village development.

Overall, Cluster 3 underscores the critical role of community participation and governance structures in shaping tourism development outcomes. However, advancing this research area requires moving beyond traditional participation models toward more collaborative frameworks that integrate community empowerment with broader value creation strategies.

5.4. Innovation and Tourism Business Development (Cluster 4)

The fourth cluster highlights the growing attention to innovation, authenticity, and tourism experience in rural tourism development. This cluster is represented by keywords such as innovation, authenticity, tourism experience, business development, and competitiveness. The presence of these terms indicates that an increasing number of studies focus on how tourism destinations create distinctive experiences and competitive advantages through innovation and the preservation of local authenticity.

In contemporary tourism research, the concept of tourism experience has emerged as an important variable for determining destination competitiveness. Tourism is no longer viewed solely as a physical movement of visitors but rather as an experiential process where tourists seek meaningful, authentic, and memorable experiences. Rural tourism destinations often have a unique advantage in this regard because they can offer cultural heritage, traditional lifestyles, and natural landscapes that differ from mass tourism environments.

The prominence of authenticity in this cluster also reflects the importance of preserving local identity in tourism development. Authenticity is usually viewed as a significant factor affecting tourist satisfaction and location desirability. In rural tourism contexts, authenticity may be expressed through traditional architecture, local gastronomy, agricultural activities, and cultural practices. By maintaining these authentic elements, rural destinations can differentiate themselves in an increasingly competitive tourism market.

Another key element arising from this cluster is the importance of innovation in tourism development. Tourism innovation can take many different forms, such as new tourism products, digital technology, service enhancements, and innovative tourism experiences. Scholars argue that innovation is essential for sustaining destination competitiveness, particularly in rural areas where tourism businesses are often small-scale and resource constrained (Hall & Williams, 2019). Innovative

approaches can help rural tourism destinations diversify their offerings, attract new visitor segments, and respond to changing market demands.

The cluster also highlights the increasing importance of business development and market-oriented strategies in tourism destinations. Keywords such as business development, tourism market, and competitiveness indicate that tourism research increasingly acknowledges the need to integrate entrepreneurial perspectives into rural tourism development. Strengthening local entrepreneurship and tourism-related businesses can enhance the economic sustainability of tourism destinations and generate additional value for local communities.

Despite these developments, the cluster analysis suggests that innovation and tourism experience are often studied separately from broader community-based development frameworks. While many studies examine how tourism destinations can enhance visitor experiences or improve competitiveness, fewer studies explicitly address how innovation processes can be aligned with community participation and local empowerment.

This observation raises a substantial possibility for further inquiry. Integrating innovation-driven tourism development with community-based approaches has the potential to assist rural tourism destinations in creating more sustainable and inclusive models. In this context, the concept of CSV provides a useful framework for linking innovation, business development, and community welfare. By aligning economic opportunities with social value creation, CSV may support the development of tourism experiences that benefit both visitors and local communities.

Overall, Cluster 4 indicates that the literature increasingly recognizes the importance of innovation, authenticity, and tourism experiences in enhancing destination competitiveness. However, further research is needed to integrate these elements with CBT frameworks and collaborative value creation strategies that support sustainable tourism village development.

5.5. Integrating CSV into CBT for Sustainable Tourism Village Development

The findings of this SLR suggest that CSV can complement the CBT approach in supporting sustainable tourism village development. CBT has long been acknowledged as a framework for promoting community participation, local development, and equitable sharing of tourism benefits. CBT empowers local communities to have a prominent role in tourism planning, management, and benefit sharing, thereby enhancing rural livelihoods while maintaining socio-cultural and natural resources. Previous research has shown that community participation and local ownership are crucial in ensuring that tourist development creates inclusive socioeconomic benefits and promotes rural development (Velázquez et al., 2010; Ohe, 2018). In many rural destinations, CBT initiatives have helped diversify household income sources and stimulate small-scale entrepreneurship, thereby enhancing local economic resilience (Kallmuenzer & Peters, 2018).

However, the literature reviewed in this SLR also reveals several structural limitations associated with the implementation of CBT. Many tourism villages remain highly dependent on initial government support and often experience stagnation once external facilitation declines. Limited managerial capacity, insufficient product innovation, and weak market connectivity are frequently identified as key barriers that constrain the long-term competitiveness of CBT initiatives (Lindström, 2020; Pramono & Juliana et al., 2021). Furthermore, the absence of strong partnerships with external stakeholders often limits the ability of tourism villages to expand their economic activities and integrate into wider tourism value chains.

In this context, CSV offers an important complementary perspective that can enhance the effectiveness of CBT. CSV emphasizes the integration of economic value creation with social value generation through collaborative partnerships between businesses and local communities. By aligning economic interests with community development goals, CSV provides a mechanism through which

tourism activities may contribute to community welfare while supporting business competitiveness. The findings of this SLR suggest that integrating CSV into CBT can facilitate stronger collaboration among communities, governments, and private sector actors, thereby creating a more dynamic and sustainable tourism ecosystem.

More specifically, the potential contribution of CSV to CBT can be understood through several complementary mechanisms. First, the managerial and market-capacity limitations faced by some CBT initiatives can be addressed through strategic partnerships with tourism enterprises and intermediaries, which can provide access to managerial expertise, marketing capabilities, and broader tourism markets. Second, weak product innovation can be addressed through collaborative value creation, in which tourism businesses and communities exchange knowledge and jointly develop tourism products and services. Third, limited market connectivity can be addressed through business partnerships and value-chain integration that connect tourism villages with wider distribution and market networks. Fourth, limited coordination with external stakeholders can be addressed through CSV-oriented collaboration that aligns business interests with community development objectives. Thus, CSV does not replace the community participation and local ownership provided by CBT; rather, it provides complementary mechanisms for strengthening managerial capacity, innovation, market connectivity, and external partnerships.

One of the key contributions of CSV to CBT lies in strengthening market integration for tourism villages. Rural tourism destinations often face difficulties in accessing broader tourism markets due to limited marketing capacity and fragmented tourism networks. Through strategic collaboration with tourism enterprises and tourism intermediaries, CSV can enhance market connectivity, allowing tourism villages to reach wider visitor segments and generate greater economic value for local communities.

CSV can also support innovation and tourism business development within CBT initiatives. Innovation is increasingly recognized as an essential factor in sustaining destination competitiveness, particularly in rural areas where tourism businesses are typically small-scale and resource constrained. Collaborative initiatives between communities and tourism enterprises can stimulate knowledge exchange, product development, and service innovation that improve tourism experiences while maintaining local authenticity (Melzer & Meyer-Cech, 2014). In this regard, CSV provides opportunities for CBT destinations to strengthen their tourism products while preserving the cultural and environmental assets that constitute the core attractions of rural tourism.

Another important aspect highlighted in this SLR relates to collaborative governance and stakeholder coordination. Tourism development in rural areas involves multiple actors whose interests must be effectively coordinated to achieve sustainable outcomes. Effective governance mechanisms are required to guarantee that tourism development coincides with the broader development aims and sustainability goals (Couto et al., 2021). CSV promotes cooperative relationships among stakeholders and encourages joint value creation, thereby supporting more integrated and collaborative governance structures within CBT initiatives.

Furthermore, integrating CSV into CBT may support the long-term viability and resilience of tourism villages. Rural tourism relies heavily on local resources, cultural heritage, and environmental assets that require careful management to ensure their long-term viability. By connecting economic competitiveness with community well-being, CSV provides a strategic approach to integrating economic development with social and environmental considerations. This integration enables tourism villages to maintain their cultural authenticity while improving their economic performance.

Overall, the findings of this SLR suggest that CSV should be understood as a complementary mechanism rather than a replacement for CBT. Within the conceptual integration developed in this study, CBT provides the social and institutional foundation through community participation,

empowerment, and local ownership, while CSV provides a strategic mechanism for connecting these foundations with market integration, value creation, innovation, and external partnerships. Dynamic Capabilities is positioned as an enabling capability that allows tourism villages to sense opportunities, mobilize resources, and adapt or reconfigure their capabilities in response to changing conditions. The 4P framework provides a complementary governance context for coordinating government, private-sector actors, and local communities in supporting these processes. Together, these elements form an author-developed conceptual interpretation of how CBT, CSV, Dynamic Capabilities, and 4P may be integrated to support sustainable tourism village development.

These findings also imply several practical roles for tourism village stakeholders. Government can focus on creating an enabling environment through capacity building, infrastructure, market facilitation, and inclusive governance. Tourism village communities can strengthen organizational and entrepreneurial capabilities while maintaining ownership and control over local resources. Private-sector actors can contribute through market access, managerial expertise, technology, investment, and collaborative product development. Such partnerships should be supported by clear roles, transparent decision-making, and mechanisms to ensure that the benefits of tourism development are distributed fairly among participating stakeholders.

6. CONCLUSIONS

Tourism villages are rapidly being acknowledged as an important strategy for encouraging sustainable and inclusive tourism development in rural areas. This study used an SLR approach to investigate the available literature on CBT, sustainable tourism development, and the concept of CSV. By synthesizing 53 peer-reviewed studies, this research integrates scattered insights in the literature and identifies the main themes shaping tourism village development.

The findings reveal that the reviewed studies are largely concentrated in four main areas: rural tourism development, sustainability and environmental management, community participation and governance, and innovation and tourism business development. The review also identifies recurring implementation challenges in tourism villages, particularly limited managerial capacity, weak market integration, and insufficient collaboration with external stakeholders.

This review further suggests that CSV can complement CBT by linking community empowerment with economic opportunities through collaborative partnerships among communities, governments, and private-sector actors. The review therefore clarifies how CBT, CSV, Dynamic Capabilities, and the 4P framework can be conceptually connected in understanding sustainable tourism village development. These findings provide a basis for future research to empirically examine the proposed relationships and their applicability across different tourism village contexts.

This study has several limitations that should be considered when interpreting its findings. First, the review was based on peer-reviewed journal articles retrieved from Scopus and Web of Science and restricted to English-language publications from 2010 to 2026; therefore, relevant studies outside these databases or published in other languages may not have been captured. Second, the thematic synthesis involves interpretive classification of the reviewed studies, while the VOSviewer analysis identifies keyword co-occurrence patterns rather than causal or theoretical relationships. Third, the proposed integration of CBT, CSV, Dynamic Capabilities, and 4P represents an author-developed conceptual interpretation of the reviewed literature and has not been empirically tested.

Future research could address these limitations by expanding the review to additional databases and non-English literature and by empirically testing the proposed conceptual integration using quantitative, qualitative, or mixed-method approaches. Comparative studies across different tourism village contexts could further examine how institutional conditions, stakeholder relationships, power

dynamics, and benefit distribution influence the applicability of the framework. Longitudinal research could also investigate how tourism villages develop dynamic capabilities over time and how the interaction between CBT, CSV, and 4P may contribute to more inclusive and sustainable outcomes.

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AUTHOR CONTRIBUTIONS

Hariyanto: Conceptualization, Methodology, Software, Formal Analysis, Investigation, Data Curation, Writing – Original Draft Preparation, Visualization, Writing – Review & Editing

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CONFLICT OF INTEREST

The authors declare that there is no conflict of interest with their respective organizations.

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