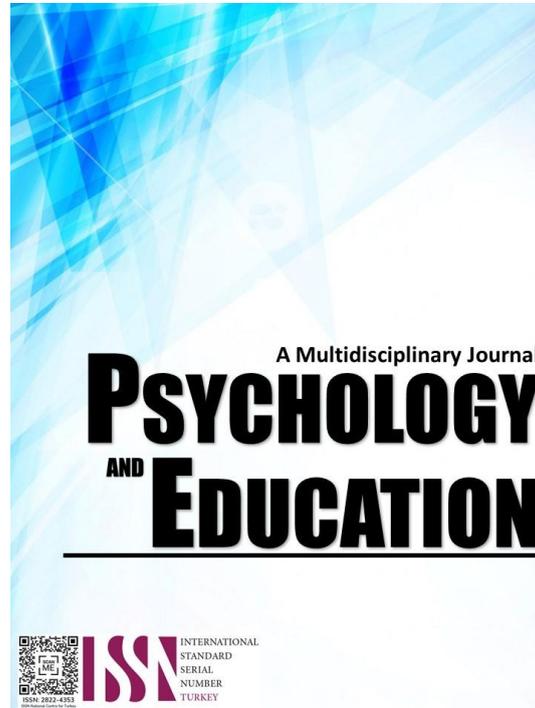


**COMMUNITY-BASED TOURISM IN  
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A STAKEHOLDERS APPROACH**



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## Community-Based Tourism in Boloc-Boloc, Barili, Cebu, Philippines: A Stakeholders Approach

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### Abstract

This study investigated the Community-Based Tourism (CBT) management practices of Barangay Boloc-Boloc, Barili, Cebu, Philippines. First, it looked into the barangay's current management practices in the hot spring operation regarding business core elements such as Human Resources, Marketing, Operations, and Finance. Likewise, the destination profile was analyzed based on the interview using the 5 A's of tourism, such as Attraction, Accommodation, Accessibility, Activities, and Amenities. The study's theoretical frameworks used the 5 A's of tourism destinations by Dickman. Likewise, the Triple Bottom Line framework applied, composed of social, economic, and environmental dimensions of sustainability. Finally, SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis was used as a management tool. The study found that Barangay Bolocboloc has tourism 5A's presence, such as Mineral Spring, Overnight Accommodation offerings, Motorcycles and Bus Routes, Swimming Spools, and Grocery Stalls. In addition, neighboring barangays, which are 2 km away has, also a presence of Tourism 5As, such as Waterfalls, Function Rooms, Bus Routes, SPA, and Canteen. Furthermore, there are numerous tourism product offerings in the Municipality of Barili, Cebu, which comprises 42 Barangays. There is also a presence of management practices with the intervention of the Local Government Unit. In addition, issues on the Triple Bottom Line include a lack of people-centered development, environmental rights, and little income. Lastly, this study presents the weaknesses and threats that need intervention, such as marketing practices, lack of education, solid waste management, and low tourist arrival.

**Keywords:** *tourism 5A's, TBL, CBT, management practices*

### Introduction

Tourism, the fastest-growing and the world's largest industry, contributed 7.4 percent of the annual growth rate (Fletcher et al., 2020). According to United Nations World Tourism Organization (2006), in the year 1999-2000 countries from East Asia and the Pacific are actively growing in tourism revenues. In addition, sustainability is now a growing concept that Tourism sectors are addressing due to its immense impact on society and the environment (Kim et al., 2018).

Sustainable tourism development requires the engagement of all key parties and strong political leadership to guarantee broad participation and consensus building (Geoffrey Deladem et al., 2021). Moreover, creating sustainable tourism is an ongoing process involving frequent monitoring of effects and implementing preventative and corrective actions as needed (Vu et al., 2021)

The concept of Community-Based Tourism emerged in the year the 1990s (Mayaka et al., 2019). It is from a community or a people's organization based on a small-scale structure such as villages, units, and districts in a rural area with something that they could offer tourists, such as entertainment, skills in crafts and souvenirs, and showing gastronomy, among others

(Lee & Jan, 2019). In addition, it is a platform for local communities to generate economic benefits by offering their products to tourists, ranging from local communities, lifestyles, natural resources, and cultures. However, it is also regarded as a developmental program that enhances the social and cultural benefits of the local Community through social and cultural exchanges with tourists. It opens the way for a sustainable tourism program that puts a substantial portion of the advantages in the hands of local people (Nugroho & Numata, 2022).

Sustainability becomes handy if the support and participation from the local Community and other stakeholders mentioned above are sufficient and are actively participative in the process. It is the unfolding of human potential for meaningful participation in social, environmental, economic, cultural, and political processes and institutions so that people can improve their conditions. It is also intended to bring positive change to human beings and their surroundings. For example, it may occur by bringing about the exchange in policy, profits, and legislation.

It may take development to grow in a community that optimizes environmental resources, which is a critical element in tourism development (Szetey et al., 2021). However, it also maintains essential ecological processes, helps conserve natural heritage and biodiversity, respects the socio-cultural authenticity of

host communities, conserves their built and living cultural heritage and traditional values, and promotes intercultural understanding (Neher, 2018).

Sustainable tourism respects the socio-cultural authenticity of host communities, conserves their built and living cultural heritage and traditional values, promotes intercultural understanding and tolerance, and ensures viable, long-term economic opportunities (Ruiz & Canizares, 2019). In addition, it maintains high tourist satisfaction and offers a meaningful experience by raising awareness about sustainability issues and supporting sustainable tourism practices (Oviedo et al., 2019)

### Research Objectives

This case study investigated the Community-based Tourism (CBT) management practices of Barangay Boloc-boloc, Barili, Cebu, Philippines, to propose a sustainable community-based tourism program. Specifically, the study had the following objectives:

1. Provide the profile of Barangay Bolocboloc as a tourist destination in terms of the 5 A's of tourism (Dickman, 1994), namely: Attraction, Accessibility, Accommodation, Activities, and Amenities.
2. Describe the barangay's current management practices in the hot spring operation in terms of business core elements such as Human Resources, Marketing, Operations, and Finance;
3. Identify the sustainable tourism challenges using the Triple Bottom Line framework (Elkington, 1997).
4. Determine the Strength, Weaknesses, Opportunities, and Threats of Barangay Bolocboloc.
5. Propose strategies based on the SWOT Analysis.

### Literature Review

According to Mtapuri and Giampiccoli (2019), Community-based tourism (CBT) is a method of community development that enhances the capacity of rural communities to manage tourist resources while assuring community involvement. It may also assist the Community in generating revenue, diversifying the local economy, preserving culture, conserving the environment, and providing educational opportunities (Juma & Khademi-Vidra, 2019). Additionally, since it may give alternative earnings to the local population, it becomes a strategy for reducing poverty (Juma & Khademi-Vidra, 2019). Junaid et al. (2021) emphasized that CBT takes a long-term strategy and seeks to maximize the local Community's advantages while minimizing tourism's detrimental effect on the

local Community and its natural resources.

For Community-Based Tourism to be practical, there must be a process of establishing a shared objective and local member engagement. It also demands substantial engagement and support from the locals and encourages them to participate in decision-making so that benefits may be shared equitably and planning and development can be done efficiently (McCabe, 2019). Such activity may be thoroughly established in a program but cannot be maintained without inadequate community support and involvement (Gutierrez, 2022). National government units, local government units, people's organizations, non-government organizations, vulnerable groups, legislative bodies, and companies, among others, have played a vital role in defining sustainable tourism development to visitors' satisfaction (Alieva & Usmonova, 2021).

### 5A's of Tourist Destination

The 5 A's of Tourism, meaning Attraction, Access, Accommodation, Activities, and Amenities (Dickman, 1997), summarize everything that must be considered when creating a tourist development plan for a certain kind of tourism. In addition, a tourist attraction is a site of interest frequented by travelers, generally for its inherent or shown cultural value, historical importance, natural or man-made beauty, or recreational activities (Biswas et al., 2020). It is where some exciting areas include historical sites, monuments, zoos, museums and art galleries, botanical gardens, buildings and structures, national parks and forests, amusement parks and carnivals, ethnic enclave settlements, historic railways, and cultural events are present in a destination (Alexander, 2021).

Furthermore, all destinations need accommodation nearby; otherwise, tourists will have nowhere to sleep. As a result, the market has recently seen an increase in accommodation types, from basic camping facilities to resorts. Successful accommodation development depends on building the correct type of facility to suit the needs of profitable market segments (Dickman, 1997). In addition, affordability will vary based on the target market, as accommodation units appeal to various users. Over time, accommodations for tourists have evolved to accommodate virtually all preferences, from holiday villages encouraging guests to spend their time on-site to bunk-house barns offering one-night stays at a low cost. Another variation is the concept of a timeshare, which offers investment for one or two weeks per year in a property with the option to exchange weeks for other locations (Moreno-Izquierdo et al., 2020)



Amenities must be provided for travelers to have a pleasant time in a tourist site. Thus, the administration of the tourist site should see facilities as a commercial activity. According to Dickman (1997), amenities are the services necessary to suit visitors' demands while traveling. They include public restrooms, signs, retail shops, restaurants and cafés, tourist centers, communications, and emergency services. Since many amenities are government services provided by local, regional, and national authorities, a high level of collaboration is required, particularly when tourist services may conflict with the demands of locals (Hermawan et al., 2018)

Access Visitors must travel physically from their homes to their destinations; air travel is the primary form of international travel (Papatheodorou, 2021). However, a robust ground touring sector, consisting of either day or longer coach trips, is also necessary to satisfy visitors (Bakhtiar & Sunarka, 2020).

Tourism is described by Mathieson and Wall (1982) as the temporary migration of individuals to the destination's customary place of residence; the activities they engage in while staying at the destination and the facilities available to suit their demands motivate them to come. From the standpoint of community-based tourism, the location should provide visitors with healthy activities to enjoy their time there (Joo et al., 2018). These include tour activities, swimming pools, and local attractions.

According to Dickman (1997), activities often support attractions. Active or passive activities are the things that visitors do. They vary from shopping and eating to various sports (individual and team), rural hobbies (hunting, fishing, and equestrian activities), and particular interest pursuits such as painting, photography, and cooking. In addition, a variety of activities often complement attractions. For instance, a beach attraction may provide windsurfing, body surfing, and surfboarding, but a treetop walk attraction may offer several routes through the surrounding forest for wildlife, bird-watching, and botany activities.

### **Dimensions of Sustainability for Community-based Tourism**

In the case of Community-based Tourism, the economic side refers to the local Community's economic gains from tourism-related job generation and small company growth. TBL seeks economic

growth and sustainability. According to Hammer and Pivo (2016), TBL strives to "value assets and leverage resources so money is used efficiently and effectively." People, Planet, and Profit are the 3Ps of TBL. The TBL's economic benefit pertains to employment creation, per capita income, tax base, and Gross Domestic Product (GDP). All are economic outcomes. Economic sustainability implies producing wealth at all levels of society and ensuring cost-effectiveness. It's also crucial that the business be sustainable (Nosratabadi et al., 2019).

TBL's second P is People or Social; it is Respecting human rights and providing equal chances. It demands fair benefits distribution aimed at reducing poverty. Local communities, their life support system, respecting other cultures, and avoiding exploitation are emphasized. Tourism developers should evaluate how Community-based Tourism would help locals. Social empowerment for community members encompasses participation, engagement, and cooperation; quality of life; respect for local culture and customs; and the role of women in community development.

According to Elkington (2004) TBL's social elements consider people fundamental to business. Concern for people should be fundamental in planning, for example, for creating nature-based resources. Social sustainability in the triple bottom line includes community capacity development and skills training.

TBL's third dimension, Planet, focuses on the environment. According to Denzi and Jamal (2016), European global institutional efforts in the 1970s affected today's environmental directions. The 1972 UN Conference on Human Development stated, "We must frame our activities across the globe with greater environmental concern." Denzi and Jamal (2016) define Environmental Sustainability as protecting and managing nonrenewable or valuable life-supporting resources. Minimize air, land, and water pollution and preserve biological variety and natural heritage.

### **Management Practices of Community-based Tourism**

Community-based tourism should safeguard the sustainability of the tourist site as a natural resource for future generations. Sustainability-focused management approaches include: Human resource management entails employing personnel for a tourism attraction and training them to handle guests (Siyambalapatiya et al., 2018). In community-based tourism, hired staff should be locals to promote community engagement; they must be paid pay and



benefits ((Noorashid & Chin, 2021). The company's finances should be well-managed in the community-based financial management of a tourist site; the tourist destination's revenue will contribute to the Community's income and the business's operating capital (Dahles et al., 2020). Community-based tourism requires marketing management that promotes and advertises the tourism product and services (Ngo et al., 2018). Management matches goods and services to client demands (Chen & Chen, 2019). Once clients' wants and needs are identified, goods and services may be generated. Customers may want to spend wisely; therefore, A firm must price its goods and services cheap enough to sell yet high enough to profit (Saputra & Mahaputra, 2022)

Place or Distribution moves items and services from producer to consumer (Mancini et al., 2019). Therefore, travel and tourism marketing distribution strategies are crucial for tourist satisfaction (Kozicka et al., 2019). Promoting travel and tourism goods and services to prospective clients such as advertising, publicity, press release, sales promotions, and personal selling are all forms of Promotion.

## Methodology

This research used the case study research design by Yin (2009), and hence, it focused on the phenomenon of a community that owns a natural resource and made it a tourist destination.

### Participants

The selected Community for this study is Barangay Boloboloc, one of the Forty-Two (42) villages of the Municipality of Barili. The barangay where the spring pool is located has a total land area of 293.11 hectares with a total population of Two Thousand Three Hundred (2,300). It is located in the northeastern of Barili, approximately 3 kilometers away from the municipal town of Barili.

The researchers have used the entire population since there are only 50 stakeholders: the Barangay Councilor, Barangay Secretary, Barangay Treasurer, Barangay Health Worker, Barangay Nutrition Scalar, Day Care Worker, Barangay Tanud, and others.

### Instruments of the Study

The study used self-made interview guide questions that would address the study's specific objectives. Below is the guided interview:

1. Are there any attractions, amenities, accommodations, and activities in Barangay Boloboloc? If yes, what are they? Are they accessible to tourists? How about the neighboring Barangay, which is 2 km away from here? And the entire Municipality?
2. How does Barangay Boloboloc manage the practices regarding Human Resources, Marketing, Financial, and Operations?
3. What are the Social, Economic, and Environmental issues in the Community?
4. What are the strengths, weaknesses, opportunities, and threats to the Community?

## Procedures

Primary data were collected from the stakeholders of the Boloboloc Community. Secondary data were gathered from libraries, online resources, and government documents, and the interview results were content analyzed.

## Results

The data gathered from the stakeholders yielded the results presented below.

Table 1. Profile of Barangay Boloboloc, Barili, Cebu Philippines in terms of 5 A's of Tourism

5A's in Tourism	Barangay Boloboloc	Neighboring Barangays (2 kilometer distance)	Municipality of Barili, Cebu (42 barangays)
Attraction	Natural Mineral Sulfuric Spring	2 Height Water Falls With 566 Steps. Wild Life Sanctuary Tilapiahan & Family Park	Historical Churches Ancestral Houses, Beaches (natural) Falls, Hill – San Rafael Hill Springs Mountain Resort Cave exploration Churches: Santa Ana Parish (Spanish era)
Accommodation	Overnight accommodation	Seven (7) Rooms with some equipment and furniture & Function Room	Pension Houses, Apartments, Single Detached House & Dormitories
Accessibility	Motorcycle "Habal-Habal" Drivers Bus Routes Private Vehicle	Motorcycle "Habal-Habal" Drivers, Bus Routes (air-conditioned and non-air-conditioned buses) Private Vehicle	Motorcycle "Habal-Habal" Drivers Bus Routes (air-conditioned and non-air-conditioned buses) Private Vehicle
Activities	Swimming in the spring pools	SPA, Karaoke-han Catering services Swimming, Billiard play	Fiestas, Health & Wellness SPA Cockpit Hall, Skimboarding Snorkeling, Sunbathing & Swimming & Diving
Amenities	grocery stalls	Canteen	Banks / ATM outlets, Dry – Wet Market, Medium Size Hospital Shops (pet, flower, Café, repair) Restaurants/ Carenderias, Convenient Stores



**Table 2. Current Management Practices of Boloboloc tourist destination.**

Human Resource	Marketing
The hired employees in running and managing small natural spring pools were from the village's residents. Furthermore, hired skilled workers to handle cash sales, cleaning, and maintenance of the surrounding area of the pools, the overseer, and housekeeping.	The product and services of barangay Boloboloc are therapeutic spring pools, foods, and drinks.  The prices for their services are very minimal and affordable. It has an entrance fee of Twenty pesos per head (P 20/head), Ten pesos per head (10/head) for Shower usage.
The Municipality officials decide to hire skilled workers, and the contract renewal is based on a six (6) month work performance. Replacing a new skilled worker is based on violating the rules and regulations set by the officers of the Municipality.	The accommodation of a single detached house ranges from using a Single bed for Two Hundred pesos per bed (P 200/bed) to a Queen Size Bed for Five Hundred Pesos per bed (500/bed). An Overnight stay using four single-size beds for One Thousand Pesos (P 1,000).
The barangay officials of Barangay Boloboloc have initiated conducting training and seminars such as a livelihood project for drug surrenderees, goat dispersal and vegetable gardening, a workshop on forage pasture, a meat processing workshop, and mushroom culture.	The promotional methods adopted by the Community are robust through the Word of Mouth, Bill Board, Tarpaulin, and Internet Web Page. The spring pool is attended by hired personnel and skilled workers like Cashier/Ticketing officer, Cleaner, Pool Watcher, and Gardener/Housekeeper. External & Internal Layout of the spring are visible in its two medium size pools: 10ft, 5ft., and 4ft. In addition, a medium size ticketing booth is placed outside the pool to issue ticket (s) to tourists who would like to bathe in the spring pool. Its competitive advantage is being a Therapeutic Spring.

[The following positions were hired to help in the spring operation: Cashier/ Ticketing agent, watcher, cleaner/maintenance personnel, and housekeeper. Each receives a payday of Three Hundred Pesos (Php 300/day), excluding their meal and transportation; nevertheless, the hired skilled workers are community members of the said barangay. As a result, the Barangay's generated income is composed of the Tax Revenue from the community members, the share of Real Property Tax, the share of Community Tax, Misc. share on IRA, Municipality Aid, Barangay, Clearance, and Provincial Aid.

The Barangay's list of expenditures was spent on Personal Services while the Barangay Generated capital outlay/Assets were on the purchase of Computers, Laptop, Air-conditioning unit, a Grasscutter, and the purchase of Water Dispenser. These purchases serve as a capital outlay of the barangay because it assists in making the management of the tourist destination efficient and effective.

The spring pool bath is available to tourists from 8:00 am – 5:00 pm and beyond five (5 o'clock) in the afternoon with the condition that the management is neither liable nor held accountable for life risk and security.

Tourists may continue to use the spring pool beyond the operating time of 5:00 pm provided that they are accountable for their actions and that management has no liability beyond the operating time.

The barangay officials purchased the following equipment to aid them in ease of production and achieving the barangay's mission, vision, and goals: the CCTV Camera, Computer with printer, two water dispenser units, and first aid medical equipment, among others. In addition to its purchases are the equipment and machines to be used and placed in the Room.

Hygiene and Sanitation are practiced by cleaning the pool every Monday and Friday. In addition, the production capacity of the spring pools and overnight accommodation are fully utilized every weekend. Finally, its Waste Management disposal places trash in a single bin.

**Table 4. Brgy. Boloboloc SWOT Analysis**

Strengths	Weakness
<ol style="list-style-type: none"> <li>Attraction of Barangay Boloboloc has a mineral hot spring preferred by tourists for therapeutic benefits</li> <li>Current Management Practices in terms of Human Resource Management, Financial and operational practices were satisfactory;</li> <li>Two spring pools of hot springs;</li> <li>Organized some members of the Community</li> </ol>	<ol style="list-style-type: none"> <li>Accommodation as a tourist destination only has one (1) single detached style cottage, hence, is inadequate;</li> <li>Few amenities offered by the barangay Boloboloc;</li> <li>Marketing practices, mainly their Promotion, are relatively low;</li> <li>Lacks education on Tourism</li> <li>Absence of proper solid waste management</li> <li>Absence of training on a startup business.</li> </ol>
Opportunities	Threats
<ol style="list-style-type: none"> <li>Generation of sustainable income through CBT partnership with travel agencies;</li> <li>Generation of income through the willingness to pay entrance fees;</li> <li>Creating environmental awareness through education;</li> <li>Some residents are ready and educated for Tourism;</li> </ol>	<ol style="list-style-type: none"> <li>Tourist Visits are very low</li> <li>Few established partnerships</li> </ol>

**Table 5. Proposed SWOT Strategy**

Strategies for Strength	Strategies for Weaknesses
<ol style="list-style-type: none"> <li>Leverage Hot Spring as the Unique product proposition to the Barangay.</li> <li>Continue to practice sustainable management initiatives.</li> <li>Improve hot springs based on the feedback and requests of the stakeholders.</li> <li>Continue to upskill the Community for the competitiveness of the organization.</li> </ol>	<ol style="list-style-type: none"> <li>Improve accommodation facilities.</li> <li>Increase the number of Amenities.</li> <li>Increase promotional initiatives using different marketing platforms.</li> <li>Regular Tourism Knowledge Training and Familiarization.</li> <li>Implement solid waste management by segregating garbage.</li> <li>Coordinate with Business Incubator to capacitate startups in Barangay Boloboloc.</li> </ol>
Strategies for Opportunities	Strategies for Threats
<ol style="list-style-type: none"> <li>Continue to partner with Travel Management Companies that promote sustainable tourism packages.</li> <li>Entrance Fees will be used for maintenance, environmental protection, and preservation.</li> <li>Continue to educate tourists and the Community on the concept of sustainable tourism.</li> <li>Locals should be capacitated via sustainable tourism knowledge and practical skills.</li> </ol>	<ol style="list-style-type: none"> <li>Maintain carrying capacity; however, the Community could promote the area to increase the number of tourists at least.</li> <li>Networking and socializing with other tourism organizations, such as attending social events, and participating cause of action for Tourism Sustainability.</li> </ol>

**Table 3. Issues/Concerns of the Community-based Tourism of Barangay Boloboloc**

Triple Bottom Line	Challenges/Concerns
Social Sustainability	The Community lacked people-centered development where it upholds Social justice, active community members, raises and satisfies the quality of life, and promotes community pride.  In addition to its challenges within the Community is dividing roles fairly between women/men, elders/youth, increasing Hygiene and Safety Awareness, conducting formal and informal education, awareness on Cultural preservation, embedding development in local culture, and passing on traditional skills.
Environmental Sustainability	The challenges are for the community members to know their environmental rights and responsibilities in conserving natural resources.  In addition, stakeholders must involve in responding to the community needs, enabling the participation of local people, and increasing the power of the Community over the outside.
Economic Sustainability	The community members of the barangay Boloboloc do have little income from local production.

## Discussion

In terms of Tourism 5As, Brgy. Boloboloc offers the attraction (Mineral Sulfuric Spring), Accommodation (Overnight), Accessibility (Via Motorcycle, Bus Routes, and accessible to Private Cars), Activities (Swimming Spring Pool), and Amenities (Grocery Stalls). Furthermore, in the neighboring Barangays, there are also tourist attractions such as Waterfalls, and Wildlife sanctuaries, which means that tourists can stay longer as there are activities nearby. In addition, the Municipality of Barili offers different Tourism Sites and Activities, e.g., Historical Churches, Cave for Spelunking, and Mountain Resort. The activities, attractions, accommodation, amenities, and accessibility nearby Brgy. Boloboloc adds value as tourists could enjoy these activities and stay longer, attaining sustainable tourism.

In human resources, Barangay Boloboloc helps the Community by hiring them to be part of the workforce.

At the same time, the local government unit also takes part in hiring and staffing employees. In addition, training and Seminars for the drug surrenderees indicate that the area is gearing towards social reconstruction. Brgy. Bolocboloc relies on the therapeutic spring pool, their unique selling proposition in the Municipality of Barili, which also offers affordable prices. Word of Mouth and Social Media is used to promote the area. In financial management, the income is used to acquire gadgets and appliances to increase efficiency. In operations, the Barangay operates 8 hours daily. Hygiene and Sanitation play an integral role in the entire operation.

Issues on the Triple Bottom Line where in Social Sustainability, the Community lacked people-centered development, and they are challenged in dividing the roles between women and men, elders and youth, and also on increasing the safety of the area. Furthermore, in Environmental Sustainability, they are being challenged on the environmental rights and responsibilities in conserving natural resources. At the same time, there is less participation from the local Community. Finally, in economic sustainability, the employees receive little income due to the low number of visitors.

## Conclusion

Community-Based Tourism (CBT) is a concept that needs to be prioritized due to its significance to the environment, society, and economy. It is also concluded that while a tourist destination has a complete offering concerning Tourism 5As, it would not warrant long-term success. Therefore, areas in management need to be revisited and identify areas for improvement. In addition, despite the local government unit's intervention in management decisions, social, environmental, and economic issues are still evident in Barangay Bolocboloc. The stakeholders' collaboration in the data gathering has helped the researcher craft a SWOT analysis and propose a SWOT strategy that would potentially aid and address the concerns and issues in Barangay Bolocboloc.

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