Research Square

Preprints are preliminary reports that have not undergone peer review.
They should not be considered conclusive, used to inform clinical practice,
or referenced by the media as validated information.

Strategic Communication Across Destination Branding Components in Sustainable Community Based Coffee Edutourism Planning

Aditya Bhakti

aditya@umm.ac.id

Universitas Muhammadiyah Malang

Novin Wibowo

Universitas Muhammadiyah Malang

Havidz Prakoso

Universitas Muhammadiyah Malang

Moch. Fuad Nasvian

Universitas Muhammadiyah Malang

Gumoyo Ningsih

Universitas Muhammadiyah Malang

Case Report

Keywords:

Posted Date: November 2nd, 2026

DOI: https://doi.org/10.21203/rs.3.rs-10881617/v1

License: This work is licensed under a Creative Commons Attribution 4.0 International License.
Read Full License

Additional Declarations: No competing interests reported.

Strategic Communication Across Destination Branding Components in Sustainable Community Based Coffee Edutourism Planning

Aditya Dwi Putra Bhakti[1*] Novin Farid Styo Wibowo [2] Havidz Ageng Prakoso [3] Moch. Fuad Nasvian [4] Gumoyo Mumpuni Ningsih [5]

*Correspondence: Aditya Dwi Putra Bhakti
aditya@umm.ac.id

124 Departement of Communication Science, University of Muhammadiyah Malang, Malang, East Java, Indonesia

3 Department of International Relations, University of Muhammadiyah Malang, Malang, East Java, Indonesia

5 Department of Agribusiness, University of Muhammadiyah Malang, Malang, East Java, Indonesia

Abstract

Community-based tourism planning requires strategic communication to connect institutional decisions before a destination becomes fully operational. This study analyzes how strategic communication between Village-Owned Enterprises (BUMDes) and Tourism Awareness Groups (POKDARWIS) operates across destination branding components during the planning of community-based coffee edutourism in Sumbertangkil Village, Indonesia. The study uses a qualitative case study involving four purposively selected participants from BUMDes and POKDARWIS. Data were collected through semi-structured interviews and focus group discussions and analyzed deductively and interpretively using Balakrishnan's Strategic Branding of Destinations Framework. The results show that strategic communication operates across five branding components through shared understanding, coordination, meaning articulation, and decision-making. Shared aspirations have emerged to develop coffee as a community-based educational experience, while institutional roles are still evolving. Coffee resources form an edutourism portfolio, although target–portfolio matching remains broadly defined. Sumbertangkil's positioning is developing as a community-based coffee learning space but has not yet been formalized into a shared brand proposition. Communication strategies remain under development, while feedback functions as an evaluation mechanism. The study identifies a strategic branding integration gap, defined as the distance between destination aspirations and managers' ability to connect stakeholder roles, targets, product portfolios, positioning, communication, and feedback into a coherent branding direction. Strategic communication therefore functions as a cross-component coordinating process whose integrative capacity depends on the institutionalization of shared decisions. This institutionalization is relevant to sustainable community-based tourism planning because it can align stakeholder participation, local resources, destination experiences, and locally grounded economic opportunities within a development direction.

Keywords : Community-based tourism; Coffee edutourism; Destination branding; Strategic communication; Sustainable tourism planning

1. Introduction

Community-based tourism destination planning is important because it is a strategic decision regarding the initial stage of destination identity before the destination is opened to the general public. Tourism development planning is a process in which resource management, decision-making, and at this stage also requires coordination and involvement of various stakeholders to formulate destination development [1]. Existing managers must be able to determine the vision, resources developed, visitor targets, product form, positioning, and communication direction, while different stakeholders may bring different interests and orientations. In destination branding, collaboration between stakeholders is necessary in building a consistent destination identity, but differences in interests can be a communication barrier [2]. Because these decisions are interrelated, if not aligned from the initial stage, they can affect the consistency between destination direction, product, positioning, and the experience designed. Therefore, the planning stage is a very important initial stage in building the foundation of destination branding.

The diversity and differences in interests that exist are challenges in community-based tourism planning. Community-based tourism makes local communities an important actor in tourism development and local empowerment, with interrelated economic, social, cultural, and governance dimensions[3], [4]. This makes local communities and organizations have a direct position in resource management, experience production, services, and destination representation. Collaborative tourism planning requires the involvement of stakeholders in order to bring together various perspectives and interests in the decision-making process [5]. The difference in needs between economic interests, community empowerment, asset management, and tourism services can affect the consistency of branding decisions if not managed clearly and appropriately.

In community-based tourism, the coherence of these strategic decisions also has implications for sustainability. Sustainable destination development relies on the ability of local institutions to sustain community participation, connect local resources with locally grounded economic opportunities, and translate those resources into tourism experiences without separating them from the social and institutional contexts from which they originate. From this perspective, strategic communication at the planning stage becomes relevant not only for destination branding coherence but also for the institutional capacity needed for the sustainable development of community-based tourism.

In this context, strategic communication is very relevant because communication is carried out from the beginning of the planning formulation process. Strategic communication can be understood as a communication process that is directed at achieving organizational goals through the formation of understanding, coordination of interests, relationship management, and alignment of actions. Communication in destination branding plays a role in shaping perception and engagement with the destination, as well as translating the cultural, historical, natural, and socio-economic values of an area into an identity that can be communicated to the public[6], [7]. This perspective provides a space to look at communication before the promotion of tourist destinations is carried out. The actors present communicate as they define destinations, interpret resources, determine priorities, divide roles, and shape decisions that then become the basis for the representation of destinations to the public.

In practice, the success of destination branding in edutourism relies heavily on the alignment of communication and institutional collaboration. For example, global studies on coffee agrotourism destinations in the Philippines and tea agrotourism in China show that successful brand value creation requires structured coordination between landowners, local communities, and institutions [8]. In the Philippines, successful coffee destinations do not simply sell products, but integrate farmer narratives with tourism through inclusive local community engagement. In contrast, operational challenges in emerging agrotourism destinations often stem from fragmented communication between stakeholders. These real-world examples highlight that before a destination can communicate its educational brand to outside visitors, internal stakeholders must first align their strategic decisions.

Given the complexity of destinations that are heavily influenced by geographical conditions, diversity of stakeholders, and infrastructure, conventional product branding frameworks cannot be applied linearly[9]. To respond to this, Balakrishnan [9] formulated the Strategic Branding of Destinations Framework which includes five closely related components. The formation of

destination identities begins with (1) the formulation of a vision that must be negotiated and assimilated by local stakeholders. The vision becomes the basis for (2) matching the availability of local asset portfolios with the target visitors, which is then articulated into (3) positioning and differentiation strategies using tangible and intangible resources. This identity is channelled through (4) communication strategies, which in this study are distinguished from strategic communication as a broader analytical perspective for examining how institutional actors communicate across destination branding decisions. Finally, (5) feedback mechanisms and response management serve as an instrument for initial testing of product design and institutional readiness at the planning stage. These five components operate in mutually interdependent relationships [9], thus providing a comprehensive analytical space to dissect how various strategic decisions are communicated and interconnected when a destination is still in the early stages of formation.

A number of previous studies have examined destination branding through the expansion of identity lenses, imagery, stakeholder participation, co-creation, positioning, and communication. Various literature confirms that governance and stakeholder engagement are key pillars in destination brand formation. This process not only demands negotiation of influence and legitimacy among actors with different interests[10], [11], but has also been shown to influence the level of positive behavioral support for the destination identity itself [12]. Furthermore, the communication element occupies a strategic position in place branding; not just as an instrument of direct sales campaigns, but as a foundation for constructing regional values, managing reputation, and bridging interactions with the general public [7], [13]. Especially in the community-based tourism ecosystem, this strong social and governance bond is a catalyst that attracts the participation of local residents, so that the value and brand identity of the destination can be built in an inclusive manner through the process of co-creation, especially in areas that are still in the planning phase [14], [15].

However, there is still room to examine the relationship between strategic communication and the formation of strategic components of destination branding while the destination is still in the planning stages. Many previous studies have described branding on destinations that already have market experience, discussed image and positioning after the destination is operational, or focused on external communication to tourists. Studies on destination brand identity are still developing and show the need for further attention in destination branding research [16]. Knowledge of how local organizations communicate when visions, targets, product portfolios, positioning, communication strategies, and feedback are being formed is still limited. In this process, decision-making in destination branding needs to bring together the perspectives and priorities of tourists and local communities, which shows the complexity of the process of shaping destination direction from the decision-making stage[17].

The existing gap leads more towards community-based destinations. In the planning phase, the branding process occurs simultaneously with the formation of institutional relationships, the division of duties and responsibilities, and product development. This allows for differences in the level of development between branding components. The vision that is formed may not be mature because the segmentation itself is not clear. The potential of the existing product cannot be utilized and used as an attraction if the positioning has not been formulated. External communication that is planned when the division of roles is still developing needs to be avoided, therefore there needs to be a study that sees communication as an empirical process that takes place within and between various branding decisions. This is in line with studies on sustainable tourism planning which show that various stakeholders are involved in generating and using various evidence throughout the planning process as the basis for planning[18].

Sumbertangkil Village, Tirtoyudo District, Malang Regency, Indonesia, provides a very relevant empirical context to examine this issue. The village is in the early stages of planning a coffee-based educational tourism area driven by two main institutional axes: Village-Owned Enterprises (BUMDes) and Tourism Awareness Groups (POKDARWIS). Although the village has rich resource potential for educational experiences ranging from coffee plantations, farmer activities, cultivation and processing processes, brewing, to local products, this planning phase is characterized by institutional risks and specific communication bottlenecks. BUMDes and POKDARWIS operate with different institutional mandates and operational orientations. BUMDes primarily focuses on the management of village economic assets and economic activities, whereas POKDARWIS places greater emphasis on community participation, tourism activities, and visitor

experiences. Given that this destination is still in the initial planning stage, the reliance on informal communication interactions without structured inter-agency governance agreements creates a great risk of branding fragmentation. Without strategic communication that bridges these differences in orientation, decisions regarding vision, target visitors, product portfolios, positioning, and evaluations have the potential to develop in a fragmented or misaligned manner and run individually.

A number of studies that have been conducted related to coffee tourism examine the development of tourist experiences, coffee tour products, education, and marketing and branding aspects as part of destination development. Studies that have been conducted show how the development of coffee tourism is not only related to coffee commodities, but also about how various resources are translated into tourism experiences and offers. However, the attention of the research is more directed to the characteristics of the experience, product, and destination development strategy than to the communication process that occurs when these various decisions are formulated and connected between parties [19]. Departing from this gap, this study takes a different focus by not being directed to identify the identity of the destination alone, but to understand how the communication process takes place when the components of strategic destination branding are being formed and connected at the institutional level.

The designation of the Strategic Branding of Destinations Framework from Balakrishnan[9] [8] was made because it is relevant to the context of Sumbertangkil as a destination that is still in the planning stage. Balakrishnan [9] developed this framework as a conceptual framework to assist in the formulation of destination branding strategies and demonstrated the need for further testing through case studies. In the next research agenda, Balakrishnan[9] specifically suggested testing on new destinations with little historical context to see the relationship between vision clarity and destination performance. The condition of Sumbertangkil that still shapes the direction, product, positioning, communication, and evaluation mechanism of the destination provides a relevant context to use the framework as an analytical framework in reading the process of forming strategic destination branding.

Based on the existing problems, this study asks the question: how strategic communication between BUMDes and POKDARWIS takes place within and among destination branding components at the planning stage of community-based coffee educational tourism in Sumbertangkil Village. This study aims to analyse this process through the five components of Balakrishnan's Strategic Branding of Destinations [9]. Strategic communication is used as an analytical perspective to identify how actors align visions, discuss targets and product portfolios, articulate positioning, plan destination communication, and develop feedback mechanisms. With this position, the research is expected to provide an understanding of how communication plays a role in the formation of strategic destination branding in the planning phase, as well as how the communication process connects decisions between components within the Balakrishnan framework [9].

2. Literature Review

2.1 Strategic Communication Across Destination Branding Processes

Strategic communication places communication in direct relation to organizational goals, decisions, relationships, and actions. This perspective views communication as a process that occurs when actors form an understanding of an issue, articulate interests, coordinate actions, and determine the direction to be taken. With this position, strategic communication has a broader scope than simply conveying a message to the public because the communication process has been ongoing since organizational decisions began to be formulated. This is in line with Van Ruler, 2021[20] who states that strategic communication includes all communication activities in the context of the development and implementation of organizational strategies.

The strategic dimension of communication becomes important when an organization faces objectives that require coordination between actors. Strategic decisions are rarely formed through one-way actions. Actors bring different knowledge, resources, authority, and interests into the decision-making process. Communication provides a space to bring these differences together, build an understanding of goals, and translate decisions into actionable actions. In this context, communication integration is understood as the strategic level of communication management, including strategic planning and cross-departmental evaluation [21].

In *destination branding*, there are many complex things because in a single destination there are many actors and resources that are not under the control of one organization. Destination identity and experience are formed through relationships between the managing organization, society, economic activities, physical environment, services, media, and interaction with visitors. In this context, *destination branding* needs to be understood as a holistic and collaborative process because destination brands are formed through the interconnectedness between stories, experiences, environments, and various stakeholders, while the involvement of internal stakeholders is necessary for brand identity to represent the inherent meaning of the destination[22], [23]. Decisions about destination brands require adequate coordination before being conveyed to the wider community so that the message can be consistent.

Strategic communication in this context can be observed in two interrelated domains, namely the internal and external domains. The internal realm includes communication when stakeholders define goals, determine priorities, select resources, discuss target visitors, and form *positioning*. The external realm is concerned with translating these decisions into messages, media, services, physical spaces, and experiences that relate directly to the audience. Branding consistency depends on the relationship between the two domains. The relationship between these two domains is important because brand consistency requires the alignment of internal and external communication and the integration of brand values with external communication efforts [24], [25].

This position is crucial to explicitly distinguish the concept of strategic communication from just a communication strategy. If a communication strategy focuses on promotional tactics and *delivering positioning* to the audience, strategic communication delves deeper to dissect how communication takes place across the various domains of *branding* decisions itself. With this distinction, the focus of research is no longer confined solely to the analysis of promotional media, but rather directed to the empirical dynamics of how stakeholders negotiate and formulate destination decisions as a whole.

2.2 Community Based Tourism, Stakeholder Coordination, And Planning Stage Branding

Community-based tourism places local resources and knowledge as an important part of the destination experience. The environment, economic activities, culture, local products, daily practices, and social relationships can be interpreted as tourism experiences through community involvement. This context puts communities in a position close to the production and delivery of destination values. This position further affirms that the success of community-based tourism depends on community involvement in the process of planning, development, and managing tourism, while limited community participation can be one of the causes of community-based tourism (CBT) failures [26], [27].

Community-based tourism development is a collaborative process involving many institutional actors, such as village governments, business entities, and community groups[28], [29]. The diversity of these actors certainly brings different perspectives and interests; some may focus on pursuing economic goals, while others prioritize environmental preservation or citizen empowerment. If this division of roles is left floating without clear communication, the impact is fragmentation. The direction of destinations can develop separately, and the *emerging branding* message becomes inconsistent[30], [31]. This is where coordination at the planning stage is crucial. From a sustainability perspective, the sustainability of a tourism destination is not only measured by momentary gains, but by how resilient the local institutions are in bringing their vision together from the beginning. Therefore, bridging the orientation of key actors such as BUMDes with their economic targets and POKDARWIS with their empowerment mission through strategic communication is a foundational step. This ensures that local resources can be translated into a whole, meaningful, and sustainable tourism experience.

The problems that exist related to the large number of actors involved with diverse views and interests need to be discussed at the beginning of planning. Destinations that are not yet fully operational do not yet have a stable product, service pattern, segmentation, *positioning*, and visitor experience. Decisions regarding these elements develop along with the formation of a management structure. Therefore, the planning stage is a phase in which the *direction of branding* is still open to interpretation, negotiation, and change. This is in line with research conducted [32], [33]. Destination development in the early stages which shows that the process occurs in the early stages of tourism

development and is influenced by how relationships between people, resources, and tourism activities are formed.

Branding that occurs in the planning phase is also a selection process. An area can have a lot of organic potential, but the region also needs to have a destination strategy that is a priority. Managers need to determine which resources are worth developing into attractions and used as the main experience felt by tourists, where this needs to be relevant to visitors, as well as a distinguishing character from other existing destinations. This process requires communication because decisions about potential are always related to the interpretation of the value and future of the destination.

Planning also creates special conditions for *branding evaluation*. Operational destinations can utilize visits, tourist satisfaction, reviews, viral messages, and market data as a source of response. Early-stage destinations do not yet have an adequate experience base. Evaluation is more concerned with concept readiness, product feasibility, alignment between actors, clarity of *positioning*, and possible response from potential target groups. Branding assessment at the development stage can also consider stakeholders' perceptions of the effectiveness of *branding* and marketing strategies as a source of information before the market response is fully formed [34].

This context is important for community based coffee edutourism research. Tourism products develop from agricultural activities, farmer knowledge, production, processing, brewing, and social interaction that have lived in the community. The transformation of these resources into educational experiences requires decisions about what visitors will learn, who transmits knowledge, which groups of visitors to go to, and how these experiences are placed within the identity of the destination. The design of agrotourism activities as a tourist experience needs to consider the expectations and desires of visitors [35]. In coffee tourism, the experience built through coffee-related activities and attractions not only serves as a tourist attraction, but can also be a means to introduce knowledge about coffee culture and practices to visitors[36].Grounding the tourism experience in existing agricultural practices, local knowledge, and community participation also provides the basis for the development of destinations that remain connected to local social and economic resources.

The planning stage provides an analytical space to understand the relationship between stakeholder communication and branding decision formation before the destination acquires a stable operational structure. This study focuses on the communication of BUMDes and POKDARWIS as the two main institutional actors. Given the scope of the subject, this study is directed at the institutional planning of a community-based destination, not to represent the entire views of the Sumbertangkil community.

2.3 Strategic Branding of Destinations Framework

Balakrishnan [9]developed the *Strategic Branding of Destinations Framework* to bring the study of *destination branding* from the dominant focus on images, logos, and design elements to *branding management* at the strategic level. The framework is based on the complex character of destinations as it is influenced by environmental, geographical, historical and cultural factors, diversity of stakeholders, variation of target customers, dependence on services, infrastructure, communications, and limited control over public responses.

Balakrishnan[9] identifies five key components in the strategic *destination branding* process: (1) stakeholder vision and management; (2) target customer matching and product portfolio; (3) *positioning* and differentiation strategies using brand components; (4) communication strategies; and (5) feedback and response management strategies. These components are used in this study as a conceptual structure to organize the analysis, rather than as a linear sequence that must always appear at the same level of development.

Vision and stakeholder management place vision as the starting point of *a branding strategy*. Vision provides direction regarding the goals to be achieved and serves as the basis for *positioning*. The effectiveness of vision depends on the process of formulation, communication, and assimilation among stakeholders. Balakrishnan [9] also emphasizes that the complexity of *branding* increases when stakeholders have diverse needs and goals. Managers' aspirations need to have a relationship with the needs and expectations of local communities.

The target customer matching and product portfolio components place the target and product in a strategic relationship. The destination portfolio needs to depart from existing assets as well as realistic resources to develop. Balakrishnan[9] includes the economy, education, culture, character of the community, local products, experiences, and environment as part of the possible destination portfolio. In the planning stage of research, this component is used to assess how managers define the intended target customers and relate them to the planned experience portfolio. The study does not assess actual suitability based on traveller responses because the destination is not yet fully operational.

Positioning and differentiation are related to the character that is to be associated with the destination. Balakrishnan[9] emphasizes *positioning* that is simple, credible, has limited associations, and has an experience base. *Positioning* is formed through brand components that can be tangible or intangible as well as functional or symbolic. Physical elements, facilities, products, landscapes, culture, knowledge, social relationships, emotions, character of society, and experiences can be used as sources of differentiation.

Communication strategies deal with consistency of *positioning* across various media, products, and touchpoints. Balakrishnan [9] includes media, viral content, education, public relations, experience, infrastructure, physical environment, and virtual community as part of destination communication. Communication in this framework is closely related to experience because the message constructed needs to be aligned with the actual service and experience. The relationship between image, experience, and service quality is important for brand credibility.

The final component, feedback and response management, provides the basis for strategy adjustments. Balakrishnan [9] emphasizes the need to reduce the gap between communicated identities, ideal identities, and desired identities through research and understanding of audience responses. In the context of this study, the concept was adapted to the planning phase. Feedback is understood as an initial response to an experience's concept, product, *positioning*, or design, rather than as an evaluation of established traveler behavior.

An important aspect of the Balakrishnan framework [9] lies in the relationships between elements. The vision relates to stakeholders and the product portfolio; the target customer influences *the positioning*; *positioning* is connected to the brand and communication components; feedback can back influence previous decisions. The model developed by Balakrishnan [9] explicitly demonstrates this mutual relationship. The framework was also developed to assist in *destination branding* planning and open up testing space through case studies, particularly in new destinations with limited branding historical context .

In the development of the literature over the past five years, the strategic framework of *destination branding* Balakrishnan (2009) [9] is still used to analyze the development of community-based tourist destination brand identity and brand communication. Maryami and Alifahmi (2026) [37] , for example, applied the framework in a study on *destination brand storytelling strategies* through the Instagram account of Tinalah Tourism Village, Kulon Progo. The study shows how narratives about nature, culture, and history can strengthen destination identity, while identifying the need for narrative consistency, destination differentiation, and more strategic feedback management. While providing a cutting-edge empirical perspective on the application of the Balakrishnan framework in the context of tourism villages, the study focuses on the construction of digital narratives and destination communication practices. Different from this approach, this study places *destination branding strategies* at the initial planning stage of destination development, with special attention to the dynamics of communication between institutional stakeholders. At this stage, the focus of the analysis is directed at negotiating strategic decisions between Village-Owned Enterprises (BUMDes) and Tourism Awareness Groups (POKDARWIS) before the destination operates. Thus, the limitation of research actors is not intended to ignore other stakeholders who have the potential to be involved in the next stage of development, but rather to understand in depth how the strategic foundations of *destination branding* are formulated and negotiated by key institutional actors from the initial phase of destination development.

2.4 Conceptual Synthesis And Analytical Position

The literature on strategic communication provides a basis for understanding communication as a process related to organizational goals, actors, decisions, and actions. The literature on

community-based tourism shows the importance of stakeholders and coordination in destination development. Studies on the planning stage show that products, *positioning*, management structures, and communication systems are still developing in this phase. The interconnectedness of these three domains can be seen because individual discretion and communication between destination stakeholders are the determining factors that influence the implementation process [38]. Balakrishnan [9] then provides a conceptual structure to identify the strategic decisions that make up *destination branding*.

In this study, sustainability is not treated as an additional analytical component of the *Strategic Branding of Destinations Framework*. Instead, it is understood as broader planning implications regarding the extent to which institutional actors are able to link stakeholder participation, local resources, destination experiences, and strategic *branding* decisions in a coherent development direction. From this perspective, institutional coordination during the planning phase provides an important foundation for the development of sustainable community-based tourism.

The study brings these four domains together by placing *the Strategic Branding of Destinations Framework* as the primary analytical framework, while strategic communication is used as a perspective to examine the communication that occurs within and across the five components. This position does not assume that all components are integrated or that communication automatically results in alignment.The degree of interconnectedness, differences in interpretation, coordination, or fragmentation are determined based on the research data.

This approach results in five empirical domains derived from the *Strategic Branding of Destinations Framework* that serve as deductive analytical categories: stakeholder vision and management; target customer matching and product portfolio; *positioning* and differentiation; communication strategies; and feedback and response management. Within each domain, inductive analysis is used to identify communication patterns such as alignment, differences in interpretation, negotiation, coordination, fragmentation, and relationships between decisions. Thus, the framework provides an analytical structure, while communication patterns are derived from empirical data.

Previous research has shown the importance of the role of local communities as destination brand ambassadors[39], the need for multidimensional and experience-based brand positioning[40], and the importance of participatory processes in formulating branding strategies [41]. The existing literature generally places these elements as a separate focus and examines the destinations that have been operating. This leaves a clear research gap because limited attention has been given to how communication dynamics connect destination branding components across sectors during the initial planning stage of destination development.

Departing from this gap, the novelty of this research is that strategic communication is not a theoretical assumption that automatically integrates everything, but as an analytical instrument to dissect the reality of negotiations in the field. Departing from this gap, this study uses strategic communication as an analytical perspective to examine how destination branding decisions become connected, remain fragmented, or develop unevenly during the planning stage. Rather than assuming that communication automatically produces integration, the study examines how institutional actors translate communication into shared decisions across vision, target customers, product portfolios, positioning, communication strategies, and feedback. This analytical position provides the basis for identifying the communicative and institutional conditions that support or constrain the integration of destination branding decisions in an emerging community-based destination. In turn, the success of *branding* integration at this initiation stage will contribute directly to strengthening institutional coordination, optimizing resources, and sustaining the tourism economy that is truly grounded in the local community.

3. Methodology

This study uses a qualitative approach with a case study design to analyze the strategic communication that occurs within and across the components of *destination branding* during the planning stage of community-based coffee edutourism. The selection of this approach is in line with strategic communication research that uses qualitative case studies to examine and interpret the narrative of identity and organizational identity in internal and external strategic communication [42]. The case study design was chosen because this research focuses on specific institutional and social contexts where the destination is not yet fully operational. The research was carried out in

Sumbertangkil Village, Tirtoyudo District, Malang Regency, Indonesia, in June-July 2026. The condition of the destination that is still in the planning stage allows the process of forming vision, targets, product portfolio, *positioning*, communication, and response mechanisms to be researched from the initial phase.

The research participants consisted of four individuals representing the two main institutions involved in coffee edutourism planning: one representative from BUMDes and three representatives from POKDARWIS. This composition reflected the distribution of institutional responsibilities during the planning stage. BUMDes was represented by a strategic leader with structural authority over village assets and economic development, while POKDARWIS was represented by managerial and technical leaders directly involved in designing tourism activities and educational experiences. The focus on these four participants and two institutions was determined by the existing destination governance structure. Given that the destination was still at an early planning stage, the involvement of broader community actors, including coffee farmer groups and other village officials, had not yet been structurally institutionalized within the planning process.

At this stage, the core management of BUMDes and POKDARWIS held the primary institutional mandate and authority to formulate the destination branding concept and make key planning decisions. Accordingly, the four participants represented the key institutional actors directly involved in decision-making during the early planning phase. The unit of analysis comprised statements, interactions, negotiations, and communicative decisions related to destination branding development. To ensure confidentiality and comply with research ethics, the personal identities of all participants were anonymized and reported using non-identifying participant or institutional descriptors.

Primary data were collected through semi-structured in-depth interviews and one focus group discussion (FGD). The FGD lasted approximately two hours. The interview instrument was developed deductively based on Balakrishnan's framework and explored participants' perspectives on destination vision, division of roles, resource management, target visitors, positioning, communication direction, and evaluation mechanisms. All interviews and the FGD were conducted with the participants' consent and supported by field notes. The primary data were subsequently validated through triangulation with secondary materials, including village profiles, organizational structures, visual documentation, potential maps, and relevant strategic planning documents.

Data analysis followed a structured deductive–inductive interpretative process. First, all interview and FGD recordings were transcribed in full and read repeatedly to develop a comprehensive understanding of both the conversational and institutional contexts. Interview and FGD transcripts constituted the primary coding corpus, while documentary and visual materials were used to confirm, contextualize, or qualify interpretations derived from the primary data. Convergences and discrepancies across these sources were retained during interpretation rather than being forced into a single account. Because the research instrument was derived from the theoretical framework, relevant statements were initially classified deductively according to the five components of Balakrishnan's Strategic Branding of Destinations Framework. Within each component, the analysis then examined empirically emerging patterns of inter-institutional communication, including alignment, differences in perspectives, negotiation, coordination, and fragmentation. At the final stage, participants' accounts were interpreted in relation to the social and institutional contexts of destination planning.

Strategic communication in this study is used as a perspective to interpret the communication processes that arise within and across the five components. This position is distinguished from communication strategy, which is the fourth component of Balakrishnan's frameworK. Communication strategy deals with destination messages, media, experiences, and touchpoints, while strategic communication is used to examine how BUMDes and POKDARWIS communicate when forming visions, discussing targets and products, formulating *positioning*, planning external communications, and responding to evaluations. This approach allows the relationships between components to be determined from empirical data, including patterns of alignment, fragmentation, or interconnectedness in *branding decisions*.

The credibility of the findings is strengthened through source triangulation and method triangulation. Data adequacy was assessed in relation to the bounded institutional scope of the case rather than population coverage. Repeated interviews with the four key institutional actors, the FGD,

and supporting documentary materials were examined for recurring patterns across the five analytical components and for convergences and differences between data sources. Source triangulation involves comparing perspectives across participants representing BUMDes and POKDARWIS, while method triangulation involves comparing findings from individual interviews, FGDs, and supporting documents. Differences between data sources are maintained as part of the interpretation to capture variations in institutional perspectives and positions. Data validation is also carried out through *a member checking* process, where researchers reconfirm a summary of the interpretation of the findings to key participants to ensure there is no bias or misinterpretation of meaning.

4. Results and Discussion

4.1 *Shared Destination Vision with Incomplete Institutional Alignment*

The development of Sumbertangkil coffee edutourism shows that there is a common direction between BUMDes and POKDARWIS regarding the main foundation of the destination. Both institutions view coffee as a village resource that can be developed from agricultural commodities into educational experiences. Coffee plantations, cultivation and processing processes, brewing, local products, and interactions with farmers are understood as a series of experiences that are able to connect village economic activities with tourism activities. This similarity shows that the initial vision of the destination has been formed at the level of shared aspiration. Place branding is a dynamic negotiation process between the image of the place planned by the place planner, the identity of the place owned by the community, and the image of the place formed among tourists [43]. At this stage, the branding develops from the meaning of local resources that are considered to be able to become the core of the destination experience.

These shared aspirations have not yet translated into full institutional alignment, as BUMDes and POKDARWIS emphasize different operational priorities in the development of coffee edutourism. From the BUMDes perspective, coffee, village facilities, local products, tourism activities, and community livelihoods are viewed as resources that need to be managed within an integrated village economic system. This orientation reflects BUMDes' institutional focus on asset management, facilities, local economic activities, and the connection between tourism development and the village economy. POKDARWIS, in contrast, places greater emphasis on tourism activities, community participation, and the readiness of the visitor experience. The incompleteness of this institutional alignment is reflected in the statement of a POKDARWIS representative that "the division of duties is still unclear." Another POKDARWIS representative similarly noted that some community members "still do not understand what edutourism is," indicating that community readiness remains an important consideration in translating the shared vision into tourism activities. The community dimension in place branding is closely related to local life stories, past experiences, feelings, and aspirations [44]. These perspectives are potentially complementary rather than contradictory: BUMDes emphasizes the economic and institutional management of destination resources, whereas POKDARWIS emphasizes their translation into tourism activities, community participation, and visitor experiences. The findings therefore indicate a gap between the broadly shared direction of destination development and the institutional capacity to translate it into clearly defined functions, responsibilities, and coordination mechanisms. Collaboration is crucial in tourism because the overall product and destination experience depend on the ability of stakeholders to work together effectively [45]. The pattern of interaction between BUMDes and POKDARWIS in shaping the initial vision of the destination is presented in Table 1.

Table 1. Institutional alignment in the early destination vision

Analytical aspect	BUMDes	POKDARWIS	Cross-institutional condition	Analytical interpretation
Destination direction	Coffee as an economic resource that can be developed into edutourism	Coffee as the basis for tourist activities and educational experiences	The basic direction is relatively the same	Vision convergence

Analytical aspect	BUMDes	POKDARWIS	Cross-institutional condition	Analytical interpretation
Main orientation	Assets, facilities, coffee products, and village economic activities	Tourism activities, community engagement, and visitor experience	Different and potentially complementary orientations	Functional complementarity
Institutional roles	Asset management and economic direction of the village	Development of tourism activities and community engagement	The division of functions is not entirely clear	Incomplete institutional alignment
Communication pattern	Coordination with POKDARWIS in early development	Meetings and interpersonal communication with BUMDes	Communication has taken place, but it is still predominantly informal	Limited institutionalisation of communication
Vision translation	The general direction has been recognized	The general direction has been recognized	It has not been fully translated into decisions and shared responsibility sharing	Shared aspiration has not fully become shared institutional direction

Source: Researcher's Processed Results, 2026.

Table 1 shows that the main meeting point between BUMDes and POKDARWIS lies in the meaning of coffee as an educational foundation, while limitations are more visible in translating the vision into an institutional structure. The difference of views between the two does not indicate a conflict of objectives, but merely a difference in operational focus points. The problem arises when the relationship that should complement each other is not accompanied by the determination of role limits and binding coordination mechanisms.

This pattern is in line with the vision and stakeholder management aspects in the *Strategic Branding of Destinations Framework*. Balakrishnan [9] places vision as the starting point of the branding strategy because vision provides direction for strategic positioning and subsequent decision-making. Complexity increases when stakeholders have different needs, goals, and positions, so destination aspirations need to be communicated and aligned among the actors involved.

The case of Sumbertangkil shows the difference between vision convergence and institutional alignment. The convergence of vision can be seen from the common understanding that coffee can be the foundation of a community-based educational experience. Meanwhile, institutional alignment is still limited because the division of authority, work priorities, and coordination mechanisms do not yet have an established form. This distinction shows that shared aspirations are the starting corner, while branding consistency requires the ability of organizations to transform these aspirations into decisions that can be implemented together.

Balakrishnan [9]places communication and vision alignment as an important part of destination brand formation. The ability of local actors to translate the vision is related to how the brand promise is realized through experience. In Sumbertangkil, communication between BUMDes and POKDARWIS has formed a space for onboarding equalization, while the level of institutionalization is still limited. Coordination still depends a lot on relationships between individuals, so the results of communication have not always translated into the division of responsibilities, work rules, and decisions that are common references.

These findings suggest that strategic communication in the early stages of destination branding is related to the process of translating shared aspirations into institutional directions. Communication has taken place across institutions, but its capacity to produce institutional alignment is still evolving. The main problem in the first component lies in the distance between conceptual understanding and decision-making. In this context, the branding process moves from

shared destination aspirations to shared institutional directions. This distinction also has implications for community-based sustainable tourism planning. Shared aspirations alone are not enough to sustain the collective development of destinations if they are not translated into clear institutional roles, responsibilities, and coordination mechanisms, which allow community-based actors to act consistently over time.

4.2 *Broadly Defined Target Portfolio Matching In An Emerging Coffee Edutourism Offer*

The planning of Sumbertangkil coffee edutourism shows that the managers have been able to identify a number of local resources that can form an initial destination portfolio. Rather than viewing these resources separately, BUMDes and POKDARWIS connect coffee plantations, farmer knowledge, post-harvest processing, brewing, local products, and community activities as components of an educational experience from upstream to downstream. These resources provide the basis for developing an experiential coffee-learning offer rooted in existing community practices. At the same time, the transformation of these resources into a formally structured tourism product is still developing. These resources provide the basis for developing an experiential coffee-learning offer rooted in existing community practices, although their configuration into a formally structured tourism portfolio remains under development. This series of activities, which is directly rooted in the community's daily life, offers authenticity that has been shown to contribute positively to memorable tourism experiences [46]. Coffee therefore functions as more than a physical attraction by connecting agricultural activities, education, local knowledge, and economic activities within the destination [47]. The relative clarity of these resources has not been accompanied by an equally clear definition of specific visitor targets. Potential visitors are still discussed in broad categories, and the relationship between target-group characteristics and the design of the experience has not yet been fully established. Managers are relatively able to explain what can be offered, while decisions regarding whom the experience should specifically target remain at an early stage. This condition exists alongside a broader understanding of edutourism within the community that is still developing. Across the interview and FGD data, discussions of potential visitors remained broader than discussions of available resources and activities. This indicates that target specification had not developed at the same level as resource identification, leaving the relationship between visitor characteristics and experience design only partially defined. Consequently, decisions concerning visitor segmentation, the depth of educational materials, the duration of activities, service arrangements, and supporting facilities have not yet been systematically differentiated according to specific visitor groups.

This condition is interpreted as broadly defined target–portfolio matching, referring to a planning situation in which potential destination resources and experiences are relatively identifiable, while the intended target groups and their relationship to the experience portfolio remain broadly specified. This study does not involve tourists as the subject of the research and the destination is not fully operational, so the actual suitability between the product and the visitor's preferences cannot be assessed. The analysis is directed at the way the manager defines the intended potential customer and connects them to the planned experience portfolio.

Balakrishnan [9] emphasized that portfolio adjustments with specific targets are very important to clarify the direction and focus of destination strategies. The development of tourism products actually requires adjusting the innovation of experiences to the specific needs and desires of tourists [48]. From a strategic communication perspective, discussions between BUMDes and POKDARWIS have focused more strongly on resource priorities and potential activity design than on specifying the audiences for whom those experiences are intended. The strategic challenge therefore lies in moving from the identification of what the destination can offer towards a more explicit alignment between the experience portfolio and intended visitor groups.

4.3 *Emergent Positioning Grounded In Tangible and Intangible Coffee Experiences*

The emerging positioning of Sumbertangkil can be observed in the way BUMDes and POKDARWIS interpret coffee as an educational experience. Coffee plantations, farmers, processing activities, brewing, and interactions with the local community form a series of experiences that contribute to the character of a coffee-learning destination. Based on this pattern, Sumbertangkil can be understood as a community-based coffee learning space, with coffee production processes

and local knowledge at the core of the experience. This direction represents an emerging positioning that develops through the connection of local resources, community practices, and managers' ideas. Such a destination brand experience can strengthen its appeal and contribute to the development of a distinctive character that differentiates it from other destinations [49], [50]. In an increasingly competitive agrotourism environment, this distinctive brand value becomes an important strategic resource for destination development [51].

However, this positioning remains at an emerging stage because it has not yet been formalized into a written formulation that can serve as a shared reference. The intended character of the destination largely remains within the collective understanding of the managers rather than being articulated as an agreed brand proposition. As one participant stated, "There is no written concept yet." This statement provides empirical evidence that the emerging positioning has not yet been formally documented or institutionalized as a common reference. Consequently, the brand proposition has not yet been formulated in a way that can be consistently applied across product development, service delivery, visual identity, and destination communication [52].

In Balakrishnan's framework [9], *positioning* connects the key characteristics of a destination with the perceptions it seeks to establish through a combination of tangible and intangible brand components. In Sumbertangkil, the tangible dimension is represented by coffee plantations, facilities, processing activities, brewing practices, and local products that can be directly experienced by visitors. The intangible dimension develops through farmers' knowledge, local stories, social interactions, and learning experiences embedded in these activities. The relationship between these two dimensions reinforces Sumbertangkil's emerging distinctive character by transforming coffee from a physical resource into an educational experience grounded in local knowledge and community life. The components of this emerging positioning are presented in Table 2.

Table 2. Emerging positioning components of Sumbertangkil coffee edutourism

Positioning dimension	Empirical basis	Potential brand meaning	Current condition
Tangible resources	Coffee plantations, facilities, processing processes, brewing and local products	First-hand experience of the coffee process	Relatively easy to identify
Intangible resources	Farmer knowledge, local stories, social interactions, and learning experiences	Proximity to local communities and knowledge	Has appeared in the manager's idea
Functional value	Learning the coffee process from upstream to downstream	Experiential education	Begin to take shape
Symbolic value	Relationship with farmers, village life, and the social meaning of coffee	Proximity to local communities and experiences	Still needs articulation
Positioning direction	A combination of physical experience and local knowledge	Community-based coffee learning space	Emergent and not yet formalized

Source: Researcher's Processed Results, 2026.

Table 2 shows that the cornerstone *of* Sumbertangkil positioning is more developed at the level of resources and empirical experience than at the level of formal brand formulation. Physical and non-physical elements are available, but the relationships between them have not been condensed into collectively articulate propositions. This pattern shows the character of the destination at the planning stage, when substantive differentiation can emerge before it is formally expressed through brands. From a strategic communication perspective, the articulation of this internal meaning is an arena of selection. BUMDes and POKDARWIS need to determine which

characteristics are the most representative and what experiences are most crucial, as too many characteristics have the potential to result *in blurred positioning* [9].

These findings show that the current concept of community-based coffee learning space is still purely analytical as a result of interpretation of resource patterns and experiences that emerge from data, not yet transformed into a final brand proposition. The condition of the target audience is still wide and the institutional structure that is not yet established ultimately hinders *this positioning* from being passed into a joint decision. Placing destination differentiation on the basis of local knowledge and community interaction does provide a solid foundation for sustainable tourism planning. However, in the current institutional conditions, it has not been implemented systematically. Institutionalizing this emerging positioning may strengthen consistency across destination decisions and provide a clearer basis for linking local knowledge and community interaction with future tourism development. At this stage, however, its longer-term economic, social, and sustainability implications remain prospective and cannot yet be empirically assessed.

4.4 *Internal Strategic Communication as a Precursor to External Destination Communication*

At the planning stage of Sumbertangkil coffee edutourism, communication is more strongly developed internally than externally. BUMDes and POKDARWIS use meetings, interpersonal conversations, and discussions to address local potential, facilities, activity design, and the development of educational experiences. These interactions provide a space for managers to exchange ideas, negotiate priorities, and develop a shared understanding of the direction of the destination. However, coordination remains highly dependent on interpersonal relationships and has not yet been fully institutionalized through clearly defined roles, procedures, and formal communication mechanisms. This coordination issue was highlighted by a participant, who stated, “The division of duties is still unclear.” This statement indicates that although internal communication already takes place, its outcomes have not yet been consistently translated into an established organizational structure and shared responsibilities. Nevertheless, internal communication provides an important foundation for clarifying organizational roles and coordinating decisions across institutions. Such cross-institutional coordination depends on communication, synchronization, and problem-solving processes that support collaboration and alignment among actors [53], [54], [55].

The dominance of internal communication is related to the level of development of the previous branding component. The target visitor is still broadly defined, the experience portfolio has not been fully compiled based on the target group, and *the positioning* is still evolving. This condition causes the main message of the destination, narrative structure, media selection, and division of communication responsibilities to not have a stable decision foundation. Narratives about coffee, farmers, production processes, and educational experiences are available, while the preparation of them into destination communication systems is still in its early stages.

The case of Sumbertangkil shows that communication strategies at the planning stage are more concerned with internal readiness than the intensity of promotion. This readiness includes clarity on what will be communicated, the target group, the experiences that support the message, and the actors responsible. Balakrishnan [9] emphasizes the need for a match between the image communicated (promotion) and the experience received. Destination representation will lose credibility if the message built is not supported by the quality of service on the ground. The addition of external communication channels that develop faster than product readiness may create a significant mismatch between destination representation and the actual capacity of the destination.

These findings also clarify the conceptual difference between strategic communication and communication strategy. If communication strategy is a special component related to message tactics and media [9], strategic communication in this study is used to read the negotiation process when decisions regarding vision, targets, products, and *positioning* themselves are being formed. The data indicate that this form of communication is more evident in the internal domain of Sumbertangkil. Internal communication empirically positions itself as a prerequisite for external destination communication. The clarity of the message to the public will be highly dependent on the clarity of the decisions made at this internal level.

Analytically, this subchapter shows the movement from the formation of internal meaning to the representation of external destinations. Strategic communication has emerged in a number of branding decisions and provides a coordination foundation for the development of external communications, although its integrative capacity is still limited because it runs informally. This sequence is particularly relevant for community-based sustainable tourism planning. In the current conditions, withholding external promotion and strengthening internal communication provides a safe space for local actors to clarify responsibilities and align the tourism experience with citizens' capacity. Premature external communication may create a mismatch between communicated expectations and actual destination readiness, which could affect visitor expectations, trust, and future destination reputation. These consequences remain potential implications rather than outcomes directly evaluated in this study.

4.5 Limited Feedback and The Emergence of a Strategic Branding Integration Gap

The feedback and response management component shows the earliest level of development in the planning of Sumbertangkil coffee edutourism. Evaluation of the destination plan is still ongoing, mainly through discussion and reflection between managers. A specific mechanism to obtain responses to product designs, *positioning*, narratives, and edutourism experiences has not been systematically prepared. The condition of Sumbertangkil, which is still in the planning stage, does not allow many reviews to be obtained from tourists because the destination is not yet operational and is still in the planning stage. Therefore, visitor experiences on a large scale are not yet available as a source of evaluation. In destinations that are already operating, tourist reviews can be a source of information about visitor experiences, opinions, and responses that help managers understand how destinations are experienced by tourists [56], [57]. This information can then be used to identify travelers' satisfaction and dissatisfaction, evaluate the destination brand experience, and determine aspects that need improvement in destination development [58], [59].

In the *Strategic Branding of Destinations Framework*, the management of feedback and response is concerned with efforts to reduce the gap between the identity communicated, the ideal identity, and the identity to be built. Audience responses are a source of information to make strategic adjustments and maintain the relationship between destination representation and evolving experiences. In destinations that are still in the planning stages, this mechanism works in different contexts because data on traveller experience, satisfaction, word *of mouth*, and market perception are not sufficiently available.

In Sumbertangkil, feedback is more relevant as the management of initial feedback, which is the initial evaluation of the readiness of concepts and decisions before the destination has a stable market experience. The focus of the evaluation lies in the ability of managers to examine the relationship between educational concepts, available resources, experience design, *positioning*, and institutional readiness to implement them. In this study, the management of initial feedback is a contextual reading of Balakrishnan's components [9]at the planning stage.

The limitations of feedback relate to communication patterns in the previous component. Communication between BUMDes and POKDARWIS has provided space for the exchange of ideas, but the evaluation process is still primarily ongoing through internal conversations. The results of the evaluation have not been consistently translated into documentation, follow-up decisions, or structured adjustment mechanisms. This condition limits the ability of managers to link internal learning to changes in branding decisions.

A reading of all components shows that the limitations of feedback are part of a broader pattern. An initial vision has been formed, while the division of institutional roles still needs to be strengthened. Coffee resources provide a relatively rich portfolio foundation, while target visitors are still broadly defined. *Positioning* is starting to lead to a community-based coffee learning experience, but it has not yet been formalized into a shared proposition. Internal communication has developed more strongly than external communication, while feedback mechanisms are still in their infancy. This is in line with Zhao and Agyeiwaah (2025) [60] , who point out that differences in the meaning of destination imagery among stakeholders need to be directed towards convergence through the process of *co-creation*, so that similarity in direction in one aspect does not necessarily indicate alignment in all elements of the destination. These differences show an uneven development among

the destination branding components. The relationship between these components is presented in Table 3.

Table 3. Cross-component conditions in Sumbertangkil destination branding planning

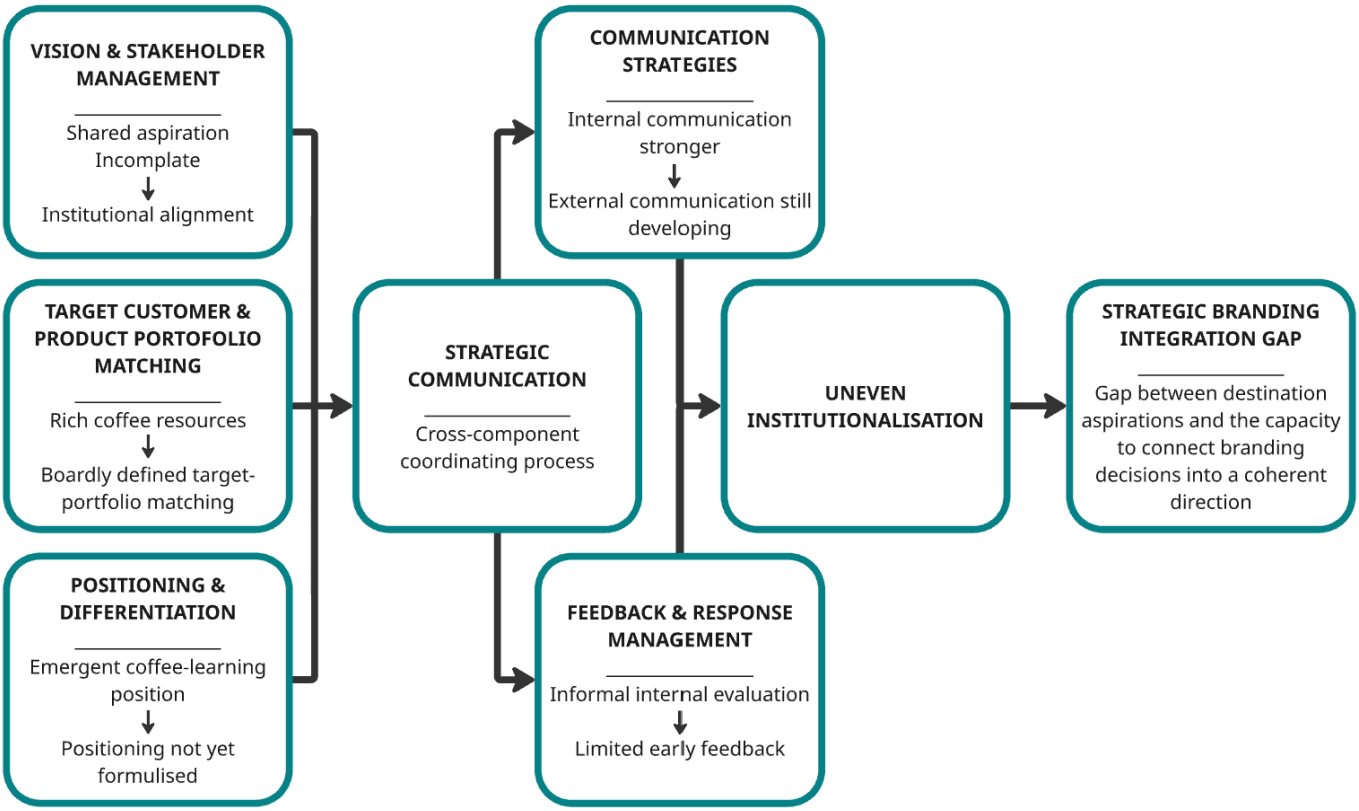
Destination branding component	Empirical condition	Communication condition	Integration issue
Vision and stakeholder management	A common aspiration regarding coffee as an edutourism base has been formed	Cross-agency communication has taken place	The vision has not fully translated into a division of roles and institutional direction
Target customer and product portfolio matching	Resources and potential experiences are relatively easy to identify	Stronger discussions on product potential than target specifications	*Target–portfolio matching* is still broad
Positioning and differentiation	The direction of positioning as a coffee learning experience is starting to emerge	The meaning of the destination is still formed through internal communication	Positioning has not been formalized into a common proposition
Communication strategies	A basic narrative of coffee and educational experiences is available	Internal communication is more developed than external communication systems	Messaging, media, and communication responsibilities are not structured
Feedback and response management	Evaluation is still in its early stages	Feedback is dominant through internal discussions	Responses have not been systematically connected to decision adjustments

Source: Researcher's Processed Results, 2026.

Table 3 shows that the main problem of Sumbertangkil lies in the degree of interconnectedness between decisions. Almost all components have an initial form, but each develops with a different level of readiness. This condition is important because Balakrishnan places the elements of destination branding in a mutually influential relationship. Vision is concerned with stakeholders and portfolios, target customers are concerned with *positioning*, *positioning* is translated through brand and communication components, while feedback can re-influence previous decisions.

The cross-component relationship also shows that communication has been present in various processes of destination labeling, while communication results have not been consistently institutionalized into decisions that connect one component to another. Figure 1 presents a synthesis of the empirical conditions of the five components and the position of strategic communication in the Sumbertangkil labeling process at the planning stage.

Figure 1. Strategic communication across destination branding components during the planning stage



Source: Researcher's Processed Results, 2026, developed based on the Balakrishnan [9] Strategic Branding of Destinations Framework

Figure 1 shows that strategic communication is present within and between the five components, but this interconnectedness has not resulted in an equal level of integration across branding decisions. In the vision component, communication has resulted in shared aspirations, while the division of institutional functions has not yet been formed. In the target and portfolio components, communication has helped identify product potential, while target specifications are still broad. In *positioning*, the meaning of destination is beginning to narrow, but it does not yet have a common formula. External communication and feedback mechanisms show an earlier level of institutionalization. Thus, the problem that arises is not simply the presence or absence of communication, but the ability of communication to produce consistent cross-component decision-making relationships.

Based on this pattern, this study identifies a strategic branding integration gap, defined as the distance between the emergence of destination branding components and managers' capacity to connect them into a coherent set of institutionalized decisions. The concept is inductively derived from three interrelated empirical conditions: uneven development across branding components, limited formalization of shared decisions, and weak connectivity between decisions concerning vision, target groups, product portfolios, positioning, communication, and feedback. The gap therefore does not imply that the components operate entirely in isolation, but that their relationships remain insufficiently formalized and consistently integrated.

The strategic branding integration gap is distinct from a general problem of stakeholder coordination. Stakeholder coordination concerns how actors communicate and organize their relationships, whereas the integration gap identified here concerns whether the outcomes of those interactions become connected decisions across different destination branding components. It also differs from collaborative governance, which focuses on structures and processes of joint decision-making, and from destination brand co-creation, which emphasizes the joint construction of brand meanings and values. The present concept specifically captures the condition in which branding

components have begun to emerge but remain unevenly developed, weakly formalized, and insufficiently connected at the level of strategic decision-making

The findings on the strategic branding integration gap extend the application of Balakrishnan's framework to a planning-stage destination. While the framework identifies interrelated destination branding components, the Sumbertangkil case shows that these components may emerge at different levels of development and may remain weakly connected during the early planning stage. The contribution of this study therefore lies in highlighting cross-component integration as an empirical issue that requires separate attention when the framework is applied to emerging destinations.

From a communication perspective, *the strategic branding integration gap* shows that communication has been present in the formation of vision, discussions about resources and targets, articulation *of positioning*, and preparation of external communications. However, this process is still highly dependent on coordination between individuals and has not consistently resulted in institutionalized cross-component decisions. The practice of strategic communication takes place through interactions and collaborations that need to be regulated in a more structured manner[61], [62]. Therefore, strategic communication is more accurately understood as a process of coordination across components whose integrative capacity is still not adequately developed. This position gives a more specific meaning; the presence of communication in various components does not automatically result in integration. Integrative capacity relies heavily on the actors' ability to transform communication into written agreements, shared responsibilities, and evaluation mechanisms.

The strategic branding integration gap also has critical implications for community-based sustainable tourism planning. In the current institutional conditions, the role of stakeholders, the use of local resources, and *the direction of positioning* are still developing separately and purely rely on informal coordination between individuals. The strategic branding integration gap also has potential implications for community-based sustainable tourism planning. Under current institutional conditions, stakeholder roles, local resource use, and positioning decisions remain only partially connected through informal coordination. If these relationships remain weakly institutionalized, community participation may remain episodic, local economic opportunities may be less systematically connected to tourism products, and the capacity for coordinated destination development may be constrained. These are potential planning implications rather than measured sustainability outcomes. Reducing the gap therefore concerns strengthening the institutional capacity to coordinate participation, locally grounded economic opportunities, and strategic branding decisions over time. The findings do not imply that communication gaps are the sole explanation for destination-development constraints. Strategic communication and institutional integration constitute one set of planning conditions that interact with resource readiness, infrastructure, community capacity, and the destination's early stage of development.

Overall, the results show a movement from shared destination aspirations, coffee education portfolios that are beginning to develop, *positioning* that is beginning to form, and the formation of internal meaning towards a more fundamental problem in the form of cross-component integration. The difference in the level of development between components results *in a strategic branding integration gap*, while strategic communication plays a role as a coordination process that connects these various decisions. These findings show that the main challenge of destination branding at the planning stage lies in the ability to transform communication that is still dominated by interaction between individuals into institutionalized and harmonized cross-component decisions before the destination enters the full operational stage. Therefore, the institutionalization of cross-component decisions is one of the important conditions for connecting destination branding with community-based sustainable tourism planning.

5. Conclusions

This study shows that strategic communication between BUMDes and POKDARWIS takes place within and across destination branding components through the process of understanding, coordination, articulation of meaning, and decision-making. Shared aspirations have been formed by positioning coffee as a community-based educational experience, while institutional roles are still in the development stage. Coffee resources have formed an initial edutourism portfolio, although the

target audience remains broadly defined. Sumbertangkil's positioning is developing as a community-based coffee learning space, but it has not yet been formalized into a shared brand proposition. Internal communication is more developed than external destination communication, while feedback still functions as an initial evaluation mechanism.

The main finding of this study is the *strategic branding integration gap*, which is defined as the gap between destination aspirations and the ability of BUMDes and POKDARWIS to connect vision, stakeholders, targets, product portfolios, *positioning*, communication, and feedback into a coherent branding direction. Therefore, strategic communication emerges as a cross-component coordination process, whose integrative capacity depends on the institutionalization of agreements, responsibilities, shared decisions, and evaluation mechanisms.

These findings have potential implications for community-based sustainable tourism planning. Under current institutional conditions, communication among managers remains predominantly informal and the branding components are not yet consistently integrated. If this integration gap persists, community participation may remain episodic and locally grounded economic opportunities may remain weakly connected to tourism products. Conversely, greater institutionalization of strategic communication could help align community participation, local resources, tourism experiences, and branding decisions within a more coherent development direction. Coherent destination branding can therefore provide one institutional foundation for sustainable tourism planning. Given that Sumbertangkil is still in the planning stage, this study does not evaluate long-term environmental, economic, or social sustainability outcomes. Its contribution is limited to identifying communicative and institutional conditions that have the potential to support community-based sustainable tourism planning.

Declaration Section

Ethics approval:

Ethical approval for the entire study was granted by the Ethics Committee of Universitas Muhammadiyah Malang and formally communicated through the Institute of Research and Community Service (LPPM) in April 2026, prior to data collection conducted in June-July 2026 (Approval No. E.2.9/703/LPPM-UMM/IV/2026). The study was conducted in accordance with the 2021 National Ethical Guidelines and Standards for Health Research and Development issued by the National Health Research and Development Ethics Committee, Ministry of Health of the Republic of Indonesia, and Universitas Muhammadiyah Malang Rector's Decree No. 8/SK/UMM/I/2025. All research procedures adhered to the principles of autonomy, beneficence, non-maleficence, and justice.

Consent to participate:

Voluntary informed consent was obtained from all participants prior to data collection. Participants were informed about the objectives and procedures of the study, the voluntary nature of their participation, the measures implemented to protect confidentiality and anonymize their data, and their right to decline participation or withdraw from the study at any time without consequence. All participants were aged 18 years or older and provided their own informed consent; therefore, consent from parents or legal guardians was not required.

Consent to Publish:
Not applicable

Funding:
This research was funded by the Ministry of Higher Education, Science, and Technology of the Republic of Indonesia (Kementerian Pendidikan Tinggi, Sains, dan Teknologi/Kemendiktisaintek) through the BIMA Research Grant Program 2026, pursuant to Decree No. 134/C3/DT.05.00/PL-MULTITAHUN LANJUTAN/2026 and Research Grant Agreements/Contracts No. 010/LL7/DT.05.00/PM-LANJUTAN/2026 and No. E.5.c/058.01/PNL-Lanjutan/LPPM-UMM/III/2026.

Data availability:
The qualitative data generated and analyzed during this study are not publicly available because they contain information derived from interviews and focus group discussions that could potentially compromise participant confidentiality. Anonymized data may be available from the corresponding author upon reasonable request, subject to confidentiality considerations and applicable institutional requirements.

Author Contribution:

Bhakti, A.D.P. conceptualized the study, developed the methodology, conducted data collection and analysis, and wrote the original manuscript. Wibowo, N.F.S. contributed to the methodology, data analysis, and manuscript review. Prakoso, H.A. contributed to data collection, data organization, and manuscript review. Nasvian, M.F. contributed to the conceptual development, methodology, and critical revision of the manuscript. Ningsih, G.M. contributed to validation, interpretation of the findings, and manuscript review. All authors reviewed and approved the final manuscript.

Competing Interests:
The authors have no competing interests as defined by Discover, or other interests that might be perceived to influence the results and/or discussion reported in this paper.

References

[1] A. Valencia-Arias, S. Cardona-Acevedo, L. Palacios Moya, W. Londoño-Celis, J. Hernandez, and e. Vanegas, “Planning In Tourism Development: A Systematic Review Of The Literature On Approaches, Models and Applications,” *E3*, Vol. 12, No. 4, Pp. 11–27, 2026,https://doi.org/10.29073/e3.v12i4.1148

[2] S. Gün, “Collaborative Approaches To Destination Branding Crafting A Unique Identity Through Stakeholder Engagement:,” In *Advances In Hospitality, Tourism, And The Services Industry*, F. Hosseini And S. Bhartiya, Eds., Igi Global, 2025, Pp. 41–60.https://doi.org/10.4018/979-8-3693-7388-0.ch003

[3] E. Rombe, Z. Zahara, R. P. Adam, S. Suardi, W. Wahyuningsih, And Moh. Taufal, “Marine Tourism-Based Sustainable Community Empowerment Model In The New Normal Era,” *J. Environ Manag Tour*, Vol. 14, No. 2, P. 513, Mar. 2023,https://doi.org/10.14505/jemt.v14.2(66).20

[4] P. L. De Carvalho, M. L. Bandeira, And A. C. Cançado, “The Effect Of Community-Based Tourism And Regional Development: A Bibliometric Study,” In *Society And Sustainability*, D. Crowther And S. Seifi, Eds., Emerald Publishing Limited, 2024, Pp. 185–213.https://doi.org/10.1108/s2043-052320240000024008

[5] E. Gori, S. Fissi, And A. Romolini, “A Collaborative Approach In Tourism Planning: The Case Of Tuscany Region,” *Ejtr*, Vol. 29, P. 2907, Jul. 2021,Https://Doi.Org/10.54055/Ejtr.V29i.2426
[6] S. Bangahan *Et Al.*, “Role Of Tourism Branding Communication In Shaping Destination Perceptions And Visitor Behavior Engagement,” *Environ. Soc. Psychol.*, Vol. 10, No. 6, Jun. 2025,https://doi.org/10.59429/esp.v10i6.3272
[7] F. J. Cristofol. G. Zamarreño-Aramendia, E. Cruz-Ruiz, And J. De San Egenio-Vela, “Building And Communicating Territorial Brand Values: The Case Of Destination British Columbia,” *Geojournal*, Vol. 89, No. 4, P. 150, Jul. 2024,https://doi.org/10.1007/s10708-024-11166-8
[8] D. Y. Lu, A. M. Causing, And Y.-C. Wang, “Mindful Community In Agritourism: Fieldwork On Tea Farms In China And Coffee Farms In The Philippines,” *Annals Of Tourism Research Empirical Insights*, Vol. 7, No. 2, P. 100236, Nov. 2026,https://doi.org/10.1016/j.annale.2026.100236
[9] M. Stephens Balakrishnan, “Strategic Branding Of Destinations: A Framework,” *European Journal Of Marketing*, Vol. 43, No. 5/6, Pp. 611–629, May 2009,https://doi.org/10.1108/03090560910946954
[10] L. Källström And P. Siljeklint, “Branding Kristianstad: A Case Of Rebranding And Stakeholder Engagement,” *Place Brand Public Dipl*, Vol. 20, No. 1, Pp. 97–104, Mar. 2024,https://doi.org/10.1057/s41254-023-00299-1
[11] L. Reynolds, N. Koenig-Lewis, H. Doering, And K. Peattie, “Competing For Legitimacy In The Place Branding Process: (Re)Negotiating The Stakes,” *Tourism Management*, Vol. 91, P. 104532, Aug. 2022,https://doi.org/10.1016/j.tourman.2022.104532
[12] D. Amani And E. Chao, “How Does Destination Governance Build Local Residents’ Behavioural Support Towards Destination Branding: An Empirical Study Of The Tourism Sector In Tanzania,” *Cogent Social Sciences*, Vol. 9, No. 1, P. 2192441, Dec. 2023,https://doi.org/10.1080/23311886.2023.2192441
[13] P. Robson, “Public Relations And Place Branding: Friend, Foe Or Just Ignored? A Systematic Review,” *Public Relations Review*, Vol. 47, No. 5, P. 102096, Dec. 2021,https://doi.org/10.1016/j.pubrev.2021.102096
[14] D. Amani, “Destination Identification And Destination Community Identification As Drivers Of Destination Brand Value Co-Creation In Emerging Tourism Destinations: A Social Identity Theory Perspective,” *International Journal Of Hospitality & Tourism Administration*, Vol. 26, No. 3, Pp. 483–519, May 2025,https://doi.org/10.1080/15256480.2024.2332990
[15] D. W. Mandagi And D. Centeno, “Destination Brand Gestalt: Dimensionalizing Co-Created Tourism Destination Branding,” *International Journal Of Tourism Cities*, Vol. 11, No. 3–4, Pp. 530–563, Oct. 2025,https://doi.org/10.1108/ijtc-02-2024-0049
[16] M. Escobar-Farfán, A. Cervera-Taulet, And W. Schlesinger, “Destination Brand Identity: Challenges, Opportunities, And Future Research Agenda,” *Cogent Social Sciences*, Vol. 10, No. 1, P. 2302803, Dec. 2024,https://doi.org/10.1080/23311886.2024.2302803
[17] R. A. Costa, A. F. Chim-Miki, And D. Valente, “Two Visions, One Problem: Decision-Making Priorities Based On Tourists’ And Residents’ Perspectives On The Destination Image,” *Journal Of Place Management And Development*, Vol. 18, No. 4, Pp. 441–466, Oct. 2025,https://doi.org/10.1108/jpmd-02-2024-0011
[18] K. Pham, K. L. Andereck, And C. A. Vogt, “Stakeholders’ Involvement In An Evidence-Based Sustainable Tourism Plan,” *Journal Of Sustainable Tourism*, Vol. 33, No. 4, Pp. 673–696, Apr. 2025,https://doi.org/10.1080/09669582.2023.2259117
[19] M. Wang, L.-H. Chen, P. Su, And A. M. Morrison, “The Right Brew? An Analysis Of The Tourism Experiences In Rural Taiwan’s Coffee Estates,” *Tourism Management Perspectives*, Vol. 30, Pp. 147–158, Apr. 2019,https://doi.org/10.1016/j.tmp.2019.02.009
[20] B. Van Ruler, “Communication Planning: Agility Is A Game Changer In Strategy Development,” *International Journal Of Strategic Communication*, Vol. 15, No. 2, Pp. 113–125, Mar. 2021,https://doi.org/10.1080/1553118x.2021.1898117
[21] S. Binder-Tietz, C. P. Hoffmann, And J. Reinholz, “Integrated Financial Communication: Insights On The Coordination And Integration Among Investor Relations And Public Relations Departments Of Listed Corporations In Germany, Austria And Switzerland,” *Public Relations Review*, Vol. 47, No. 4, P. 102075, Nov. 2021,https://doi.org/10.1016/j.pubrev.2021.102075

[22] D. W. Mandagi, D. D. G. Centeno, And Indrajit, “Brand Gestalt Scale Development And Validation: A Takeoff From Tourism Destination Branding,” *Journal Of Destination Marketing & Management*, Vol. 19, P. 100539, Mar. 2021,https://doi.org/10.1016/j.jdmm.2020.100539
[23] N. A. Hay, P. M. Chien, And L. Ruhanen, “Tell Me Your Story: Branding Destinations Through Residents’ (Place) Stories,” *Journal Of Vacation Marketing*, Vol. 28, No. 3, Pp. 319–334, Jul. 2022,https://doi.org/10.1177/13567667211060567
[24] L. Xiong, “It Takes A Village: Examining How And When Brand-Specific Transformational Leadership Affects Employees In Internal Brand Management,” *J Brand Manag*, Vol. 30, No. 4, Pp. 333–346, Jul. 2023,https://doi.org/10.1057/s41262-022-00308-3
[25] P. Sehgal, S. Kaushal, And M. Sagar, “Internal Branding : Developing A Predictive Model For The Indian Service Sector,” *Indian Journal Of Marketing*, Vol. 52, No. 1, P. 8, Jan. 2022,https://doi.org/10.17010/ijom/2022/v52/i1/167649
[26] E. L. M. Gutierrez, “Re-Examining The Participation And Empowerment Nexus: Applications To Community-Based Tourism,” *World Development Perspectives*, Vol. 31, P. 100518, Sep. 2023,https://doi.org/10.1016/j.wdp.2023.100518
[27] I. Junaid, M. Sigala, And A. Banchit, “Implementing Community-Based Tourism (Cbt): Lessons Learnt And Implications By Involving Students In A Cbt Project In Laelae Island, Indonesia,” *Journal Of Hospitality, Leisure, Sport & Tourism Education*, Vol. 29, P. 100295, Nov. 2021,https://doi.org/10.1016/j.jhlste.2020.100295
[28] N. Moayerian, N. G. Mcgehee, And M. O. Stephenson, “Community Cultural Development: Exploring The Connections Between Collective Art Making, Capacity Building And Sustainable Community-Based Tourism,” *Annals Of Tourism Research*, Vol. 93, P. 103355, Mar. 2022,https://doi.org/10.1016/j.annals.2022.103355
[29] L. H. D. Rocca And S. Zielinski, “Community-Based Tourism, Social Capital, And Governance Of Post-Conflict Rural Tourism Destinations: The Case Of Minca, Sierra Nevada De Santa Marta, Colombia,” *Tourism Management Perspectives*, Vol. 43, P. 100985, Jul. 2022,https://doi.org/10.1016/j.tmp.2022.100985
[30] L. Errichiello And R. Micera, “A Process-Based Perspective Of Smart Tourism Destination Governance,” *Ejtr*, Vol. 29, P. 2909, Jul. 2021,https://doi.org/10.54055/ejtr.v29i.2436
[31] B. F. Bichler, “Designing Tourism Governance: The Role Of Local Residents,” *Journal Of Destination Marketing & Management*, Vol. 19, P. 100389, Mar. 2021,https://doi.org/10.1016/j.jdmm.2019.100389
[32] A. Guizzardi, A. Stacchini, And M. Costa, “Can Sustainability Drive Tourism Development In Small Rural Areas? Evidences From The Adriatic,” *Journal Of Sustainable Tourism*, Vol. 30, No. 6, Pp. 1280–1300, Jun. 2022,https://doi.org/10.1080/09669582.2021.1931256
[33] E. Park And A. Widyanta, “Food Tourism Experience And Changing Destination Foodscape: An Exploratory Study Of An Emerging Food Destination,” *Tourism Management Perspectives*, Vol. 42, P. 100964, Apr. 2022,https://doi.org/10.1016/j.tmp.2022.100964
[34] P. Kamble And M. Sawant, “Study Of Stakeholder’s Perception Regarding Destination Branding Strategies Of Maharashtra State, India,” *Ajts*, Vol. 14, No. 2, Pp. 33–49, Jan. 2021,https://doi.org/10.12727/ajts.22.3
[35] A. R.-D. Liang, T.-Y. Hsiao, D.-J. Chen, and J.-H. Lin, “Agritourism: Experience Design, Activities, And Revisit Intention,” *Tr*, Vol. 76, No. 5, Pp. 1181–1196, Nov. 2021,https://doi.org/10.1108/tr-10-2019-0438
[36] M. G. Dinis, C. S. Melo, And J. M. B. M. Sousa, “Coffee Tourism In Portugal: An Attraction Case Study,” *Ijcthr*, Vol. 15, No. 3, Pp. 399–412, Aug. 2021,https://doi.org/10.1108/ijcthr-08-2020-0194
[37] M. Maryami And H. Alifahmi, “Destination Brand Storytelling Strategy: Narrative Analysis Of The @Dewitinalah Tourism Village Instagram Account In Kulon Progo Regency,” *Esssh*, Vol. 3, No. 02, Feb. 2026,https://doi.org/10.58812/esssh.v3i02.911
[38] M. Haid, J. N. Albrecht, And W. Finkler, “Sustainability Implementation In Destination Management,” *Journal Of Cleaner Production*, Vol. 312, P. 127718, Aug. 2021,https://doi.org/10.1016/j.jclepro.2021.127718

[39] P. Wassler, L. Wang, And K. Hung, “Residents’ Power And Trust: A Road To Brand Ambassadorship?,” *Journal Of Destination Marketing & Management*, Vol. 19, P. 100550, Mar. 2021,https://doi.org/10.1016/j.jdmm.2020.100550
[40] V. Taecharungroj, “Experiential Brand Positioning: Developing Positioning Strategies For Beach Destinations Using Online Reviews,” *Journal Of Vacation Marketing*, Vol. 29, No. 3, Pp. 313–330, Jul. 2023,https://doi.org/10.1177/13567667221095588
[41] J. Romão, P. P. Seal, P. Hansen, S. Joseph, And S. Piramanayagam, “Stakeholder-Based Conjoint Analysis For Branding Wellness Tourism In Kerala, India,” *Asia-Pac J Reg Sci*, Vol. 6, No. 1, Pp. 91–111, Feb. 2022,https://doi.org/10.1007/s41685-021-00218-3
[42] S. Ala-Kortesmaa, T. Laapotti, And L. Mikkola, “Narrative Start-Up Identity Construction As Strategic Communication,” *International Journal Of Strategic Communication*, Vol. 16, No. 2, Pp. 222–238, Mar. 2022,https://doi.org/10.1080/1553118x.2022.2027772
[43] S. Sang, “Reconstructing The Place Branding Model From The Perspective Of Peircean Semiotics,” *Annals Of Tourism Research*, Vol. 89, P. 103209, Jul. 2021,https://doi.org/10.1016/j.annals.2021.103209
[44] V. Jain, P. Shroff, A. Merchant, And S. Bezbaruah, “Introducing Bi-Directional Participatory Place Branding: A Theoretical Model With Multi-Stakeholder Perspectives,” *Jpbm*, Vol. 31, No. 1, Pp. 73–95, Jan. 2022,https://doi.org/10.1108/jpbm-05-2020-2921
[45] A. Cehan, M. Eva, And C. Iațu, “A Multilayer Network Approach To Tourism Collaboration,” *Journal Of Hospitality And Tourism Management*, Vol. 46, Pp. 316–326, Mar. 2021,https://doi.org/10.1016/j.jhtm.2021.01.006
[46] L. P. Nguyen And H. P. Dung, “Examining The Component And Importance Of Authenticity In Coffee Tourism: A Mixed-Method Study,” *Consumer Behavior In Tourism And Hospitality*, Vol. 20, No. 4, Pp. 598–611, Nov. 2025,https://doi.org/10.1108/cbth-09-2024-0300
[47] O. T. K. Vu, A. D. Alonso, W. Martens, L. D. T. Ha, T. D. Tran, And T. T. Nguyen, “Hospitality And Tourism Development Through Coffee Shop Experiences In A Leading Coffee-Producing Nation,” *International Journal Of Hospitality Management*, Vol. 106, P. 103300, Sep. 2022,https://doi.org/10.1016/j.ijhm.2022.103300
[48] K. B. Melese And T. H. Belda, “Determinants Of Tourism Product Development In Southeast Ethiopia: Marketing Perspectives,” *Sustainability*, Vol. 13, No. 23, P. 13263, Nov. 2021,https://doi.org/10.3390/su132313263
[49] S. Lin, S. Xu, Y. Liu, And L. Zhang, “Destination Brand Experience, Brand Positioning, And Intention To Visit: A Multi-Destination Comparison Study,” *Journal Of Vacation Marketing*, Vol. 30, No. 3, Pp. 599–614, Jul. 2024,https://doi.org/10.1177/13567667231155646
[50] G. Rejikumar, A. A. Ajitha, A. Jose, And S. Mathew, “Strategic Positioning Of Tourist Destinations- Analyzing The Role Of Perceived Meaningfulness,” *Journal Of Hospitality And Tourism Management*, Vol. 49, Pp. 140–151, Dec. 2021,https://doi.org/10.1016/j.jhtm.2021.08.025
[51] D. Wang And C.-C. Shen, “Tourists’ Perceptual Positioning Of Brand Equity And Competitive Relationships In Organic Agricultural Tourism,” *Agriculture*, Vol. 14, No. 10, P. 1706, Sep. 2024,https://doi.org/10.3390/agriculture14101706
[52] F. Kotsi And S. Pike, “Destination Brand Positioning Theme Development Based On Consumers’ Personal Values,” *Journal Of Hospitality & Tourism Research*, Vol. 45, No. 3, Pp. 573–587, Mar. 2021,https://doi.org/10.1177/1096348020980056
[53] Y. Kim, “Building Organizational Resilience Through Strategic Internal Communication And Organization–Employee Relationships,” *Journal Of Applied Communication Research*, Vol. 49, No. 5, Pp. 589–608, Sep. 2021,https://doi.org/10.1080/00909882.2021.1910856
[54] D. Santistevan, “Boundary-Spanning Coordination: Insights Into Lateral Collaboration And Lateral Alignment In Multinational Enterprises,” *Journal Of World Business*, Vol. 57, No. 3, P. 101291, Apr. 2022,https://doi.org/10.1016/j.jwb.2021.101291
[55] S. Arif, K. A. Johnston, A. Lane, And A. Beatson, “A Strategic Employee Attribute Scale: Mediating Role Of Internal Communication And Employee Engagement,” *Public Relations Review*, Vol. 49, No. 2, P. 102320, Jun. 2023,https://doi.org/10.1016/j.pubrev.2023.102320

[56] F. Mirzaalian And E. Halpenny, “Exploring Destination Loyalty: Application Of Social Media Analytics In A Nature-Based Tourism Setting,” *Journal Of Destination Marketing & Management*, Vol. 20, P. 100598, Jun. 2021,https://doi.org/10.1016/j.jdmm.2021.100598
[57] E. Bigne, C. Ruiz, A. Cuenca, C. Perez, And A. Garcia, “What Drives The Helpfulness Of Online Reviews? A Deep Learning Study Of Sentiment Analysis, Pictorial Content And Reviewer Expertise For Mature Destinations,” *Journal Of Destination Marketing & Management*, Vol. 20, P. 100570, Jun. 2021,https://doi.org/10.1016/j.jdmm.2021.100570
[58] J. Wu And T. Yang, “Service Attributes For Sustainable Rural Tourism From Online Comments: Tourist Satisfaction Perspective,” *Journal Of Destination Marketing & Management*, Vol. 30, P. 100822, Dec. 2023,https://doi.org/10.1016/j.jdmm.2023.100822
[59] V. Calderón-Fajardo, R. Anaya-Sánchez, And S. Molinillo, “Understanding Destination Brand Experience Through Data Mining And Machine Learning,” *Journal Of Destination Marketing & Management*, Vol. 31, P. 100862, Mar. 2024,https://doi.org/10.1016/j.jdmm.2024.100862
[60] Y. Zhao And E. Agyeiwaah, “How Do Tourism Stakeholders Co-Create Destination Images With Photos On Social Media?,” *Journal Of Travel Research*, Vol. 64, No. 7, Pp. 1519–1536, Sep. 2025,https://doi.org/10.1177/00472875241253006
[61] J. Edlom And P. Skålén, “Understanding Tensions In Strategic Communication Practices: A Strategy-As-Practice Study Of The Music Industry,” *Jcom*, Vol. 28, No. 2, Pp. 313–327, Jun. 2024,https://doi.org/10.1108/jcom-02-2023-0021
[62] K. Pekkala And T. Erkkilä, “Organizational Voicing Architecture In The Age Of Social Media – A Case Study In Professional Service Organizations,” *International Journal Of Strategic Communication*, Vol. 18, No. 4, Pp. 366–381, Aug. 2024,https://doi.org/10.1080/1553118x.2024.2325690