

## A STRATEGIC FRAMEWORK FOR SUSTAINABLE TOURISM DEVELOPMENT: LINKING CULTURE, DESTINATION MANAGEMENT, AND MULTI-STAKEHOLDER COLLABORATION CASE STUDY OF BATURADEN, INDONESIA

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Article Info	Abstract
<p><b>Keywords:</b> ABCDE Model; Cultural Management; Destination Management; Sustainable Tourism; Structural Equation Modelling; Stakeholder Collaboration; Baturaden Tourism Area; Banyumas, Indonesia</p> <p><b>Received:</b> October 1, 2025</p> <p><b>Approved:</b> November 28, 2025</p> <p><b>Published:</b> June 29, 2026</p>	<p>The purpose of this study is to design an integrated model that links destination management and cultural management as a strategic framework for promoting sustainable tourism in the Baturaden tourism destination, Banyumas Regency, Indonesia. Based on the theory of Bentler and Ping Chou (1987), this research model uses 30 research indicators, then the number of samples used is 30 times 10, i.e 300 samples. The population of this study was multi-stakeholder, which included academics, businesses, communities, government, media, and visitors. The sampling system used was non-probability sampling, with a purposive sampling method. This study uses SEM analysis techniques employing SmartPLS to process data. Statistical analysis confirms that both cultural management and destination management exert significant positive effects on sustainable tourism (<math>p &lt; 0.05</math>). Although destination management shows a stronger coefficient, cultural management remains essential for sustaining tourism development. The study introduces the ABCDE Model for Integrated Sustainable Tourism, which conceptualizes the dynamic relationship between Cultural Management, Destination Management, and Sustainable Tourism. This model is supported by five principal actors: A – Academician, contributing research and knowledge development; B – Business, providing investment and innovation; C – Community, preserving cultural identity and ensuring local participation; D – Destination Governance, ensuring policy coherence and strategic coordination; and E – Exposure Media, enhancing visibility and public engagement. The ABCDE Model thus provides a holistic approach to achieving sustainable tourism through synergistic, multi-stakeholder collaboration. To further strengthen and validate this model, additional empirical testing in diverse regional contexts is recommended. In policy terms, the ABCDE Model offers a concise strategic roadmap that local governments can adopt to integrate culture, governance, and sustainability into a single, measurable development framework.</p>



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## INTRODUCTION

Tourism remains a vital engine of regional development, yet its sustainability increasingly depends on how destinations integrate cultural assets, governance structures, and sustainability practices in a coherent management strategy. Rather than relying solely on broad universal theories such as the classic *Sustainable Development Theory* or traditional *Management Theory*, recent scholarship suggests that destination governance, collaborative stakeholder management, and holistic sustainability frameworks provide more relevant conceptual tools for understanding and managing modern tourism systems. For instance, the OECD Tourism Trends and Policies 2022 advocates for building resilience in tourism ecosystems through diversified governance, stakeholder collaboration, and adaptive destination management (OECD, OECD Tourism Trends and Policies, 2022). Similarly, sustainability-oriented tourism management is receiving renewed scholarly attention: a recent bibliometric study finds that research is shifting from pure competitiveness to sustainability-oriented models, indicating a need for broader, integrative frameworks (Rocio, Jaime, & Cinta, 2023).

Moreover, destination-level conceptual tools have advanced. Valente and colleagues (2023) propose a Sustainable Tourism Assessment Index (STAI) for assessing a destination's readiness to implement sustainable tourism trajectories, combining environmental, social, and governance indicators in a place-based package (Epifani & Valente, 2023). This kind of framework offers a valuable template for measuring outcomes in settings like Baturaden.

On the link between culture and destination competitiveness, recent empirical work demonstrates the importance of culture for tourism performance: a longitudinal study across 39 countries finds that national cultural values and practices significantly influence tourism competitiveness (Kumar, Kumar, & Nicolau, How does culture influence a Country's travel and tourism competitiveness? A longitudinal frontier study on 39 countries, 2024). Although this study is at the national level, its results underscore the potential importance of culture at smaller scales when properly managed.

Based on Banyumas Regency Regional Regulation Number 5 of 2018 concerning the Regional Tourism Development Master Plan (RIPKDA) for 2018–2033, Baturaden is designated as a strategic tourism area (KSP). This policy emphasizes the region's importance as a priority for tourism development. Nevertheless, the practical implementation of this mandate still faces challenges, particularly in integrating cultural preservation with destination management to ensure sustainable tourism outcomes. This condition forms the basis for developing an integrated model that connects these dimensions within the Baturaden tourism context.

Consequently, the potential of cultural tourism to attract visitors and enhance the local economy remains underutilized (Wibowo, Palar, & Wardhani, 2023). The linkage between culture and tourism is widely recognized as a critical factor in destination competitiveness (Richards, 2018); (Ritchie & Crouch, *The Competitive Destination A Sustainable Tourism Perspective*, 2003)).

Figure 1 below displays a map of the Baturaden tourist area, which has 11 attractions classified as theme parks. Furthermore, there are 47 natural attractions, including waterfalls, ponds, springs, tourist villages, waterfalls, hot springs, botanical gardens, and rivers surrounded by bamboo gardens.



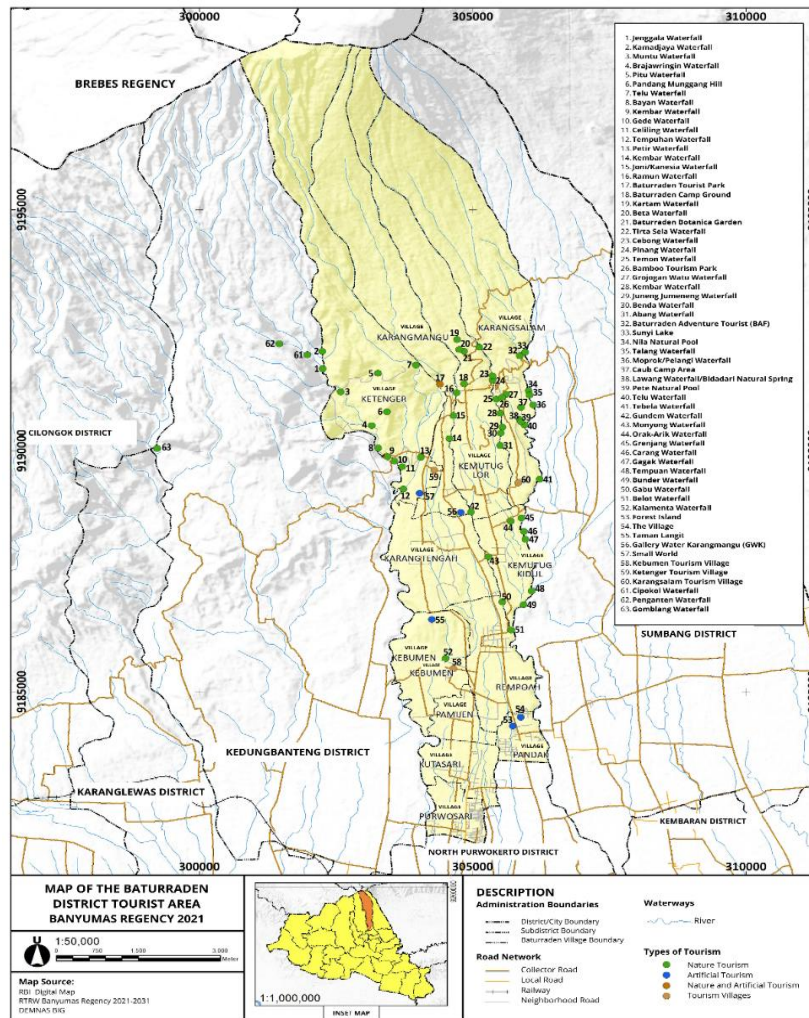


Figure 1. Baturaden Tourism Area Map  
Sources: Primary Data (2021)

The following is a mapping some previous researches that raise the topics of cultural management, destination management, and sustainable tourism:

Table 1. Previous research on cultural management, destination management, and sustainable tourism

Topic	Title/Author	Explanation
Cultural Tourism & Cultural Management	<i>Cultural Tourism: The Partnership Between Tourism and Cultural Heritage Management</i> . Routledge (McKercher & Hilary, 2002)	One of the foundational works explaining how culture must be professionally managed to generate tourism value.
	Cultural tourism: A review of recent research and trends. <i>Journal of Hospitality and Tourism Management</i> , 36, 12–21 (Richard, 2018)	Reviews global trends in cultural tourism and highlights gaps regarding integration with sustainability
Destination management stakeholder coordination	Destination competitiveness: Determinants and indicators. <i>Current Issues in Tourism</i> , 6(5), 369–414 (Dwyer & Kim, 2003)	Shows the importance of integrated destination factors.
	The new frontiers of destination management: Applying variable geometries to tourism governance. <i>Journal of Travel Research</i> , 53(4), 403–417 (Beritelli, Bieger, & Laesser, 2013;	Key reference on destination governance discussing government roles and multi-actor coordination.



		Beritelli, Pietro; Bieger, Thomas; Laesser, Christian; (2013)	
		The Competitive Destination: A Sustainable Tourism Perspective. <i>CABI</i> (Ritchie & Crouch, 2003)	Demonstrates how destination management influences long-term sustainability.
Sustainable Tourism		Critical research on the governance of sustainable tourism. <i>Journal of Sustainable Tourism</i> , 19(4-5), 411-421 (Bramwell & Lane, 2011)	Explains governance mechanisms needed for sustainability transitions
		Sustainable Tourism for Development: Guidebook. <i>Madrid: UNWTO</i> (World Tourism Organization, 2013)	Provides an authoritative sustainability model commonly referenced in policy and academic discussions.
		Sustainable rural tourism strategies. <i>Journal of Sustainable Tourism</i> , 2(1-2), 102-111 (Lane, 1994)	Early foundational work differentiating economic, environmental, and social sustainability.
Multi-Actor/ Pentahelix Collaboration Models		Pentahelix Model Application for Tourism Development Strategy. <i>International Journal of Linguistics, Literature and Culture</i> , 12-20 (Nainggolan, Ardika, Ardhana, & Setiawan, 2020).	Concludes that multi-actor collaboration is essential, but that such collaboration is currently weak; strengthening the role of government in coordinating these actors through a proper Pentahelix approach is critical for sustainable tourism development in their studied region
		The multi-stakeholder role in Asia sustainable ecotourism: A systematic review. <i>PSU Research Review</i> , 8(3), 940-958 (Salman, Jaafar, Mohamad, Ebekozien, & Rasul, 2024)	Concludes that multi-stakeholder collaboration is critical for ecotourism sustainability but uneven in practice; policy support, institutional incentives and capacity building are repeatedly recommended to make collaboration meaningful rather than tokenistic.
Studies Linking Culture, Destination Management, and Sustainability		Achieving the SDGs through cultural tourism: Evidence from practice in the TExTOUR project. <i>European Journal of Cultural Management and Policy</i> , 14, Article 12238 (Ottaviani, Luca, & Aberg, 2024)	Finds that community-based cultural tourism projects (in 8 European territories) can help achieve Sustainable Development Goals (SDGs) by preserving heritage, generating local income, and enhancing social inclusion, demonstrating a strong link among cultural activities, destination governance, and sustainability.
		Cultural heritage and sports tourism: A systematic literature review of sustainable destination management practices. <i>Frontiers in Sports and Active Living</i> , 7 (Rangkuti, et al., 2025)	Synthesizes how heritage (culture) and sports tourism can be jointly managed for sustainability; highlights governance, community engagement, and sustainable indicators — aligns with <i>Cultural Management, Destination Governance, and Sustainable Tourism</i> interactions

Source: Research Data

It can be explicitly state: 1) Cultural tourism research exists but rarely integrates culture, destination, and sustainability (McKercher & du Cros; Richards); 2) Destination governance studies exist but do not connect cultural pathways (Beritelli et al.; Ritchie & Crouch); 3) Sustainability frameworks are well developed (Bramwell & Lane; UNWTO),





This study is grounded in Sustainable Development Theory, which emphasizes the balanced pursuit of economic, social, and environmental objectives to ensure the long-term viability of development initiatives (World Commission on Environment and Development [WCED], 1987). Within the tourism context, this theory provides the foundation for understanding Sustainable Tourism as a process that harmonizes environmental conservation, community well-being, and economic growth (Butler, 2007; Bramwell & Lane, 2011). Accordingly, Sustainable Tourism serves as the endogenous variable in this study, representing the ultimate goal of achieving balanced and responsible tourism development.

Supporting this, Management Theory particularly in the areas of strategic and organizational management explains how effective planning, coordination, and stakeholder collaboration can enhance organizational and destination performance (Koontz & Wehrich, 2010). This theoretical lens informs the role of Destination Management as a mediating variable, emphasizing managerial processes such as governance, stakeholder coordination, and policy implementation that link cultural resources to sustainable outcomes.

The concept of Cultural Management aligns with these theories by emphasizing the preservation, utilization, and commercialization of local culture as strategic resources for tourism development (Richards, 2018; (Smith, 2003)). Through effective cultural management, local communities contribute to sustainability goals while maintaining cultural integrity. Thus, within the framework of Sustainable Development Theory and Management Theory, Cultural Management functions as an exogenous variable influencing Destination Management, which in turn facilitates the achievement of Sustainable Tourism.

**Table 2.** Hypothesis

<b>Hypothesis 1</b>	<b>Causal effect relationship between Cultural Management and Destination Management.</b>
$H_0$	: There is no significant effect of Cultural Management on Destination Management in Baturaden Tourism Area
$H_1$	: There is a significant effect of Cultural Management on Destination Management in Baturaden Tourism Area
<b>Hypothesis 2</b>	<b>Causal effect relationship between Cultural Management and Sustainable Tourism.</b>
$H_0$	: There is no significant effect of Cultural Management on Sustainable Tourism in Baturaden Tourism Area
$H_1$	: There is a significant effect of Cultural Management on Sustainable Tourism in Baturaden Tourism Area
<b>Hypothesis 3</b>	<b>Causal effect relationship between Destination Management on Sustainable Tourism</b>
$H_0$	: There is no significant effect between Destination Management on Sustainable Tourism in Baturaden Tourism Area
$H_1$	: There is significant effect between Destination Management on Sustainable Tourism in Baturaden Tourism Area

Source: Primary data (2025).

## METHODOLOGY

Baturaden was selected as the study location because it is officially designated as a Strategic Tourism Area (KSP) in the *Banyumas Regency RIPKDA 2018–2033*, making it a priority for regional tourism development. Despite this status, the area continues to face challenges in aligning cultural preservation with destination management. Baturaden’s



significance is further supported by data from BPS (2015–2021) showing an annual average of over 780,000 domestic visitors, and Central Java tourism statistics reporting approximately IDR 10.37 billion in yearly tourism revenue. These conditions highlight the need for an integrated model to strengthen sustainable tourism practices in Baturaden.

Given that the study seeks to validate an integrated model using Partial Least Squares Structural Equation Modeling (SmartPLS), a quantitative design provides the methodological rigor necessary to assess both the measurement model (validity and reliability of indicators) and the structural model (the strength and significance of inter-variable paths). Moreover, the approach allows for the examination of mediating effects specifically, the role of Destination Management in linking Cultural Management to Sustainable Tourism outcomes based on empirical data collected from stakeholders in the Baturaden Tourism Area.

Thus, rather than describing phenomena qualitatively, this design focuses on testing theoretical linkages empirically to produce a model that can inform policy and practical strategies for sustainable tourism management in Banyumas Regency. The study explicitly adopts a comparative methodology. Comparative methodology refers to a systematic research strategy for analyzing similarities and differences across multiple cases to identify patterns, develop explanations, and build theoretical generalizations (Ragin, 2014).

This study uses structural equation modeling as a quantitative analysis by applying SmartPLS. The unit of analysis in this study comprises the Penta Helix stakeholders within the Baturaden Tourism Area, which include: (1) the community (residents, village tourism managers, and cultural practitioners), (2) visitors, (3) the private sector (operators of tourist attractions, hotels, and restaurants), (4) the government (tourism area managers and related agencies), (5) academics (lecturers, researchers, and consultants), and (6) the media (print and broadcast). These groups collectively represent the network of actors whose collaboration is essential for achieving integrated and sustainable tourism governance in Banyumas Regency.

In determining the sample size, this study follows the guidelines for Structural Equation Modeling (SEM). Bentler and Chou recommend a ratio of five to ten observations per estimated parameter (Bentler & Chou, 1987), while Sagan emphasizes that SEM requires a minimum of 200 cases to ensure statistical robustness. Given that the proposed model involves 30 observed indicators, a conservative ratio of 10 observations per indicator was adopted, resulting in a total sample of 300 respondents (Sagan, 2019). This sample size meets the criteria for SEM using Partial Least Squares (SmartPLS) and ensures adequate statistical power for model estimation and hypothesis testing.

The questionnaire in this study consists of three latent variables: Cultural Management, Destination Management, and Sustainable Tourism, operationalized through 30 reflective indicators. Each indicator was measured using a five-point Likert scale ranging from (1) *strongly disagree* to (5) *strongly agree*.

The sampling technique used in this study is non-probability purposive sampling, involving 300 respondents drawn from stakeholders in the Baturaden Tourism Area. The respondents represent the Penta Helix components: Academics (A), Business (B), Community (C), Government (G), and Media (M) who are directly involved in or influence cultural and destination management practices.

Although visitors (V) were initially considered as respondents to capture perceptions of tourism satisfaction, they were not included in the Penta Helix categorization. Instead, their responses were used as supporting data to triangulate stakeholder perspectives rather than as a core component of the model.

Validity and reliability were evaluated using standard SEM-PLS criteria (factor loadings, AVE, CR, Cronbach’s Alpha, Fornell–Larcker, HTMT). Indicators with loadings between 0.40–0.70 were retained because their removal did not improve AVE or CR and because they represented theoretically important cultural and management dimensions for the Baturaden context. Retaining theoretically essential indicators with moderate loadings is acceptable in exploratory SEM, as supported by Hair et al. (2021).

## FINDINGS AND DISCUSSION

### Profile of Respondent

**Table 3.** Descriptive Statistics of Respondent Demographic

Demographic Respondent	Valid	Frequency	Percent	Mean	Std. Deviation
Category	Academics	16	5,3	3,98	1,471
	Business	28	9,3		
	Community	69	23		
	Government	96	32		
	Media	14	4,7		
	Visitor	77	25,7		
	<b>Total</b>	<b>300</b>	<b>100</b>		
Gender	Female	146	48,7	1,51	,501
	Male	154	51,3		
	<b>Total</b>	<b>300</b>	<b>100</b>		
Education Background	Elementary	3	1	2,75	,719
	High School	108	36		
	Degree	159	53		
	Master	22	7,3		
	Doctor	8	2,7		
	<b>Total</b>	<b>300</b>	<b>100</b>		
Age	<30 years old	59	19,7	1,91	,541
	31-55 years old	210	70		
	>55 years old	31	10,3		
	<b>Total</b>	<b>300</b>	<b>100</b>		

Source: SPSS 25 (2025)

The structural model, on the other hand, was employed to test the causal relationships hypothesized among the constructs, i.e:

1. The influence of *Cultural Management* on *Destination Management*;
2. The influence of *Cultural Management* on *Sustainable Tourism*; and
3. The mediating effect of *Destination Management* on the relationship between *Cultural Management* and *Sustainable Tourism*.

The use of SmartPLS is appropriate for this study because it accommodates complex models with multiple constructs and mediating relationships, is suitable for exploratory research, and performs well with moderate sample sizes (Hair, Hult, Ringle, & Sarstedt, 2014). By employing both the measurement and structural sub-models, this research ensures the validity of the constructs and the robustness of the causal relationships among variables in the proposed ABCDE Model for Integrated Sustainable Tourism.

**Measurement sub model check (Outer Model)**

The results of the outer model evaluation indicate that all indicators demonstrated loading factor values above 0.70 and were statistically significant at the 0.05 level, confirming adequate indicator reliability. Furthermore, all constructs achieved AVE values greater than 0.50, meeting the minimum threshold for convergent validity. Specifically, *Cultural Management* recorded an AVE of 0.729, *Destination Management* an AVE of 0.519, and *Sustainable Tourism* an AVE of 0.530, showing that each construct explains more than half of the variance in its indicators.

In terms of internal consistency, the Composite Reliability (CR) values were also well above the recommended minimum of 0.70, with *Cultural Management* (0.950), *Destination Management* (0.894), and *Sustainable Tourism* (0.898). These results confirm that all three constructs possess high internal reliability and satisfactory convergent validity, indicating that the indicators consistently measure their intended latent variables. Overall, the findings from the measurement model demonstrate that the instrument used in this study is both valid and reliable, providing a sound basis for proceeding to the analysis of the structural (inner) model. In detail, these three criteria are shown in Table 4 below:

**Table 4.** Construct Reliability and Validity

Latent Variable	AVE Value	CR Value	Measurement Indicator		Factor Loadings
			Code	Brief Description	
Destination Management $\alpha = 0,862$	0,519	0,894	DM1	Image creation	0,740
			DM2	Visitors Fulfilment	0,860
			DM3	Human Resources Management	0,836
			DM5	Integrating promotion	0,762
			<b>DM6</b>	<b>Visitor Management</b>	<b>0,681</b>
			DM7	Registration Fee	0,712
			<b>DM8</b>	<b>Destination Management Organization</b>	<b>0,440</b>
			<b>DM9</b>	<b>Crises Management</b>	<b>0,652</b>
			CM1	Attraction Management	0,864
Cultural Management $\alpha = 0,938$	0,729	0,950	CM2	Calendar Event	0,850
			CM3	Preservation of cultural arts	0,886
			CM4	Engagement toward artists	0,882
			CM5	Sustainability	0,870
			CM6	Marketing	0,859
			CM7	Local Involvement	0,761
			<b>ST1</b>	<b>Local well-being</b>	<b>0,623</b>
ST2	Tourist satisfaction	0,776			
Sustainable Tourism $\alpha = 0,868$	0,530	0,898	ST3	Economic beneficiary	0,842
			<b>ST4</b>	<b>Availability of water resources</b>	<b>0,573</b>
			ST5	Congestion management by merchant	0,780
			ST6	Liquid congestion management by industry	0,801
			ST7	Tourist activity monitoring	0,807
			<b>ST8</b>	<b>Tourism planning</b>	<b>0,559</b>

Sources: SmartPLS (v.3.2.9) (2025)

Table 4 presents the loading factor values for all indicators within the three latent constructs. Consistent with the validity criteria, indicators with loading factors above 0.70 are considered valid, whereas those below this threshold may indicate weak representation



of their latent construct (Hair J. J., Hult, Ringle, & Sarstedt, 2021). The results show that several indicators recorded loading values below 0.70, namely *Visitor Management (DM6)*, *Destination Management Organization (DM8)*, *Crisis Management (DM9)*, *Local Well-being (ST1)*, *Water Resources (ST4)*, and *Tourism Planning (ST8)*.

While these indicators displayed lower individual loadings, the Average Variance Extracted (AVE) for each construct remained above the recommended minimum of 0.50 with *Destination Management (0.519)*, *Cultural Management (0.729)*, and *Sustainable Tourism (0.530)* indicating that more than half of the variance in each construct was still captured by its respective indicators. According to (Hair, Ringle, & Sardstedt, 2019). This suggests that the overall convergent validity of the constructs is acceptable, even though a few indicators contribute less strongly.

### Structural Sub Model Check

Using SmartPLS 4.0, the study evaluated path coefficients ( $\beta$ ), significance levels (p-values), and the explanatory power ( $R^2$ ) of the model. The results provide empirical evidence of how collaboration among key actors including academics, businesses, communities, government, and media who enhances the relationship between cultural and destination management in promoting sustainable tourism outcomes. Thus, rather than testing generic correlations, the structural model in this research specifically measures the degree of integration among cultural, managerial, and sustainability factors within a regional tourism context.

The examinations carried out include: (a) examination of the path coefficients formed and their significance; (b) examination of the direct influence and/or indirect influence of the exogenous latent variables to the corresponding endogenous latent variables; (c) examination of the research hypothesis that is built; and (d) evaluation of the model's goodness of fit (GoF) through a number of criteria before the SEM is interpreted.

### Feasibility of the SEM research model

Checking up of a number of model feasibility indicators shows that, although the model cannot be said to be very feasible, several feasibility indicators indicate that the analyzed structural equation model provides results that are feasible to interpret as shown in Table 5. Considering the feasibility criteria for the results of the model analysis in Table 5, in addition to the p and CMIN values, other criteria indicate that the SEM of the research developed is quite feasible or feasible to interpret.

**Table 5.** Goodness of Fit (GoF)

Criteria	Value	Cut-off	Analysis Outcome	Explanaton
Nilai <i>p</i>		> 0,05	0,000	Less feasible
<i>Chi Square Minimum (CMIN)</i>		> 619,519	695,499	Feasible
<i>d_G</i>		< d_G HI 0,95	0,648	Feasible
<i>NFI</i>		0,80	0,793	Quite feasible
<i>SRMR</i>		≤ 0,08	0,06	Quite feasible

Source: SmartPLS (v.3.2.9) (2025)

### Model Interpretation

There are 3 direct influences formed between latent variables in the model. Table 6 shows the path coefficient values, the significance of each coefficient, and the rest in the



research hypothesis testing. In this table, a path coefficient is proven to indicate the magnitude of the influence of Destination Management on Sustainable Tourism. With a standardized value of 0.607, it is proven at a test level of 5% ( $p$  value = 0.000 < 0.05) which has an impact on  $H_0$  in hypothesis 3 being rejected). In addition to this path coefficient, two other coefficients show real values at a test rate of 5 percent.

**Table 6.** Direct Influence Between Latent Variables on the Model

Influence Path		Standardized Path Coefficient	Value $t$ critical	Value $p$	Explanation
Latent Exogen	Latent Endogen				
Cultural Management	Destination Management	0,739	19,146	0,000	$H_0$ on Hypothesis I is rejected
Cultural Management	Sustainable Tourism	0,266	4,788	0,000	$H_0$ on Hypothesis II is rejected
Destination Management	Sustainable Tourism	0,607	11,545	0,000	$H_0$ on Hypothesis III is rejected

Source: SmartPLS (v.3.2.9.) (2025)

### The Influence of Local Cultural Management on Destination Management

Based on the results presented in Table 5, *Cultural Management* demonstrates a significant and positive association with *Destination Management* ( $\beta = 0.739$ ,  $p < 0.001$ ). This standardized coefficient indicates that improvements in cultural management practices such as cultural preservation, community engagement, and cultural event organization are strongly related to enhanced destination management performance in the Baturraden Tourism Area. While the relationship is statistically significant, it should be interpreted as an association rather than a direct causal effect, given the cross-sectional nature of the data.

The significant association between *Cultural Management* and *Destination Management* ( $\beta = 0.739$ ,  $p < 0.001$ ) underscores the strategic importance of integrating local cultural dimensions into tourism governance. In the Baturraden Tourism Area, cultural elements such as traditional arts, local ceremonies, culinary heritage, and community values function not merely as attractions but as structuring mechanisms that influence destination image, stakeholder collaboration, and visitor experience. This finding aligns with Kumar, Kumar, and Nicolau (2024), who demonstrated that national tourism competitiveness is strengthened when cultural values are embedded within destination policy and management systems. Similarly, Li et al. (2024) found that regional cultural capital correlates positively with visitor flows, suggesting that destinations with distinct cultural identities attract more sustained tourism engagement.

Wang, Yang, and Li (2021) further highlight that the reputation of cultural heritage can shape tourists' behavioral intentions, reinforcing the symbolic and emotional appeal of destinations. Machzumy, Lusianawati, and Muhtadi (2024) add that local cultural events enhance destination reputation and perceived quality, a mechanism also reflected in the Baturraden model, where indicators such as *Attraction Management (CM1)* and *Calendar Events (CM2)* demonstrated high loadings (>0.8) (Machzumy, Lusianawati, & Muhtadi, The Influence of Local Culture and Cultural Tourism Activities on the Quality and Reputation of Tourism Destinations in Bandung, 2024). This suggests that structured cultural programming and community involvement directly contribute to improved destination management practices.

### **The Influence of Local Cultural Management on Sustainable Tourism**

The analysis of Table 5 indicates that *Local Cultural Management* significantly influences *Sustainable Tourism* ( $\beta = 0.266$ ,  $p < 0.05$ ). This suggests that improved management of local cultural assets such as arts, rituals, and traditional knowledge contributes positively to tourism sustainability in the Baturaden Tourism Area, although the effect size is modest compared to its impact on *Destination Management* ( $\beta = 0.739$ ). The smaller coefficient value may indicate an indirect or mediated influence, where cultural management enhances sustainability primarily through its integration into destination management practices rather than acting as a standalone driver.

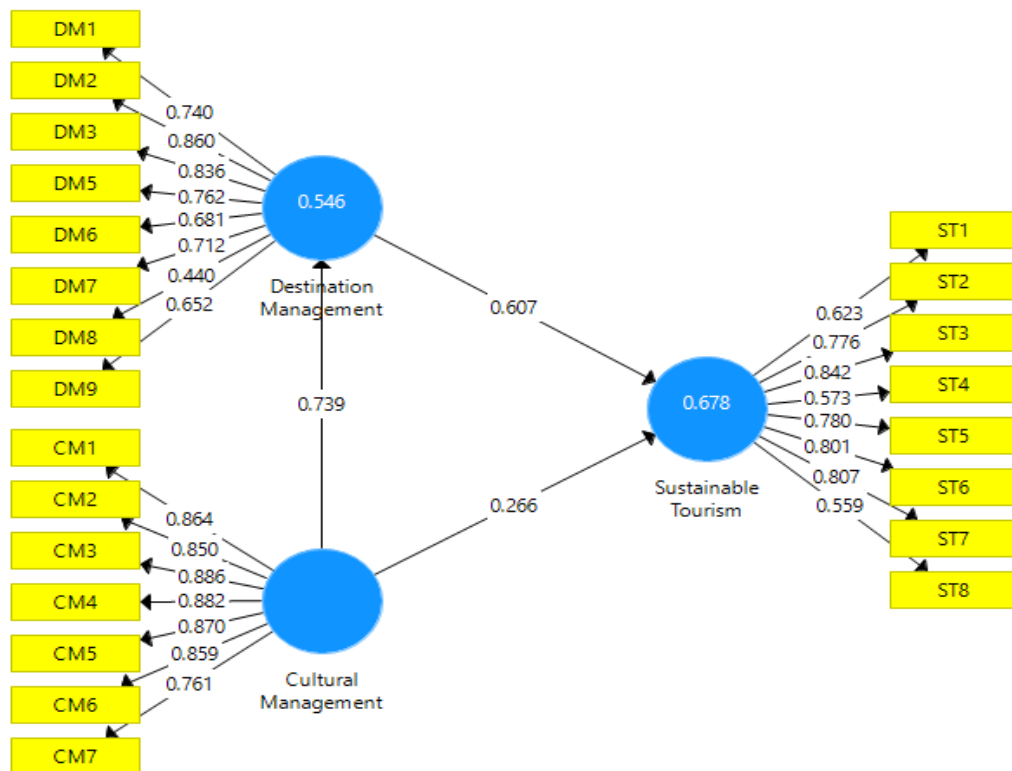
These findings align with prior studies emphasizing that the sustainability of tourism depends not only on environmental or economic governance but also on the adaptive preservation of cultural capital. For example, Gao and Zhang (2023) found that the transmission of local culture supports long-term tourist engagement and environmental stewardship. Similarly, Han, Lee, and Kim (2022) reported that embedding cultural preservation within tourism planning improves residents' quality of life and strengthens community attachment, two core pillars of sustainable tourism.

The literature review is again confirmatory and lacks critical evaluation. Discuss whether the findings of Nugraha et al. (2024), Poetra & Nurjaya (2021), and Verances et al. (2024) align or diverge from your context in Baturaden. The references are too recent and mostly regional; add more international or foundational sources to strengthen academic. There is no integration between empirical data and theoretical background. The discussion reads as a list of unrelated studies. The paragraph ends abruptly without synthesizing how these studies collectively validate or challenge the current research findings.

### **The Influence of Destination Management on Sustainable Tourism**

The results of the third hypothesis test indicate that *Destination Management* has a significant and positive relationship with *Sustainable Tourism* ( $\beta = 0.607$ ,  $t = 11.24$ ,  $p < 0.001$ ). This standardized coefficient suggests a moderately strong effect, implying that improvements in destination management practices are associated with enhanced sustainability outcomes in the Baturaden Tourism Area. However, the result should be interpreted as a standardized association rather than a literal "unit increase," as SEM coefficients reflect proportional rather than absolute changes.

The present findings correspond with contemporary research emphasizing the strategic role of destination management in advancing sustainability, yet they also extend existing insights by contextualizing them within a culturally driven, semi-rural tourism system like Baturaden. Heslinga, Yusuf, Damanik, and Stokman (2024) argue that post-pandemic destination recovery depends on community-centered management practices to rebuild trust and social cohesion an approach mirrored in Baturaden's growing reliance on community participation (*DM3* and *DM6* indicators). However, unlike Heslinga et al.'s urban European case, Baturaden demonstrates that such participation is mediated by local cultural values, showing how informal social structures can substitute for formal governance in achieving sustainability.



**Figure 3.** Path Coefficient and Loading Factors  
Source: SmartPLS (v.3.2.9.) (2025)

Caption:

DM: Destination Management  
CM: Cultural Management  
ST: Sustainable Tourism

### Proposed Model for Local Government

The empirical results of this study showing significant relationships between Local Cultural Management, Destination Management, and Sustainable Tourism form the theoretical foundation for a new integrative framework: the ABCDE Model for Integrated Sustainable Tourism. This model is not introduced as a separate construct, but as an outcome of the study’s empirical validation using SEM, which demonstrated strong standardized path coefficients linking Cultural Management → Destination Management ( $\beta = 0.739$ ), Cultural Management → Sustainable Tourism ( $\beta = 0.266$ ), and Destination Management → Sustainable Tourism ( $\beta = 0.607$ ). Collectively, these results indicate that sustainable tourism performance in Baturaden emerges from the interconnected management of culture, destinations, and sustainability principles, mediated by collaborative engagement among key stakeholders.

The ABCDE Model for Integrated Sustainable Tourism conceptualizes the interconnection between Cultural Management, Destination Management, and Sustainable Tourism as a mutually reinforcing system driven by five strategic actors—Academician, Business, Community, Destination Governance, and Exposure Media. The model is theoretically inspired by the Pentahelix collaboration framework (Etzkowitz & Leydesdorff, 2000; Sutawa, 2012), but extends it by emphasizing the functional integration



of stakeholders rather than their categorical presence. Empirically, the model is grounded in this study's SEM results, which identified significant standardized path coefficients: Cultural Management → Destination Management ( $\beta = 0.739, p < 0.001$ ), Cultural Management → Sustainable Tourism ( $\beta = 0.266, p < 0.01$ ), and Destination Management → Sustainable Tourism ( $\beta = 0.607, p < 0.001$ ). These relationships demonstrate that effective cultural management not only enhances destination performance but also indirectly supports tourism sustainability.

The results indicate that local cultural management contributes significantly to tourism sustainability, particularly by strengthening social cohesion and preserving local identity, yet its overall effect ( $\beta = 0.266, p < 0.01$ ) is more modest compared to destination management. This finding aligns with previous studies suggesting that cultural dimensions often exert indirect or mediating influences on sustainability outcomes through community engagement and cultural heritage preservation (Kumar et al., 2024; Poetra & Nurjaya, 2021). In contrast, destination management demonstrates a stronger direct relationship with sustainable tourism ( $\beta = 0.607, p < 0.001$ ), underscoring its central role in translating strategic planning into tangible sustainability performance.



**Figure 4.** ABCDE Model for Integrated Sustainable Tourism  
Source: Primary Data (2025)

#### Strengths of the ABCDE Model:

1. **Holistic Multi-Actor Integration**  
The model brings together academics, businesses, communities, governance bodies, and media ensuring that cultural preservation, tourism management, and sustainability are addressed from all key perspectives.
2. **Clear Division of Roles**  
Each actor has a defined function, reducing overlaps and enabling more efficient coordination in destination development.
3. **Strong Cultural Orientation**  
By placing the community and cultural values at the center, the model promotes authenticity and long-term cultural sustainability.
4. **Evidence-Based and Practice-Oriented**  
The inclusion of the academic sector ensures research-driven decision-making, monitoring, and continuous improvement.

Weaknesses of the ABCDE Model:

1. High Coordination Demand  
The involvement of five distinct actors requires strong governance capacity; without effective coordination, implementation may become fragmented.
2. Potential Power Imbalance  
Businesses or government could dominate decision-making, reducing community influence and threatening cultural authenticity.
3. Resource Dependency  
Effective application requires adequate funding, skills, and technological support, which may not be evenly available across all actors.
4. Risk of Conceptual Overlap  
Some roles (e.g., exposure media and business marketing) may overlap in practice, requiring careful role clarification.

**Table 7.** Comparative Matrix

Aspect	Uluwatu Kecak Dance	Saung Angklung Ijo (SAU)	Ramayana Ballet Prambanan	Relevant to Baturaden
Cultural Authenticity	Strong ritual-based performance tied to local spirituality	Community-managed Sundanese cultural preservation	Classical Javanese performing arts	Guides design of culturally grounded attractions
Stakeholder Model	Business–community partnership	Community-owned institution	Government–private collaboration	Provides benchmarks for ABCDE roles
Management System	Structured scheduling, ticketing, digital marketing	Integrated cultural education, training, visitor engagement	Large-scale event management with heritage setting	Inspires improvement in destination governance
Sustainability Practice	Revenue for temple conservation	Cultural education for children	Preservation of Javanese performing arts	Informs cultural sustainability strategy

Source: Research Data

If positioned as comparative benchmarking, these three attractions serve as national best-practice references that help identify gaps and opportunities for Baturaden, thereby strengthening the practical application of the ABCDE model.

**CONCLUSION**

The ABCDE Model for Integrated Sustainable Tourism illustrates that achieving sustainable tourism in the Baturaden Tourism Area requires a sequential and mutually reinforcing process among three key dimensions: Cultural Management, Destination Management, and Sustainable Tourism. The SEM analysis in this study indicates a significant associative pattern rather than strict causality, suggesting that improvements in cultural management are statistically linked to enhanced destination management, which in turn correlates with greater tourism sustainability. This relationship aligns with the theoretical view that cultural capital functions as a foundational resource in destination competitiveness (Richards, 2018), providing symbolic and experiential value that can be



transformed through effective management and governance structures (Ritchie & Crouch, 2010).

This study introduces several novel contributions. First, the ABCDE Model integrates Cultural Management, Destination Management, and Sustainable Tourism into a single, empirically informed framework, explicitly linking these dimensions through cross-sector actor collaboration. Unlike the conventional Pentahelix model, which primarily emphasizes multi-stakeholder engagement without specifying variable interactions, the ABCDE Model operationalizes causal pathways between culture, destination management, and sustainability using SEM coefficients ( $\beta$ -values), making the relationships measurable and testable. Compared to general sustainable tourism frameworks proposed by UNWTO, which outline principles at a macro level, the ABCDE Model is context-sensitive, reflecting Baturaden's unique cultural assets, visitor patterns, and governance structures.

Second, the model provides practical relevance for local stakeholders: it identifies how each actor such as academics, business, community, government, and media can contribute to measurable outcomes, such as cultural preservation, destination service quality, and sustainability indicators. Although this study is primarily conceptual, the model is designed with empirical data from 300 respondents and local tourism statistics, offering a structured roadmap for field implementation and evaluation in Baturaden. Thus, the study contributes both theoretically, by integrating multi-dimensional sustainability with measurable actor roles, and practically, by providing a context-specific tool for local tourism development planning.

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