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REFRAMING COMMUNITY-BASED TOURISM THROUGH A SERVICE-DOMINANT LOGIC PERSPECTIVE: A SYSTEMATIC LITERATURE REVIEW

Mariana Simanjuntak[1], Fitriani Tupa Ronauli Silalahi[2], Josua Boyke William Jawak[3]
[1,2,3]Engineering Management, Institut Teknologi Del, Indonesia
[1]anna@del.ac.id, [2]fitiriani.silalahi@del.ac.id, [3]Josua.jawak@del.ac.id
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Abstract
This study aims to reframe Community-Based Tourism (CBT) from a community participation approach toward a Service-Dominant Logic (SDL) perspective, emphasizing value co-creation, resource integration, and sustainable tourism development. A Systematic Literature Review (SLR) was conducted using the PRISMA framework, supported by triangulation through literature exploration and observation. Literature trends were examined using Emerald Journal Finder and SAGE Journals. Strategic Business Performance, Hospitality Industry, and Transformational Digital Marketing dominate the existing literature, while Smart Tourism Ecosystem remains relatively underexplored. The findings reveal a research gap in integrating these dimensions within CBT. This gap suggests the need to shift CBT from a community-centered model toward a collaborative service ecosystem that integrates multiple stakeholders and resources to create sustainable tourism value. This study proposes a Reframed Community-Based Tourism model that positions CBT as a collaborative service ecosystem, where value is co-created through hospitality capabilities, digital transformation, smart tourism ecosystems, and strategic business performance. The framework encourages destination managers to move beyond community empowerment toward collaborative stakeholder engagement, experience creation, and long-term digital relationships. It also supports integrated decision-making, innovation, service quality improvement, and sustainable destination competitiveness through effective resource integration and value co-creation.
Keywords*: Reframing Community-Based Tourism, Holistic Tourism Co-Creation, Smart Tourism Ecosystem, Hospitality industry, Destination competitiveness.*

1. Introduction

Tourism is often integrated into national strategies to generate employment, generate foreign exchange, redistribute income, and promote destination branding. Sustainable tourism development is a priority in Indonesia (Halit Keskin, Akgün, & Esen, 2026). Tourism development balances planning concepts, economic, socio-cultural, and ecosystem objectives to meet the needs of visitors, industry, the environment, and society. The Indonesian government, through the National Research and Innovation Agency (BRIN), serves as a foundation for developing country policy. One research development policy is the 2026 Economic and Community Governance Research Organization Program Activity.

Community-Based Tourism (CBT) encourages all levels of society to become tourism stakeholders, both directly and indirectly (Jin Zhang, Chow, & Cheong, 2026). The CBT program faces challenges in encouraging support from residents with economic conditions based on agricultural and livestock livelihoods, fragile ecosystems, and weak governance. Therefore, it is necessary to explore and accommodate the principles and essence of CBT so that it can hopefully illustrate the process of creating shared value and synergize with national economic goals.

The essence of CBT can be described as follows:

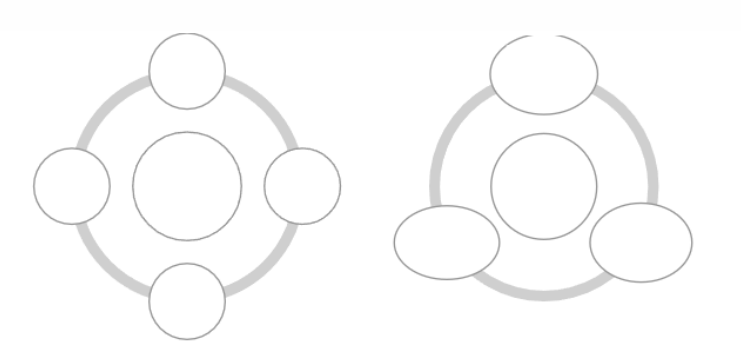


Figure 1. The essence of Community-Based Tourism
Source: Jin Zhang, Chow, & Cheong, 2026

The figure above shows that achieving the Community-Based Tourism program requires community empowerment, along with willingness and proactivity from all levels of society, and solidarity and a willingness to improve the quality of life. This phenomenon raises the question, what about the reality of the destination? In developing countries, top-down planning and weak coordination often marginalize the voices of local communities, excluding them from CBT decision-making. Meanwhile, based on the concept of Value Co-Creation (Zonatto et al., 2026; Zuo, 2026), shared value creation can be realized assuming support is based on rational cost-benefit calculations, a relational relationship between residents and tourism, becoming an economic exchange, synergizing with emotional, social, and contextual dimensions that mutually impact each other. Consequently, when communities do not experience positive impacts on their livelihoods, CBT-based policies often fail to resonate (Elbelehy & Crispim, 2026). To address this gap, the following design research was developed:

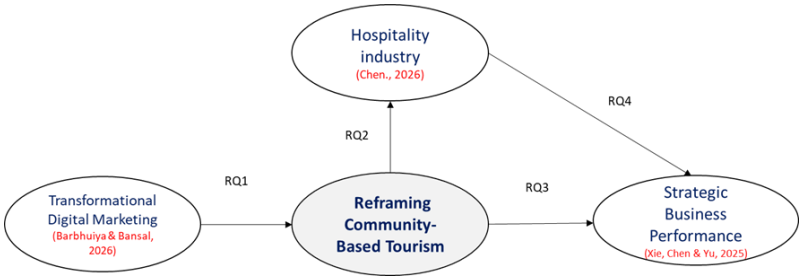


Figure 2. Conceptual framework for Reframing Community-Based Tourism
Source: adopted by author

This study investigates the mechanisms that shape community-based tourism by asking the following research questions:

1) Is the hospitality industry capable of enhancing community-based tourism reframing?
2) Does community-based tourism reframing have a positive impact on transformational digital marketing?
3) Does transformational digital marketing enhance strategic business performance?
4) How can community-based tourism reframing enhance strategic business performance?

2. Literature Review

2.1 Transformational Digital Marketing

Platform-based digital transformation enables resource reconfiguration and advances corporate strategy (Barbhuiya & Bansal, 2026). Value co-creation views dynamic capabilities in terms of identifying resources (sensing), leveraging collaboration (seizing), and reconfiguring processes, structures, and technologies (transformation). Reframing conceptualizes dynamic capabilities as outcomes of digital transformation. Reframing has been shown to influence tourism industry performance (Wang, 2026) and destination strategic

planning (Vien Ky Nguyen et al., 2026). The dynamic capability of reframing acts as a primary driver of digital transformation. Supported by digital platforms, the tourism industry can flexibly adjust and reconfigure value-creation capabilities to manage rapidly changing destination environments. Thus, the dynamic capability of reframing empowers the tourism sector to initiate digital transformation, rebuild competitive advantage, strengthen existing capabilities, and develop new digital capabilities.

Digital transformation (Zuo, 2026) undergoes "co-evolution" toward interactive mechanisms and a shift in strategic roles to strengthen external relationships, with capability activation serving as a bridge between resource orchestration and reframing capabilities. The co-evolution of digitalization demonstrates the capability to lead resources and leverage internal strengths to enable digital agility. Digital transformation identifies various pathways for creating value through interactive digital experiences for stakeholders. The dynamic capability of reframing manifests through trend observation, opportunity exploitation, and operational transformation. Digital transformation enhances service innovation through consumer-focused adaptation (Zhao, Gao & Paas, 2026). Digital transformation aligns the tourism industry's responsiveness.

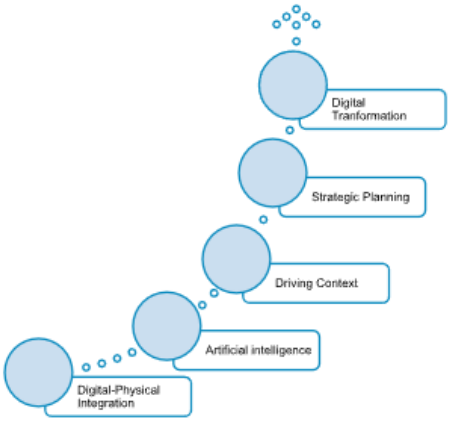


Figure 3. Digital-Physical Integration Stage
Source: adopted by author

Digital transformation strengthens the visibility and speed of tourism services (Zhao, Guan & Zheng, 2026). Operational efficiency, holistic employee behavior, and the fundamental logic of corporate digital transformation (Yap et al., 2026). Digital transformation accelerates the achievement of digital economy goals and enhances corporate performance (Zhang et al., 2026). Specifically, SMEs can leverage digital platforms to integrate resources with the ecosystem and coordinate the transformation of business processes. Strategic planning for digital transformation is driven by resource orchestration and capability activation. This strategic process identifies corporate capabilities suited to the new digital environment. Digital transformation entails the strategic activation of capabilities (Xiaojie Wu, Luo & Ma, 2026) and shapes how firms orchestrate resources. The transformation process creates a cycle of mutual influence, wherein these elements drive and refine one another.

2.2 Hospitality Industry

SDL redefines how destination and industry services are created, delivered, and experienced (Zhu et al., 2026). Smart technologies serve as key drivers of personalization, operational efficiency, and stakeholder engagement. Digital technologies enable adaptive environments, customization, and service delivery, thereby enhancing satisfaction and loyalty. Digital tourism refers to the integration of digital tools, data-driven systems, and smart infrastructure that foster the co-creation of value between tourism providers and users or consumers (Zhao et al., 2026). The hospitality industry encompasses various innovations in service applications and digital platforms that collectively support personalization,

connectivity, and service optimization.

The hospitality industry functions as an interconnected socio-technical system that merges physical environments with digital consumers to enhance efficiency, interactivity, and tourist engagement (Chen, 2026). Within the tourism industry, technology enriches the service experience by enabling seamless integration among visitor needs, automated systems, and digital interfaces (Zhao et al., 2026), thereby enhancing the overall experience.

2.3 Strategic Business Performance

Strategic Business Performance (SBP) is a dominant theme in management and tourism literature, as evidenced by the high volume of publications in the Emerald and SAGE databases. According to Xie, Chen, and Yu (2025), SBP reflects an organization's financial performance achievements, encompassing competitive advantage, organizational adaptability, innovation, sustainability, and long-term value creation. Measures of success include increased tourist visits or economic revenue, a destination's ability to build collaborative relationships with stakeholders, and the creation of sustainable benefits for local communities. SBP is understood as a consequence of successful value co-creation processes (Vargo & Akaka, 2009) and resource integration among actors within a service ecosystem (Adi et al., 2023). Value is created through dynamic interactions among local communities, tourists, business operators, the government, and technology providers.

Factors influencing destination competitiveness include ecology, tourist attractions, infrastructure, destination transformation (Yeh et al., 2026), and smart city development. Destination competitiveness (Vien Ky Nguyen et al., 2026) is garnering global attention in both developed and developing nations. It signifies a proactive and digital shift. Destination competitiveness is linked to economic performance and the tourism environment. A destination's socioeconomic progress correlates with its tourism growth potential. Destination competitiveness contributes significantly to advancing the digital economy, fostering digital industrialization and industrial digitalization, and embedding a distinct digital character into economic development. Digital transformation is driving significant changes within the tourism industry and tourist destinations.

Consequently, a destination's strategic performance is measured by economic indicators, the ability to build trust and strengthen collaboration, the enhancement of the quality of the tourist experience (Kumar & Adhikari, 2025), and the simultaneous creation of social, cultural, and environmental value. This perspective expands the understanding of strategic business performance from an output-oriented approach to one focused on the value-creation process. SBP serves as the outcome of "Reframed Community-Based Tourism"; when local communities, tourists, the government, business operators, and digital platforms successfully integrate resources and collaborate to co-create value, the tourism destination gains a more sustainable competitive advantage, enhances its resilience, strengthens community well-being, and achieves superior strategic performance (Barros-Arrieta et al., 2026). Thus, this study extends the concept of Strategic Business Performance from an organizational perspective to that of a service ecosystem, wherein destination success is the collective outcome of collaboration and value co-creation processes.

3. Research Methods

This study adopts a triangulation design (Mengmeng Zhu et al., 2026) that integrates a systematic literature review using the PRISMA protocol with exploratory and observational methods. This mixed-method approach ensures both theoretical rigor and practical relevance, aligning with research on value co-creation in the field of tourism sustainability management (Fatma & Bhatt, 2026). Combining the practical experience and knowledge of destination managers with a robust theoretical foundation derived from the systematic literature review ensures that the triangulation framework is both conceptually grounded and contextually validated. The systematic review facilitates the construction of an initial conceptual framework, while expert interviews

empirically refine, challenge, and contextualize it. Both methods are methodologically and structurally coherent.

3.1 Systematic literature review

This tourism study aims to "reframe" Community-Based Tourism (CBT) (Rijal et al., 2026). This reframing seeks to shift perspectives and approaches regarding community-based tourism through the lens of SDL. The first step is to determine CBT indicators Manosuth et al., (2026) and Zhang et al. (2026) indicates that CBT indicators include: Community Empowerment, Willingness and Proactivity, Emotional Solidarity, Hospitality Industry, Smart Tourism Ecosystem, SBP, Destination

Competitiveness, Transformational Digital Marketing (Yoon & Hong, 2026), and Holistic Tourism Co-Creation. Following the identification of these nine indicators, a database search was conducted in accordance with PRISMA guidelines to ensure transparency and replicability. As this study aims to provide a reframing of Community-Based Tourism from the perspective of SDL, a brief yet comprehensive description of the literature review protocol is presented below. PRISMA guidelines illustrate transparency and reproducibility.

A literature search regarding CBT (Rodriguez et al., 2026) revealed its presence in various journals. A subsequent search was conducted using the "Emerald Journal Finder" (Mengmeng Zhu et al., 2026) on May 26, 2026. The number of articles identified based on the CBT indicator is presented in Table 1.

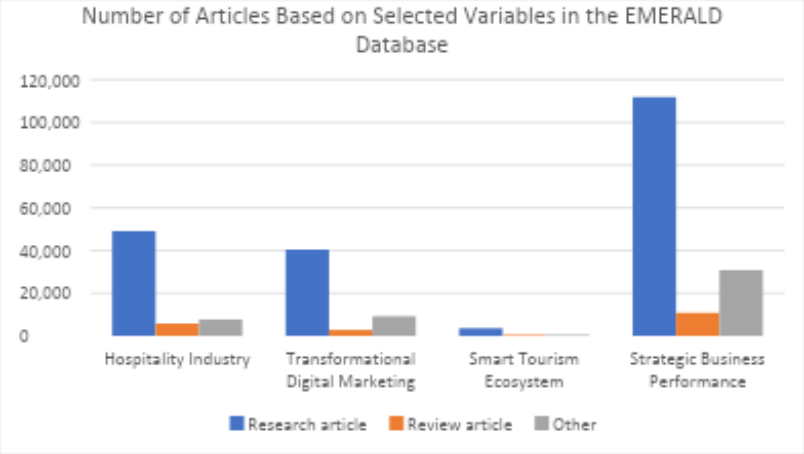
Table 1. Reframing Community-Based Tourism from an SDL Perspective

No	Type	Community Empowerment	Willingness and Proactive	Emotional Solidarity	Hospitality Industry	Smart Tourism Ecosystem	Strategic Business Performance	Destination Competitiveness	Transformational Digital Marketing	Holistic Tourism Co-Creation
1	Research Article	13.115	14.650	3.949	49.024	3.609	111.953	16.402	40.420	4.709
2	Literature Review	841	784	388	5.830	505	10.811	2.218	2.828	609
3	Conceptual Paper	511	633	271	2.599	203	7.639	1.069	2.306	313
4	Case Report	294	626	169	2.434	83	7.452	943	2.037	148
5	Viewpoint	209	608	159	2.319	72	5.690	795	1.717	136
6	Review Article	141	210	120	1.213	66	3.157	672	981	63
7	Guest Editorial	95	57	40	1.063	31	3.042	524	917	22
8	Non Article	88	46	22	990	21	2.369	305	649	14
9	Editorial	58	32	22	523	20	790	246	339	12
10	Technical Paper	19	16	20	428	11	681	98	266	10

Source: Authors' own work

Further searching was based on the "Research Article" type (Nassè, Gan, & Sampson, 2026). To ensure a more focused approach, the three categories with the highest number of articles were selected: Strategic Business Performance (Nanjundeswaraswamy & van Heerde, 2026), Hospitality Industry, and Transformational Digital Marketing. These three top categories would subsequently serve as search variables for reframing CBT. The search process then became more focused on these three "variables," utilizing a search format based on "keywords" or "variables" on the Emerald website. The search began with "Transformational Digital Marketing" (Yeh et al., 2026), followed by "Smart Tourism Ecosystem", "Hospitality Industry", and "Strategic Business Performance" (Atiya Bukhari et al., 2026), as illustrated in the following Table:

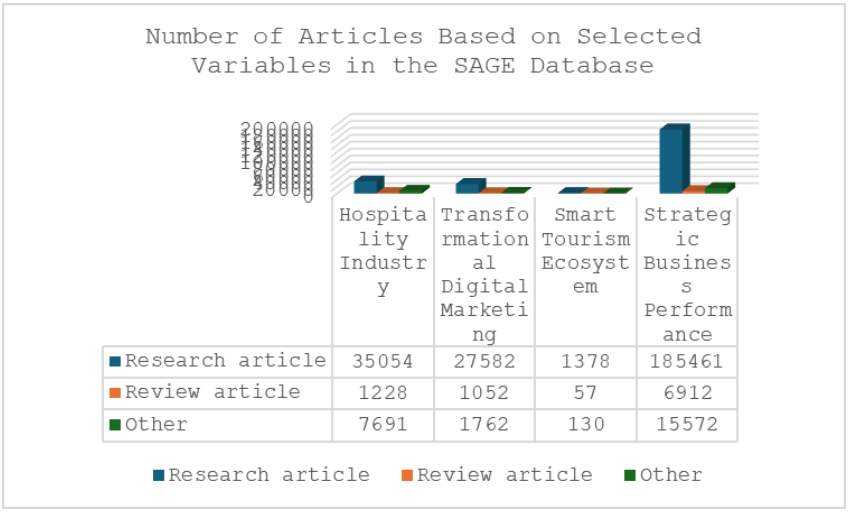
Table 2. Number of Articles Based on Selected Variables in the EMERALD Database



Source: Authors' own work

In the process of reframing community-based tourism, the most dominant constructs were identified as follows: Hospitality Industry [π = 66.423], Transformational Digital Marketing [π = 52.460], Destination Competitiveness [π = 23.272], and Strategic Business Performance [π = 153.584]. To enhance the validity of the literature search, all keywords previously obtained from Emerald were verified using the SAGE Journals Database on the same day. The objective was to ensure that the selected variables had broad and consistent coverage across international scholarly databases. After identifying keywords based on the highest article counts, a keyword search was conducted in the SAGE Database. The search results are presented in the table below.

Table 3. Number of Articles Based on Selected Variables in the SAGE Database



	Hospitality Industry	Transformational Digital Marketing	Smart Tourism Ecosystem	Strategic Business Performance
Research article	35054	27582	1378	185461
Review article	1228	1052	57	6912
Other	7691	1762	130	15572

Source: Authors' own work

Search results from the SAGE database reveal a pattern relatively consistent with that of the Emerald Journal Finder. Strategic Business Performance has the highest number of research articles (185,461), followed by Hospitality Industry (35,054) and Transformational Digital Marketing (27,582). Conversely, the Smart Tourism Ecosystem still accounts for a relatively small number of publications (1,378 research articles). The consistency of search results across both databases indicates that these three key variables are topics that have been extensively developed in international literature and are suitable as a basis for conceptual synthesis and the

reframing of community-based tourism (Shirazi et al., 2026) through the lens of Service-Dominant Logic (Mousa & Bouraoui, 2026).

The article searches and selection process follows the PRISMA flow (Abubakar & Belwal, 2026), as illustrated in the following figure.

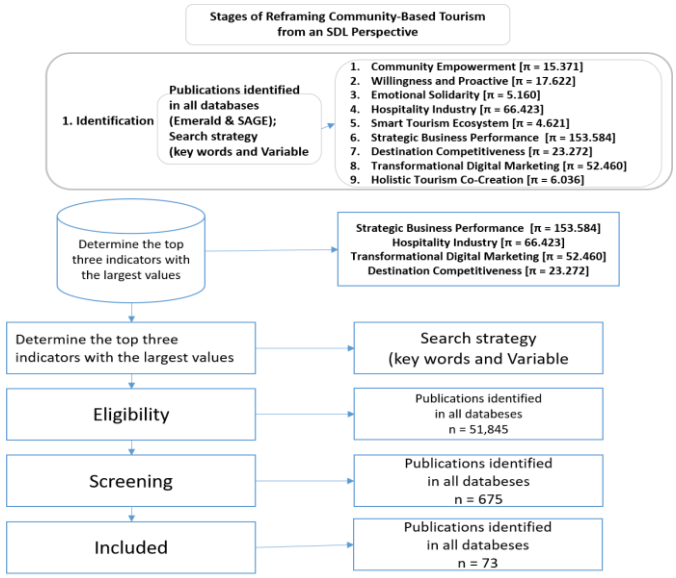


Figure 5. Title of the fi PRISMA flow diagram indicating reviewed literature for meta-synthesis

Source: Authors' own work

Following the PRISMA screening process, articles meeting the inclusion criteria were analyzed in depth (Kumari & Tiwari, 2026). The analysis examined constructs, indicators (Amin et al., 2025), conceptual definitions, and measurement instruments used in prior research. A summary of the data extraction results is presented in Table 3.

3.2 Article selection

Table 4. Title of Measurement items Reframing Community-Based Tourism

Constructs	Items	Adapted from
Hospitality Industry	Employee empowerment; Employee motivation; Service quality; Customer experience	(Sann, 2026)
Transformational Digital Marketing	Technology integration; Digital platforms; Customer engagement; Data-driven marketing	(Yalcinkaya et al., 2026)
Strategic Business Performance	Financial performance; Market performance; Competitive advantage; Organizational sustainability	(Adner & Kapoor, 2009)
Reframing Community-Based Tourism	To be developed through meta-synthesis from selected articles	This Study (novelty)

Source: Authors' own work

4. Research Findings and Di Results and Discussion

A literature search across two international databases, Emerald Journal Finder and SAGE Journals, reveals varying levels of research maturity (Zhang, 2026) among the variables potentially applicable to reframing CBT from an SDL perspective. Based on the search results from Emerald

Journal Finder, the variable "Strategic Business Performance" yielded the highest number of research articles, totaling 111,953 research articles, followed by "Hospitality Industry" with 49,024 articles and "Transformational Digital Marketing" with 40,420 articles. In contrast, "Smart Tourism Ecosystem" produced only 3,609 research articles, indicating that the topic remains relatively new compared to the other three variables. Similar findings were observed in the SAGE Journals database. "Strategic Business Performance" again dominated with 185,461 research articles, followed by "Hospitality Industry" (35,054 articles) and "Transformational Digital Marketing" (27,582 articles). Meanwhile, "Smart Tourism Ecosystem" accounted for only 1,378 research articles. The consistency of search results across both databases demonstrates that "Strategic Business Performance" (Zhong & Um, 2026) is a theme that has undergone extensive development within management and business literature.

The substantial volume of publications indicates that enhancing organizational performance is a primary objective that has been extensively studied across various industrial sectors, including tourism. Consequently, this variable rests on a robust theoretical foundation, making it suitable as an outcome variable for this study. The "Hospitality Industry" variable also shows a high number of publications across both databases (Rodrigues & Calisto, 2026). This indicates that the hospitality and service industry represents a mature research context for examining interactions among organizations, customers, and stakeholders. From an SDL perspective, the hospitality industry serves as a prime example of value co-creation, as value is generated not solely by service providers but also through the active participation of customers and communities. Furthermore, "Transformational Digital Marketing" ranks third in terms of research article volume. This high publication count demonstrates that digital transformation has become a critical issue in the development of modern marketing strategies. Various studies show that integrating digital technologies, online platforms, social media, and data analytics can enhance customer engagement and strengthen value co-creation. Therefore, this variable is highly relevant to the development of increasingly digitized Community-Based Tourism (Almunawar, Musa, & Talib, 2026).

In contrast, the Smart Tourism Ecosystem variable accounts for a significantly lower number of publications compared to the other three variables (Alnawafleh et al., 2025). This disparity can be attributed to the fact that the concept of smart tourism is a relatively new field of study, evolving alongside advancements in technologies such as the Internet of Things (IoT), Artificial Intelligence (AI), Big Data, and smart destinations. Despite the lower publication volume, this variable remains significant in explaining how digital technologies connect tourists, local communities, government bodies, and industry stakeholders within a collaborative tourism ecosystem. Overall, the literature search reveals a balance between established research areas and emerging research areas. Strategic Business Performance, the Hospitality Industry, and Transformational Digital Marketing represent research themes with strong empirical foundations. In contrast, the Smart Tourism Ecosystem offers a fresh perspective on digital transformation within the tourism sector. The combination of these four variables provides a robust basis for reframing Community-Based Tourism through the lens of Service-Dominant Logic (Nogueira & Frederico, 2025), which emphasizes collaboration, resource integration, and value co-creation among all actors within the tourism ecosystem.

4.1 Comparative Analysis of Emerald and SAGE

A comparison of search results across both databases reveals distinct characteristics regarding literature coverage. SAGE Journals yielded more articles on "Strategic Business Performance" (Zhang, 2026) than Emerald (185,461 vs. 111,953), indicating that SAGE offers broader coverage in strategic management, organizational studies, and business policy. Conversely, for the variables "Hospitality Industry" and "Transformational Digital Marketing", Emerald returned a relatively higher number of articles than SAGE. This demonstrates Emerald's stronger specialization in hospitality management, tourism management, and marketing, making it a highly relevant source for research on "Community-Based Tourism" (Almunawar et al., 2026). Despite the differences in article counts, the ranking patterns of the variables remained consistent across both databases. "Strategic Business Performance" consistently ranked first, followed by "Hospitality Industry", "Transformational Digital

Marketing", and "Smart Tourism Ecosystem." This consistency reinforces the validity of the variable selection in this study, as it does not rely on a single database but is instead supported by two reputable international literature sources.

Thus, the literature search process demonstrates that the selection of research variables was not subjective but was based on evidence-based literature mapping (Jurek et al., 2026). This approach provides a robust methodological justification for the selected variables, demonstrating that they represent themes of high relevance, extensive empirical support, and significant potential for constructing a conceptual model of "Reframing Community-Based Tourism" from an SDL perspective (Al-Romeedy, 2026).

4.2 Findings: Reframing Community-Based Tourism

The results of this study indicate that research on CBT remains dominated by perspectives on community development (Arzumanyan, Tessier, & Wieder, 2026), community empowerment, and destination sustainability. Most studies position local communities as beneficiaries of tourism activities (Wang, 2026), whereas their involvement in value creation processes remains limited in the literature.

Through a literature mapping process using the Emerald and SAGE databases, this study identifies four conceptual clusters strongly linked to CBT development: the Hospitality Industry (Alimohammadirokni, Iskender, & Rasouli, 2026), Transformational Digital Marketing, the Smart Tourism Ecosystem (Role, 2026), and Strategic Business Performance. These four concepts consistently emerge as evolving research themes relevant to the management of community-based tourism destinations.The first finding indicates that the hospitality industry establishes a foundation regarding the importance of service quality, tourist experiences, and human resource empowerment as components of value creation. From the SDL perspective, local communities are no longer merely service providers but resource integrators who actively collaborate with tourists, the government, business operators, and other communities to create valuable tourism experiences. The second finding identifies that Transformational Digital Marketing (Alhelal, Alshiha, & Al-Romeedy, 2025) has evolved into a crucial mechanism for strengthening the relationship between destinations and tourists. Various studies confirm that the use of digital media, online platforms, social media, and data analytics enables more interactive, personalized, and collaborative communication.

Digital transformation serves not only as a promotional medium but also as a vehicle for co-creation (Adhikari, Wagleya, & Dahal, 2023) between tourists and local communities. The third finding shows that the Smart Tourism Ecosystem, despite having fewer publications than other variables, offers a fresh perspective on technology integration in tourism destination management. Literature indicates that digital technology facilitates more effective coordination among all stakeholders, thereby supporting the creation of a tourism ecosystem that is adaptive, collaborative, and sustainable. Consequently, the smart tourism concept complements the SDL perspective by integrating resources. The fourth finding indicates that Strategic Business Performance (Yahia-Marzouk, 2026) is the most dominant ultimate goal within the literature. This indicates that the successful management of tourism destinations is no longer measured solely by increases in visitor numbers, but also by the destination's ability to create competitive advantage, achieve economic sustainability, build organizational resilience, and enhance local community well-being. Consequently, strategic business performance emerges as a crucial indicator for evaluating the effectiveness of CBT implementation.

Overall, the literature synthesis suggests that the CBT concept needs to be reframed: shifting from a traditional approach centered on community participation toward a value co-creation approach (Zeamari, 2026), the core of SDL. Within this new framework, local communities are no longer viewed merely as objects of development but as key actors who, alongside tourists, the government, business operators, and technology providers, collaborate to integrate resources, share knowledge, and co-create value. This reframing drives a significant

paradigm shift. While the traditional CBT concept focuses primarily on community empowerment and the distribution of economic benefits, the SDL perspective shifts the focus to collaborative processes, resource integration (Zhong & Um, 2026), digital interaction, and value co-creation, all of which simultaneously generate higher-quality tourism experiences and enhance destination performance.

Table 4. Reframing Community-Based Tourism from the SDL Perspective

No.	Traditional CBT Perspective	Reframed CBT (SDL Perspective)	Implication
1.	Community participation	Value co-creation among multiple actors	Community becomes an active value creator
2.	Local community as beneficiary	Community as resource integrator	Communities collaborate with tourists, businesses, and government
3.	Tourism products	Service ecosystem	Tourism is viewed as a network of interacting actors
4.	Economic benefits	Multi-dimensional value (economic, social, cultural, environmental)	Sustainability becomes the primary objective
5.	Marketing activities	Transformational Digital Marketing	Digital platforms facilitate co-creation
6.	Hospitality services	Hospitality experience	Tourist experience becomes the core value proposition
7.	Destination management	Smart Tourism Ecosystem	Technology enables collaboration among stakeholders
8.	Success measured by visitor numbers	Strategic Business Performance	Performance includes competitiveness and destination resilience

Source: Authors' own work

The table above illustrates the novelty of this study. The study's originality lies in the proposed conceptual model of SDL-Based Community-Based Tourism (Tanuja & Weerakkody, 2026) a model that views CBT as a service ecosystem constructed through dynamic interactions among the Hospitality Industry, Transformational Digital Marketing, the Smart Tourism Ecosystem, and Strategic Business Performance. Unlike conventional CBT models that emphasize community participation as the primary goal, this model positions value co-creation, resource integration, and digital collaboration as the key mechanisms for generating sustainable value for all stakeholders. Consequently, this study not only revises the definition of CBT but also offers a new theoretical framework better aligned with the characteristics of tourism in the era of digital transformation (Liu et al., 2025) and the service-based economy.

Thus, this study reframes and redefines Community-Based Tourism (Elbelehy & Crispim, 2026) as follows. "Community-Based Tourism is a collaborative tourism system in which local communities, tourists, businesses, governments, and digital platforms integrate their operant and operand resources to co-create sustainable economic, social, cultural, and environmental value (Gallarza et al., 2026), leading to enhanced strategic performance and destination resilience".

5. Conclusion

This study aims to reframe Community-Based Tourism (CBT) (Almunawar et al., 2026) through the perspective of SDL, employing an SLR approach. A synthesis of literature from the Emerald and SAGE databases indicates that CBT development can no longer be understood merely as an approach oriented toward community participation; rather, it is a service ecosystem built through the collaboration of various actors to achieve value co-creation.

The research findings identify four key domains that consistently emerge in the literature: the Hospitality Industry, Transformational Digital Marketing, the Smart Tourism Ecosystem, and Strategic Business Performance. These four domains complement one another in establishing a new paradigm for CBT. Based on these findings, the study proposes a "Reframed Community-Based Tourism" model (Al-Romeedy, 2026), a collaborative tourism system in which local communities, tourists, business operators, the government, and digital platforms act as stakeholders who jointly integrate resources to create sustainable economic, social, cultural, and environmental value. Thus, this study expands the concept of CBT from a community participation-based approach to one centered on value co-creation (Jensen et al., 2026), resource integration, and service ecosystems frameworks that better align with the characteristics of the tourism industry in the era of digital transformation.

5.1 Managerial Implications

The findings of this study offer significant implications for the management of community-based tourism destinations (Hua Tian, 2026). First, destination managers need to shift their tourism development orientation from a focus solely on community empowerment toward the development of a collaborative ecosystem involving all stakeholders. Second, enhancing hospitality quality should be viewed as a process of experience co-creation rather than merely the provision of services. Consequently, human resource capacity building, the strengthening of service culture, and community empowerment are crucial factors in creating shared value. Third, the implementation of Transformational Digital Marketing should focus on building long-term relationships with tourists through social media, digital platforms, online reservation systems, data analytics, and experience-based marketing. Digital technology must be positioned as an enabler that strengthens interactions between local communities and tourists. Fourth, the development of a Smart Tourism Ecosystem encourages local governments and destination managers to establish integrated information systems, strengthen stakeholder collaboration, and integrate digital technology into decision-making processes, thereby enhancing the competitiveness and sustainability of tourism destinations (Kastenholz, 2025).

5.2 Theoretical Implications

Type your paragraphs here. For all formatting structure refer to previous This study contributes theoretically to the development of Service-Dominant Logic (SDL) by extending its application to the context of Community-Based Tourism (Mariana Simanjuntak & Situmeang, 2025). Previous research has generally explained CBT from the perspectives of community empowerment, community participation, and sustainable development. In contrast, this study demonstrates that these concepts can be understood more comprehensively through the SDL perspective, which positions all actors as resource integrators collaborating to create shared value. This research reinforces SDL propositions regarding the importance of value co-creation, service ecosystems, and resource integration as key mechanisms for establishing tourism destination competitiveness. Thus, this study expands the domain of SDL application from the general service sector to the development of community-based tourism destinations (Sun et al., 2026).

5.3 Implications for Future Research

This study opens up several avenues for further research. First, the proposed "Reframed Community-Based Tourism" conceptual model (Manosuth et al., 2025) remains theoretical in nature; therefore, it requires empirical testing using a quantitative approach, for instance, through SEM AMOS. Second, future research could explore the causal relationships among the

hospitality industry, transformational digital marketing, smart tourism ecosystems, value co-creation, and strategic business performance to obtain empirical evidence regarding value formation mechanisms in community-based tourism destinations. Third, comparative studies across tourism destinations in various countries are also needed to test the generalizability of the conceptual model proposed in this study. Fourth, subsequent research could integrate recent technological advancements such as artificial intelligence, big data analytics, the Internet of Things, digital twins, and smart governance as factors that strengthen the value co-creation process within community-based tourism (Salem et al., 2026).

5.4 Limitations

This study has several limitations that should be considered when interpreting the results. First, this study used an SLR approach, so the findings are conceptual in nature and have not been empirically tested. Second, the literature sources were only from two international databases: Emerald and SAGE. Although both databases have a high reputation in the fields of management, business (Ramadhan et al., 2026), and tourism, an SLR is still relevant literature indexed in other databases such as Scopus, Web of Science, ScienceDirect, SpringerLink, or Taylor & Francis. Third, the article selection process focused on the Research Article type, so some conceptual articles, books, or proceedings that could have provided additional perspectives were not included in the synthesis. Fourth, this research has not conducted a bibliometric analysis or citation network mapping (citation network analysis), so the intellectual development and evolution of Community-Based Tourism research have not been thoroughly described (Rijal et al., 2026).

5.5 Research Contribution

This study contributes to the tourism literature by proposing a novel conceptual framework that reframes Community-Based Tourism from an SDL perspective. Unlike conventional CBT models that emphasize community participation, the proposed framework positions Community-Based Tourism as a collaborative service ecosystem in which value is co-created through the integration of hospitality capabilities, digital transformation, smart tourism ecosystems, and strategic business performance. This reframing extends the theoretical application of SDL while providing a comprehensive foundation for future empirical research and sustainable destination management.

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