

# Prioritising Destination Investments in Support of Marketing Under Resource Constraints

Stanss L.H.V, Joyce Lapijan\*, Greis M. Sendow, and Altje L. Tumbel

Department of Management, Faculty of Economics and Business, University of Sam Ratulangi, Manado, 95115, Indonesia

---

## ABSTRACT

**Purpose** – This study examines how informed stakeholders in a resource-constrained coastal destination distinguish retained visitor-side market diagnostics from interventions they prefer for near-term resource commitment.

**Design/methodology/approach** – A sequential mixed-evidence design combines archived aggregate visitor-side importance-performance evidence (n = 312) with a stakeholder assessment (n = 55) of 15 destination interventions. Stakeholders rated eight strategic dimensions and made forced fund-now/defer choices. The analysis uses descriptive intervention statistics, respondent-level rank associations, and a 243-combination threshold sensitivity check.

**Finding/Results** – Cleanliness and waste management receive the highest stated investment priority (M = 4.53), while 80.0% of stakeholders prefer to defer road/access improvement despite the archived IPA placement of accessibility in Concentrate Here. Time to impact shows the strongest average positive association with investment priority, followed by market impact, sustainability fit, and strategic fit; these associations do not represent criterion weights or causal effects.

**Originality/Value** – The study separates archived attribute-level market diagnosis from intervention-level stated resource preferences and proposes a synthesis-derived Protect-Exploit-Repair-Defer (PERD) architecture. Sensitivity analysis retains 97.8% of baseline classifications, with only A3 changing category under the upper investment-priority cut-off.

---

---

## ARTICLE INFO

### Keywords:

Destination Investment,  
Destination Marketing,  
Resource Allocation,  
Importance-  
Performance Analysis,  
Stakeholder Preferences

### Article Information:

Received: 21/07/2026

Revise: 15/08/2026

Accepted: 07/09/2026

### ISSN:

2985-3168 (Online)

2985-3222 (Print)

---

\*Corresponding Author at:

Department of Management, Faculty of Economics and Business, University of Sam Ratulangi, Jalan Kampus Bahu, Sario Tumpaan, Manado 95115, Indonesia.

E-mail address: [lapijanjoyce@unsrat.ac.id](mailto:lapijanjoyce@unsrat.ac.id) (Stanss L.H.V, Joyce Lapijan)

The work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International \(CC BY-SA 4.0\)](https://creativecommons.org/licenses/by-sa/4.0/)



## **1. Introduction**

Destination marketing actors in small coastal destinations rarely allocate scarce resources solely to promotion. Digital visibility and market activation depend on visitor services, environmental maintenance, product development, facilities, and infrastructure conditions that often compete for the same limited money, labour, managerial attention, and political support. This creates a marketing-resource allocation problem embedded in a wider destination system. Managers and stakeholders must distinguish an attribute that deserves market attention from an intervention that informed stakeholders judge worthy of near-term resource commitment, while recognising that some enabling interventions sit outside the direct authority of destination-marketing actors.

Importance-Performance Analysis (IPA), introduced by Martilla and James (1977), helps managers identify attributes that visitors value highly but experience poorly. Destination research has used IPA to direct managerial attention toward service and destination gaps, while recent work has also questioned overly mechanical quadrant interpretations (Rašovská et al., 2021; Aicher et al., 2023). Related coastal-tourism evidence also shows that marketing communication can influence visitor demand, while destination branding can shape image and visiting decisions (Hasdiansa & Hasbiah, 2023; Nurjannah et al., 2026). IPA identifies a market-side problem, but it does not by itself solve an investment problem. A large importance-performance gap may require a low-cost operational response, a major capital project, or an intervention outside the destination manager's direct control. If managers treat every 'Concentrate Here' attribute as an immediate investment mandate, they collapse market diagnosis and resource allocation into one decision.

Strategic marketing research treats resource allocation as a core managerial task because managers must distribute limited resources across competing channels, activities, and time horizons. Salmani and Partovi (2021) show that customer-driven evidence can guide channel-level resource allocation, while Symitsi et al. (2022) apply portfolio logic to paid search advertising. Theoharakis et al. (2024) extend the argument by showing that strategic marketing planning requires managers to reconfigure priorities while they implement existing plans. Xiao et al. (2025) similarly model marketing-resource allocation across heterogeneous retail contexts. These studies demonstrate that evidence about market opportunity cannot substitute for an explicit allocation rule. That said, destination marketing research rarely translates visitor diagnostic evidence into a portfolio decision under a fixed resource constraint.

Lakban Beach in Southeast Minahasa, North Sulawesi, provides an analytically useful case of a micro-scale emerging coastal destination in a developing tourism economy. The destination combines strong natural and cultural assets with weak road access, limited visitor facilities, modest digital visibility, and limited discretionary resources. Earlier research identifies Lakban as a high-potential marine-tourism site within Southeast Minahasa while also documenting coordination problems in its tourism governance (Mokolensang et al., 2021; Tongkotow et al., 2021). These conditions recur across many secondary coastal destinations, where managers must balance basic-service deficits against market activation without assuming the capital base of mature destinations. The retained aggregate visitor-side archive records accessibility, cleanliness, and facilities as Concentrate Here assignments, while natural beauty and local hospitality remain archived strengths. Because the archive no longer contains complete respondent-level importance data, these placements function as retained diagnostic inputs rather than statistically definitive priorities. The coexistence of deficiencies and

strengths makes simple gap maximisation inadequate; the study uses Lakban for analytical insight rather than statistical representativeness.

The present study therefore examines destination investment prioritisation in support of marketing within a wider resource-constrained system. It asks how informed stakeholders rank competing market-facing and enabling interventions when visitor needs, resource requirements, strategic fit, sustainability, speed of impact, and institutional controllability differ. The study combines two evidence layers collected within the same August–October 2025 fieldwork window. The retained visitor archive ( $n = 312$ ) supplies the market-side diagnostic baseline; stakeholder evidence ( $n = 55$ ) measures stated investment priority and forced fund-now/defer preferences. The second layer changes the analytical object from aggregate attribute evaluation to intervention-level stated resource preference without treating the two measures as commensurate scales. The study therefore distinguishes marketing-facing resource-priority judgments from enabling destination-management and cross-agency capital interventions rather than classifying every candidate intervention as marketing expenditure.

The study addresses three research questions. RQ1 asks which interventions stakeholders prefer to commit to in the near term and which they prefer to defer. RQ2 asks how expected market impact, financial and human-resource requirements, implementation difficulty, time to impact, strategic fit, and sustainability fit are associated with stated investment priority. RQ3 asks how archived visitor-side diagnostic evidence and stakeholder-side ratings and forced choices can be integrated into a transparent and reproducible Protect-Exploit-Repair-Defer (PERD) decision architecture under resource constraints.

The article contributes to destination and marketing management in three ways. First, it establishes a boundary between market priority and investment priority: IPA diagnoses attributes that require managerial attention, but it does not assign budget authority or prescribe a specific intervention. Second, it extends portfolio reasoning from comparable marketing objects to heterogeneous destination interventions while explicitly distinguishing locally controllable actions from cross-agency capital dependencies. Third, it formalises a proposed, synthesis-derived PERD decision architecture, exposes its classification rules, and subjects its numerical cut-offs to threshold sensitivity analysis. The architecture supports structured prioritisation under scarcity; it does not claim to measure realised investment behaviour or downstream destination outcomes.

## **2. Literature Review & Hypothesis Development**

### **2.1. Destination Investment in Support of Marketing as a Resource-Allocation Problem**

Resource-constrained destinations allocate scarce attention and resources across promotion, product development, visitor services, digital channels, asset maintenance, facilities, and infrastructure coordination. Cristobal-Fransi et al. (2020) reject a narrow promotional view of sustainable tourism marketing because destinations connect market communication with environmental and social performance. Geng et al. (2024) similarly describe tourism marketing as part of a wider strategic system. That wider system does not make every intervention a marketing expenditure. The present study instead treats destination investment in support of marketing as a cross-domain allocation problem: direct market-facing actions compete with enabling destination-management conditions and, in some cases, cross-agency capital interventions that condition marketing effectiveness. Major road/access improvement, for

example, remains an infrastructure intervention rather than marketing expenditure. Authority, controllability, and financing therefore enter the allocation logic explicitly.

Strategic resource-allocation research provides the next step. Salmani and Partovi (2021) frame marketing allocation as a customer-driven choice across channels, Symitsi et al. (2022) model paid-search decisions as a portfolio problem, and Xiao et al. (2025) show that heterogeneous units generate different returns from the same marketing resources. Those studies share a principle that reaches back to Markowitz's (1952) portfolio logic: stakeholders should evaluate alternatives jointly because resource commitment to one option changes the opportunity set for the others. Johar et al. (2022) bring this principle directly into destination marketing by using modern portfolio theory to optimise destination-marketing expenditure across source markets. Mariani et al. (2023) extend portfolio reasoning to the composition of tourist markets, while Yang et al. (2022) show that destination marketers also manage portfolios of brand identities rather than isolated brands. Together, this literature establishes portfolio thinking in destination marketing, but it mainly allocates resources among comparable market objects. Resource-constrained emerging destinations face a harder problem because digital promotion, cleanliness, facilities, product development, partnerships, and road access compete within one practical funding envelope even though they produce different kinds of value.

This distinction positions the study against both undifferentiated improvement and purely financial optimisation. Contemporary destination-management research treats destinations as multi-actor systems that combine marketing, governance, sustainability, data, and implementation challenges (Reinhold et al., 2023; Laesser et al., 2025). Morrison et al. (2025) likewise conceptualise destination performance as multidimensional. For a small coastal destination, a serious market weakness can remain strategically recognised without receiving immediate local funding. Road access provides the clearest case: stakeholders can acknowledge its market importance while classifying the corresponding capital intervention as externally dependent. The relevant decision therefore concerns not only value and cost, but also who can authorise, finance, and implement the response.

## **2.2. Importance-Performance Analysis and the Market-Priority Problem**

Martilla and James (1977) introduced Importance-Performance Analysis (IPA) as a simple way to identify attributes that deserve managerial attention. Tourism researchers adopted the technique widely because it translates visitor evaluations into an intuitive importance-performance map. Oh (2001), however, warned that methodological choices can alter IPA interpretation, and Azzopardi and Nash (2013) identified validity problems in the measurement and construction of conventional IPA. Lai and Hitchcock (2015) went further by developing a tourism-specific framework that exposes reliability and validity problems in mechanical quadrant use, while Sever (2015) questioned whether conventional IPA functions as a valid management tool without stronger analytical rules. These critiques do not make IPA useless. They clarify what IPA can claim.

Recent tourism studies continue to demonstrate IPA's diagnostic value when researchers align the technique with context and stakeholder purpose. Boley et al. (2017) use IPA to compare residents' assessments of sustainable-tourism initiatives, Bi et al. (2019) extract importance-performance information from online reviews, Rašovská et al. (2021) apply IPA to destination-management priorities, and Aicher et al. (2023) show why performance measures require contextual interpretation. These studies reveal an unresolved distinction. IPA identifies an attribute-level market or stakeholder deficiency, but managers fund interventions rather than

attributes. One weak attribute can generate several responses with different costs, time horizons, sustainability implications, and institutional dependencies.

Accessibility illustrates that distinction. Visitors can rate access as highly important and poorly performing, but destination managers still need to choose among major road works, wayfinding, transport coordination, digital travel information, or temporary deferment until another institution co-finances physical upgrading. The present study therefore treats market priority and investment priority as separate analytical objects. IPA identifies where the market experiences a problem; a second resource-allocation stage determines which response managers should fund now, which response they should stage, and which response they should retain for later. This argument narrows IPA's managerial claim rather than rejecting the technique.

### **2.3. Strategic Value, Resource Burden, and Timing**

Investment priority depends on strategic configuration rather than cost alone. Marketing allocation research already shows that managers compare expected returns and resource constraints jointly (Salmani & Partovi, 2021; Symitsi et al., 2022; Xiao et al., 2025). Destination research adds dimensions that commercial channel-allocation models rarely confront. Font et al. (2023) demonstrate that sustainability indicators influence destination competitiveness only when organisations develop the capacity to use them in decision processes, while Gasparini and Mariotti (2023) show that sustainability indicators become useful policy tools through destination-level implementation. Wondirad et al. (2020) place stakeholder collaboration at the centre of sustainable ecotourism development in resource-constrained settings. These studies make a common point: evidence has strategic value only when managers can translate it into coordinated action.

Volgger et al. (2025) sharpen this problem by distinguishing evidence generation from evidence use. They show that sustainable-tourism research often produces evidence for problem definition while stakeholders still lack effective translation into problem solving. That distinction closely matches the two-stage logic in this study. The retained visitor IPA archive provides problem-definition evidence. The stakeholder investment assessment provides stated problem-solving preference evidence by requiring stakeholders to compare market impact, financial and human-resource requirements, implementation difficulty, time to impact, strategic fit, sustainability fit, and explicit investment priority. The proposed architecture therefore examines how informed actors translate diagnosis into stated resource preferences rather than assuming that diagnosis already contains a funding decision.

Timing also matters. Theoharakis et al. (2024) argue that strategic marketing planning requires managers to implement and reconfigure priorities concurrently, while Sano et al. (2024) demonstrate context-dependent returns from destination social-media investment. The proposed analytical architecture therefore treats time to impact, resource burden, implementation authority, and institutional dependency as strategic conditions rather than background variables.

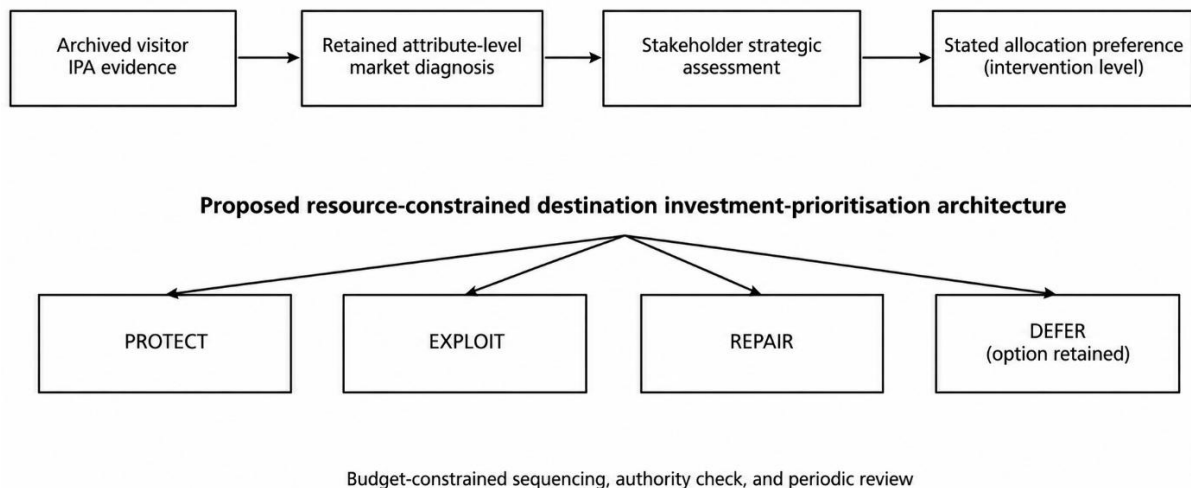
### **2.4. Proposed Analytical Architecture: Protect-Exploit-Repair-Defer**

The study proposes four decision categories that integrate the two evidence layers: Protect, Exploit, Repair, and Defer (PERD). PERD uses sequential rules rather than a composite score. Protect requires a retained visitor-side strength and an intervention whose primary function maintains that asset. Repair requires a retained visitor-side diagnostic deficiency plus stakeholder evidence of near-term stated fundability. Exploit applies to market-facing interventions that activate an existing strength or opportunity and receive positive stated

investment support at an acceptable burden. Defer applies when near-term support remains weak because strategic payoff is low, burden or implementation difficulty is high, or authority/financing depends materially on external actors. When signals conflict, the archived visitor diagnosis establishes problem status, while stakeholder stated allocation evidence determines the near-term classification; authority and external dependency break ties for capital-intensive actions.

PERD categories represent current stated-preference classification positions rather than permanent labels. A Defer intervention moves to Repair when financing, authority, implementation capacity, or stakeholder support changes sufficiently to make near-term commitment credible. A Repair intervention can move to Protect after performance improves and maintenance becomes the dominant task. Exploit can move to Protect when market activation increases pressure on a core asset, while Protect can move to Repair if visitor performance deteriorates. This transition logic is strategically consistent with real-options reasoning (McDonald & Siegel, 1986; Michailidis, 2006) and prevents the proposed architecture from treating present constraints as fixed characteristics of an intervention.

**Figure 1.** Proposed resource-constrained destination investment-prioritisation architecture in support of marketing



*Source: Authors' conceptualisation based on the study design (2026).*

Figure 1 summarises the analytical separation between retained visitor-side market diagnosis and stakeholder-side allocation preference. The first layer records archived aggregate attribute-level strengths and deficiencies under the preserved IPA rule; the second evaluates intervention-level stated preference under scarcity. The proposed architecture therefore does not treat IPA gaps and investment-priority ratings as directly comparable measures. Instead, it links them through explicit mapping rules and then assigns a current PERD position. For cross-agency interventions, the architecture treats authority and external dependency as decision conditions rather than assuming that a destination marketer can implement the action directly.

### 3. Methodology

#### 3.1. Research design and evidence layers

The study uses a sequential, decision-oriented mixed-evidence design conducted during August–October 2025. Stage 1 uses archived aggregate visitor-side diagnostic evidence

derived from 312 completed records, while Stage 2 supplies new intervention-level judgements from 55 informed tourism stakeholders. The two evidence layers answer different questions, and the analysis integrates them only after separate treatment. The Stage 1 visitor dataset has not been published. A separate manuscript that uses the visitor evidence is currently under review; the present article makes a distinct contribution by adding the stakeholder allocation assessment and the PERD integration rather than presenting the visitor survey as a new standalone contribution.

Stage 1 serves only as an archived visitor-side diagnostic baseline. Visitors were recruited through a non-probability on-site intercept approach during August–October 2025. Eligibility required respondents to be adult visitors who had experienced Lakban sufficiently to evaluate the listed destination attributes. Participation was voluntary. The retained IPA summary contains ten attributes rated on five-point importance and performance scales. The surviving aggregate summary records data-centred grand means of 4.281 for importance and 3.452 for performance and also preserves the original quadrant assignments for the ten attributes. Accessibility (4.38; 1.71), cleanliness (4.45; 2.94), and facilities (4.12; 1.64) are preserved in the archive as Concentrate Here; natural beauty, local hospitality, value for money, safety, and environmental conservation are preserved as Keep Up Good Work; activities variety as Low Priority; and cultural authenticity as Possible Overkill. Because complete respondent-level importance items and the original classification workflow are no longer available for all ten attributes, the present study reports these archived assignments rather than recalculating or statistically revalidating them. The retained study archive does not preserve a separate questionnaire-development or validation protocol. Accordingly, the study does not retrospectively claim reliability coefficients, confidence intervals, alternative crosshair tests, or validation procedures that cannot be reconstructed.

Stage 2 asks stakeholders to make explicit but hypothetical investment judgements. Stakeholders rate interventions and select three fund-now actions and three defer actions. The study therefore observes informed stated comparative preferences rather than realised organisational investment behaviour. The original instrument also contained continuous hypothetical budget-allocation exercises. The present analysis does not draw inferential conclusions from those exercises because constant-sum shares, absent minimum viable project costs and indivisibility constraints, cannot establish how a feasible real-world portfolio would change as total funding increases.

### **3.2. Sampling and Respondent Profile**

Stage 2 used purposive stakeholder sampling because the study required informed judgements about tourism programmes, destination operations, market development, or resource allocation rather than statistical representation of the general population. Eligible respondents had direct involvement in, or working knowledge of, tourism decisions around Lakban and its surrounding destination system. The sampling frame sought coverage across public, business, destination-management, community, tourism-office, operator, and youth/creative actors. This breadth reflects evidence that stakeholder participation and collaboration shape sustainable tourism decisions in resource-constrained destinations (Wondirad et al., 2020). Respondents who lacked substantive familiarity with Lakban-related tourism decisions were excluded from the investment assessment.

Table 1 reports the composition of the stakeholder sample. The stakeholder sample includes 55 respondents who participate in or understand tourism decisions around Lakban and the surrounding destination system. The sample includes village/local government, tourism

businesses, village tourism managers, community groups, tourism offices, tour operators, youth/creative groups, and other relevant actors. The sample reflects the decision environment rather than the visitor market.

**Table 1.** Stakeholder profile (n = 55)

| Stakeholder group                 | n  | %    |
|-----------------------------------|----|------|
| Village/local government          | 15 | 27.3 |
| Tourism businesses                | 11 | 20.0 |
| Village tourism committee/manager | 7  | 12.7 |
| Community groups                  | 5  | 9.1  |
| Tourism office                    | 5  | 9.1  |
| Tour operators                    | 4  | 7.3  |
| Youth/creative community          | 4  | 7.3  |
| Other                             | 4  | 7.3  |

Note: Percentages total 100.1% because of rounding.

Source: Authors' analysis (2026).

Eighteen respondents reported four to six years of tourism involvement, 17 reported one to three years, 11 reported more than six years, and nine reported less than one year. Most respondents also reported at least occasional involvement in programme or budget decisions, although the study does not claim that every respondent holds formal budget authority. The sample therefore captures informed stakeholder judgement across the destination decision environment rather than votes from a panel with uniform spending authority. All fund-now/defer results and investment-priority ratings represent stated stakeholder preferences, not binding allocation decisions.

### 3.3. Intervention Development and Measures

The instrument presents 15 interventions generated from the destination diagnosis and action-planning process. The intervention set deliberately spans market-facing actions, visitor-service and destination-management actions, capability-building actions, and cross-agency capital interventions. The study therefore frames the empirical problem as destination investment prioritisation in support of marketing rather than treating all 15 actions as marketing expenditure. Road/access improvement (A14), for example, remains relevant because access conditions destination marketability, but it sits outside the direct expenditure domain of destination marketing and normally requires infrastructure authority and external financing. Before the stakeholder survey, the research team reviewed candidate actions for distinctness, decision relevance, and coverage of promotional, product, visitor-service, capability, environmental, and capital-access options. The visitor-to-intervention mapping follows a conservative rule: an attribute links directly to an intervention only when the intervention targets that same diagnosed destination condition. Cleanliness maps to A11, facilities to A13, and accessibility to A14. Strong natural/cultural assets support A15 as a protection intervention. Promotional and enabling actions such as digital media, Google Business Profile, partnerships, training, and fairs do not receive artificial one-to-one IPA mappings; stakeholders evaluate them as opportunity-activation or enabling investments. This rule prevents the study from treating unlike evidence as if it measured one construct.

The intervention list underwent content review before the stakeholder survey. The earlier destination-diagnosis and action-planning stage generated the candidate actions, after which the research team checked each item for distinctness, decision relevance, and coverage of promotional, product, visitor-service, capability, environmental, and capital-access options. A

cognitive pre-test assessed whether respondents could distinguish all eight assessment dimensions: expected market impact, financial requirement, human-resource requirement, implementation difficulty, time to impact, strategic fit, sustainability fit, and investment priority. Because these dimensions represent distinct managerial criteria rather than reflective indicators of one latent construct, the study does not treat a single Cronbach's alpha as an appropriate validity test for the complete assessment set. Decision consistency is examined through the relationship between intervention ratings and forced fund-now/defer choices, while the continuous budget task is retained only as a design limitation.

**Table 2.** Strategic Assessment Dimensions

| Code | Dimension                  | Operational meaning                                                                   |
|------|----------------------------|---------------------------------------------------------------------------------------|
| MI   | Expected Market Impact     | Expected contribution to awareness, attractiveness, conversion, or visitor experience |
| FR   | Financial Requirement      | Relative financial burden                                                             |
| HR   | Human-Resource Requirement | Labour, skill, and staff-time requirement                                             |
| ID   | Implementation Difficulty  | Technical, coordination, or approval difficulty                                       |
| TI   | Time to Impact             | Speed at which managers expect visible results                                        |
| SF   | Strategic Fit              | Alignment with Lakban positioning and strategic direction                             |
| SU   | Sustainability Fit         | Alignment with environmental, cultural, and local-benefit goals                       |
| IP   | Investment Priority        | Strength of the case for funding/ resources in the next 12 months                     |

Source: Authors' analysis (2026).

Table 2 defines eight strategic assessment dimensions. Respondents used five-point scales throughout. Higher FR, HR, and ID scores indicate greater burden or difficulty, whereas higher MI, TI, SF, SU, and IP scores indicate stronger expected value, faster impact, better fit, or higher stated priority. Each respondent then selected three fund-now actions and three defer actions. The results report all eight dimensions for every intervention and all 15 forced-choice frequencies from the locked stakeholder dataset.

The instrument also contains six decision-logic statements. These items assess whether respondents distinguish market need from immediate investment, favour high-impact/low-resource actions under scarcity, accept deferment when resources or partners remain inadequate, protect core assets before increasing promotional pressure, recognise the market value of existing strengths, and expect priorities to respond to budget capacity. Finally, respondents provide short rationales for funding, deferment, threshold conditions, budget changes, and their single most important action.

### 3.4. Data Analysis and PERD Classification

The analysis calculates means, standard deviations, medians, and forced-choice frequencies for all 15 interventions from one locked stakeholder dataset. Table 5 reports the intervention means for all eight dimensions, while Appendix A reports mean, standard deviation, and median for each intervention-dimension combination. Each stakeholder rates every intervention, producing 825 repeated evaluations. The analysis therefore avoids treating those 825 ratings as independent observations and uses respondent-level Spearman coefficients to describe within-person alignment between IP and each decision criterion.

For the association analysis, a Spearman coefficient is calculated separately within each respondent across the 15 interventions between IP and MI, FR, HR, ID, TI, SF, and SU. The 55

respondent-level coefficients are then summarised by their mean and median, and Wilcoxon signed-rank tests assess whether their distributions differ from zero. This specification captures comparative judgement within stakeholders but does not isolate independent predictor effects, intervention fixed effects, or common evaluative-method variance. The manuscript therefore uses the language of association, not prediction, driver, or causal effect. The analysis does not use the continuous budget-share task for inferential claims. Because every scenario constrained shares to sum to 100% and did not impose intervention-specific minimum viable costs, fixed costs, procurement thresholds, or indivisible funding packages, proportional scaling can arise from the task format itself. Accordingly, the budget-share task is not used to support claims of compositional robustness or portfolio invariance. Future work should test discrete funding packages or realistic cost bands before drawing conclusions about budget-driven portfolio reordering.

The proposed PERD classification applies a reproducible sequence. First, direct visitor mapping has priority: an attribute placed in Concentrate Here in the retained archive maps to Repair when its corresponding intervention has IP at or above the cross-intervention mean of 3.43 and does not face a binding authority or high-burden condition. A strong retained visitor asset maps to Protect when the intervention maintains that asset and SF or SU is at least 4.00. Second, interventions without a direct visitor mapping enter Exploit when IP is at least 3.43, MI is at least 3.50, and no burden dimension (FR, HR, or ID) reaches 4.00. Third, Defer applies when IP is below 3.43, defer selections reach at least 50% of respondents, or a direct visitor deficiency faces external authority together with FR, HR, or ID of at least 4.00. Direct diagnostic-deficiency and asset rules take precedence over generic Exploit criteria; binding authority/high-burden conditions override Repair.

These baseline thresholds classify all 15 interventions without a residual 'Defer/Stage' group. A11 and A13 enter Repair; A15 enters Protect; A1, A2, A3, A4, A7, and A12 enter Exploit; A5, A6, A8, A9, A10, and A14 enter Defer. A14 illustrates the conflict rule: the retained accessibility diagnosis maps directly to the road intervention, but external authority, high financial and human-resource burden, high implementation difficulty, and low IP override immediate Repair. A12 does not receive a visitor-deficiency mapping and therefore enters Exploit on intervention-level criteria rather than Repair.

To test whether the proposed PERD classification depends excessively on its exact numerical cut-offs, the revised analysis varies five thresholds around the baseline values. The grid uses IP {3.30, 3.43, 3.50}, MI {3.40, 3.50, 3.60}, high-burden cut-off {3.80, 4.00, 4.20}, defer share {45%, 50%, 55%}, and Protect fit {3.90, 4.00, 4.10}, yielding 243 threshold combinations. The analysis holds the conservative visitor-to-intervention mapping and A14's cross-agency authority condition constant because these elements express substantive mapping and governance rules rather than scalar thresholds. For each intervention, stability equals the percentage of threshold combinations that reproduce its baseline PERD category. This sensitivity check tests threshold dependence; it does not provide prospective or external validation of PERD.

### **3.5. Research ethics, timing, and data provenance**

The visitor and stakeholder evidence layers were collected during August–October 2025. Participation was voluntary, responses were anonymous, and the study involved minimal-risk survey procedures. The 2025 study did not undergo formal institutional ethics review and therefore has no ethics approval number or dated approval certificate. Responses are reported only in aggregate.

## 4. Result and Discussion

### 4.1. Retained Visitor-Side Diagnostic Evidence

The retained aggregate visitor-side archive records accessibility (importance 4.38; performance 1.71), facilities (4.12; 1.64), and cleanliness (4.45; 2.94) as Concentrate Here classifications. It also preserves natural beauty (4.72; 4.44), local hospitality (4.28; 4.35), value for money (4.15; 4.02), safety (4.65; 4.18), and environmental conservation (4.22; 4.28) as high-performing retained assets. Because the archive no longer contains complete respondent-level importance data, the study preserves these archived placements as diagnostic inputs rather than recalculating or treating them as statistically definitive priorities. The evidence therefore records what the retained visitor archive indicates, not what a particular actor should automatically finance.

**Table 3.** Archived Visitor-Side Evidence and Preserved IPA Classifications (n = 312)

| Attribute                  | Importance | Performance | IPA quadrant      |
|----------------------------|------------|-------------|-------------------|
| Natural beauty             | 4.72       | 4.44        | Keep Up Good Work |
| Cleanliness                | 4.45       | 2.94        | Concentrate Here  |
| Accessibility              | 4.38       | 1.71        | Concentrate Here  |
| Facilities                 | 4.12       | 1.64        | Concentrate Here  |
| Local hospitality          | 4.28       | 4.35        | Keep Up Good Work |
| Value for money            | 4.15       | 4.02        | Keep Up Good Work |
| Safety                     | 4.65       | 4.18        | Keep Up Good Work |
| Activities variety         | 3.89       | 2.45        | Low Priority      |
| Cultural authenticity      | 3.95       | 4.51        | Possible Overkill |
| Environmental conservation | 4.22       | 4.28        | Keep Up Good Work |

Source: Authors' analysis (2026).

Table 3 reports the retained aggregate visitor scores and preserved IPA placements that anchor the comparison with stakeholder stated investment preferences. Under this archived specification, accessibility would sit at the top of a mechanical improvement agenda because it combines high importance with extremely low performance. The retained archive, however, does not permit alternative crosshair tests, confidence-interval assessment, or respondent-level robustness analysis for the complete importance set. The study therefore treats accessibility, cleanliness, and facilities as retained diagnostic classifications rather than statistically definitive priorities. Oh (2001), Azzopardi and Nash (2013), Lai and Hitchcock (2015), and Sever (2015) question mechanical IPA interpretation on measurement and validity grounds. Within the narrower evidential status retained here, the Lakban comparison identifies an additional managerial boundary: stakeholders can accept a diagnostic problem without adopting its spending implication. Accessibility therefore separates diagnostic priority from stated investment priority more sharply than a conventional IPA map can show. Boley et al. (2017) and Rašovská et al. (2021) demonstrate how IPA can structure destination priorities; the present results show why managers need a second decision layer before converting those diagnostics into resource commitments.

**Table 4.** Conservative Mapping from Archived Visitor Attributes to Interventions

| Visitor attribute | Attribute status | Mapped intervention                  | Mapping rule           |
|-------------------|------------------|--------------------------------------|------------------------|
| Cleanliness       | Concentrate Here | A11 Cleanliness/<br>waste management | Direct condition match |

| Visitor attribute          | Attribute status         | Mapped intervention          | Mapping rule                                   |
|----------------------------|--------------------------|------------------------------|------------------------------------------------|
| Facilities                 | Concentrate Here         | A13 Basic visitor facilities | Direct condition match                         |
| Accessibility              | Concentrate Here         | A14 Road/access improvement  | Direct condition match; cross-agency authority |
| Natural/cultural strengths | Strong performance asset | A15 Asset maintenance        | Protection of diagnosed asset                  |

Note: Promotional and enabling interventions receive no forced one-to-one IPA mapping because visitor attributes and stakeholder interventions are different analytical objects.

Source: Authors' analysis (2026).

#### 4.2. Stakeholder Evaluation of Fifteen Interventions

**Table 5.** Mean Strategic Ratings of Destination Interventions from the Locked Dataset (n = 55)

| Code | Action                             | MI   | FR   | HR   | ID   | TI   | SF   | SU   | IP   |
|------|------------------------------------|------|------|------|------|------|------|------|------|
| A1   | Digital social media               | 4.09 | 1.98 | 2.16 | 2.22 | 4.73 | 4.38 | 3.49 | 4.45 |
| A2   | Google Business Profile            | 3.98 | 1.82 | 1.49 | 1.51 | 3.80 | 3.82 | 2.80 | 4.04 |
| A3   | Influencer marketing               | 4.35 | 3.16 | 3.11 | 3.04 | 4.02 | 3.98 | 1.96 | 3.49 |
| A4   | Eco-tourism packages               | 3.78 | 2.82 | 3.22 | 2.93 | 3.11 | 4.62 | 4.24 | 4.09 |
| A5   | Printed visitor information        | 1.98 | 1.33 | 1.55 | 1.75 | 2.47 | 2.93 | 2.02 | 2.16 |
| A6   | Tour partnerships                  | 3.65 | 2.47 | 3.44 | 3.58 | 3.04 | 3.98 | 3.02 | 3.04 |
| A7   | Booking site                       | 3.80 | 2.91 | 3.24 | 2.95 | 3.87 | 4.02 | 2.53 | 3.71 |
| A8   | Youth content/training             | 3.29 | 2.05 | 3.51 | 3.51 | 2.38 | 3.87 | 4.18 | 2.95 |
| A9   | Tourism fairs/exhibitions          | 2.47 | 2.98 | 3.31 | 3.18 | 2.18 | 2.73 | 1.87 | 2.33 |
| A10  | Visitor feedback system            | 3.09 | 1.60 | 2.07 | 2.22 | 2.45 | 4.07 | 3.89 | 2.98 |
| A11  | Cleanliness/waste management       | 4.38 | 1.98 | 2.18 | 2.25 | 3.78 | 4.24 | 4.16 | 4.53 |
| A12  | Signage/information                | 3.62 | 1.71 | 1.85 | 1.98 | 3.82 | 3.95 | 2.93 | 3.55 |
| A13  | Basic visitor facilities           | 3.80 | 3.15 | 3.00 | 2.84 | 2.91 | 4.36 | 3.47 | 4.02 |
| A14  | Road/access improvement            | 3.89 | 4.35 | 4.44 | 4.44 | 2.00 | 4.16 | 2.42 | 1.96 |
| A15  | Natural/cultural asset maintenance | 3.60 | 3.04 | 2.91 | 3.15 | 2.67 | 4.25 | 4.27 | 4.09 |

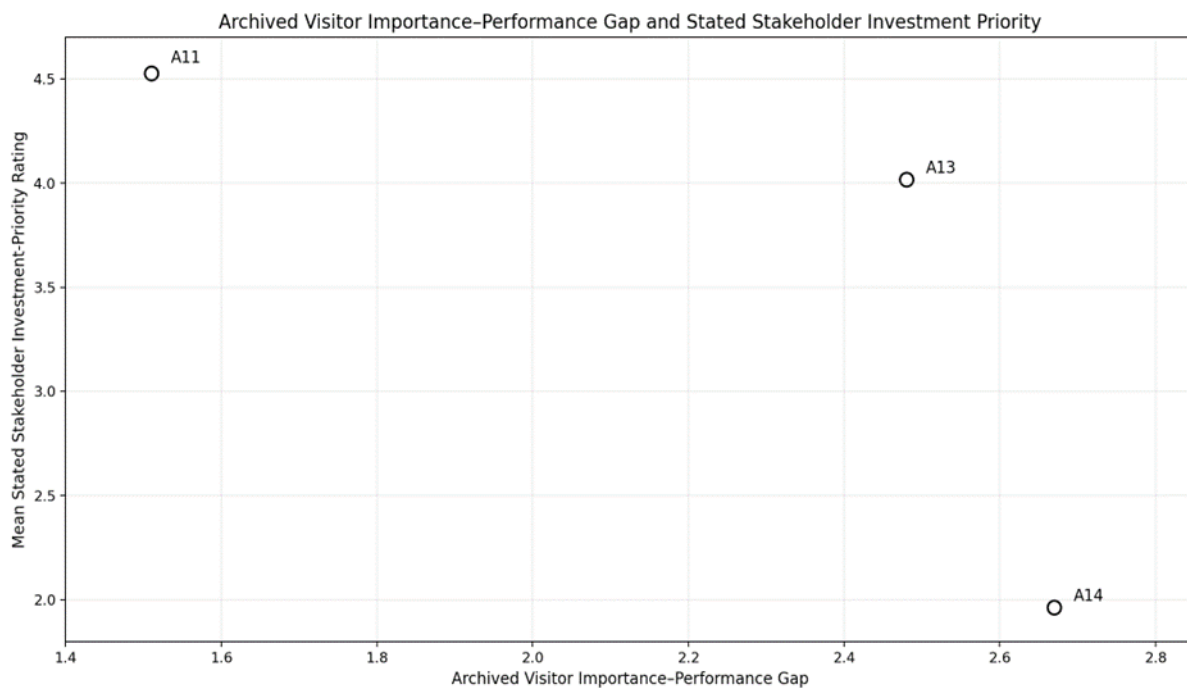
Source: Authors' analysis (2026).

Table 5 reports all eight strategic dimensions from the locked stakeholder dataset. Cleanliness and waste management (A11) records the highest IP (4.53), alongside MI 4.38, SF 4.24, SU 4.16, FR 1.98, HR 2.18, and ID 2.25. Digital social media (A1) records IP 4.45 and the fastest TI (4.73) with low FR (1.98). Road/access improvement (A14) combines MI 3.89 and SF 4.16 with the

heaviest resource profile (FR 4.35; HR 4.44; ID 4.44), slow TI (2.00), and the lowest IP (1.96). The table and narrative derive from the same locked analytical dataset.

Printed visitor information (A5) creates a second and theoretically important contradiction. It requires little finance (FR = 1.33) but attracts low expected market impact (1.98) and low investment priority (2.16). The result rejects a low-cost-first rule. Salmani and Partovi (2021), Symitsi et al. (2022), and Xiao et al. (2025) all show that marketing allocation depends on differentiated returns across alternatives rather than expenditure levels alone. Lakban adds a destination-level qualification: resource scarcity does not collapse strategic choice into cost minimisation. Stakeholders place both expensive actions with weak near-term feasibility and inexpensive actions with weak strategic value in low stated-priority positions. This explains why A14 and A5 reach the same Defer outcome through opposite pathways. Figure 2 makes this distinction visible for the three attributes that the retained IPA archive records as Concentrate Here and that map directly onto stakeholder interventions: cleanliness (A11), basic visitor facilities (A13), and road/access improvement (A14). A13 shows alignment between a large retained visitor gap and high stated investment priority, whereas A14 shows the sharpest divergence.

**Figure 2.** Archived Visitor Importance–Performance Gaps and Stated Stakeholder Investment Priorities for Selected Destination Deficiencies



Notes: Visitor gaps represent importance minus performance scores from the archived aggregate visitor evidence (n = 312). Stated investment priority represents the mean stakeholder rating from the investment assessment (n = 55). The retained visitor archive does not provide respondent-level uncertainty estimates for the complete importance set. The two quantities use different scales and are not numerically commensurable; the figure juxtaposes them only to show how a retained visitor-side diagnostic deficiency can correspond to a different intervention-level stated priority. A11 = cleanliness and waste management; A13 = basic visitor facilities; A14 = road/access improvement. Only direct visitor-to-intervention mappings are shown.

Source: Authors' analysis (2026)

**4.3. Fund-Now and Defer Stated Preferences****Table 6.** Fund-Now and Defer Stated-Preference Frequencies

| Code | Intervention                       | Fund-now n | Fund-now % | Defer n | Defer % |
|------|------------------------------------|------------|------------|---------|---------|
| A1   | Digital social media               | 32         | 58.2       | 0       | 0.0     |
| A2   | Google Business Profile            | 19         | 34.5       | 0       | 0.0     |
| A3   | Influencer marketing               | 5          | 9.1        | 3       | 5.5     |
| A4   | Eco-tourism packages               | 16         | 29.1       | 0       | 0.0     |
| A5   | Printed visitor information        | 0          | 0.0        | 45      | 81.8    |
| A6   | Tour partnerships                  | 2          | 3.6        | 10      | 18.2    |
| A7   | Booking site                       | 12         | 21.8       | 2       | 3.6     |
| A8   | Youth content/training             | 2          | 3.6        | 11      | 20.0    |
| A9   | Tourism fairs/exhibitions          | 0          | 0.0        | 35      | 63.6    |
| A10  | Visitor feedback system            | 2          | 3.6        | 15      | 27.3    |
| A11  | Cleanliness/waste management       | 32         | 58.2       | 0       | 0.0     |
| A12  | Signage/information                | 6          | 10.9       | 0       | 0.0     |
| A13  | Basic visitor facilities           | 18         | 32.7       | 0       | 0.0     |
| A14  | Road/access improvement            | 0          | 0.0        | 44      | 80.0    |
| A15  | Natural/cultural asset maintenance | 19         | 34.5       | 0       | 0.0     |

Source: Authors' analysis (2026).

Table 6 reports how often interventions enter each respondent's Top-3 fund-now and Top-3 defer selections. Cleanliness and waste management and digital social media each appear in the fund-now set for 32 of 55 stakeholders (58.2%). Google Business Profile and natural/cultural asset maintenance each appear in 34.5%, followed by basic visitor facilities at 32.7% and eco-tourism packages at 29.1%. Road/access improvement receives no top-three fund-now selections and appears in the defer set for 44 of 55 stakeholders (80.0%). Printed visitor information also receives no top-three fund-now selections and is deferred by 45 of 55 stakeholders (81.8%). The forced-choice task converts stated preference into an explicit hypothetical trade-off; it does not record binding budget decisions. Volgger et al. (2025) argue that tourism research often generates evidence for problem definition without carrying that evidence into problem solving; the fund-now/defer exercise narrows that gap by requiring stakeholders to sacrifice some recognised needs in favour of others.

The comparison also reveals why stakeholder participation matters to allocation rather than only legitimacy. Wondirad et al. (2020) emphasise collaboration as a condition for sustainable destination development, and Reinhold et al. (2023) place multi-actor coordination at the centre of contemporary destination management. Here, stakeholder judgement changes the substantive stated ranking of interventions. Stakeholders prefer to defer A14 because the intervention demands disproportionate resources and coordination even though the retained visitor archive records poor accessibility. They prefer to defer A5 because it offers too little strategic value even though it costs little. Stakeholder evidence therefore does more than

validate a predetermined strategy; it supplies informed stated-preference information that the archived visitor diagnosis cannot provide.

#### 4.4. Associations with Stated Investment Priority

The respondent-level Spearman analysis identifies within-stakeholder associations rather than independent predictors. Because the same respondent rates all criteria and IP in the same exercise, the coefficients can reflect both genuine comparative judgement and individual scale-use tendencies. The analysis therefore treats them strictly as descriptive evidence of criterion alignment and not as weights in a decision model.

**Table 7.** Descriptive Respondent-Level Associations with Stated Investment Priority

| Decision dimension              | Mean $\rho$ | Median $\rho$ | Wilcoxon $p$ |
|---------------------------------|-------------|---------------|--------------|
| Expected market impact (MI)     | 0.420       | 0.421         | <0.001       |
| Financial requirement (FR)      | -0.038      | -0.067        | 0.091        |
| Human-resource requirement (HR) | -0.250      | -0.238        | <0.001       |
| Implementation difficulty (ID)  | -0.230      | -0.233        | <0.001       |
| Time to impact (TI)             | 0.527       | 0.550         | <0.001       |
| Strategic fit (SF)              | 0.356       | 0.393         | <0.001       |
| Sustainability fit (SU)         | 0.385       | 0.389         | <0.001       |

Source: Authors' analysis (2026).

Time to impact shows the strongest positive within-stakeholder association with investment priority (mean  $\rho$  = 0.527; median  $\rho$  = 0.550;  $p$  < 0.001), followed by market impact (mean  $\rho$  = 0.420; median  $\rho$  = 0.421;  $p$  < 0.001), sustainability fit (mean  $\rho$  = 0.385; median  $\rho$  = 0.389;  $p$  < 0.001), and strategic fit (mean  $\rho$  = 0.356; median  $\rho$  = 0.393;  $p$  < 0.001). Human-resource requirement (mean  $\rho$  = -0.250; median  $\rho$  = -0.238;  $p$  < 0.001) and implementation difficulty (mean  $\rho$  = -0.230; median  $\rho$  = -0.233;  $p$  < 0.001) align negatively with IP. Financial requirement shows no statistically consistent association (mean  $\rho$  = -0.038; median  $\rho$  = -0.067;  $p$  = 0.091). This ordering only describes average association magnitudes; it does not assign relative importance weights to the seven criteria. The coefficients do not identify unique effects because the model does not partial out intervention baselines or same-rater response style.

The revised manuscript does not use correlations between IP and continuous budget shares as independent validation. Both measures came from the same respondents in the same instrument and therefore represent internal stated-preference consistency rather than external validation of actual investment behaviour.

The weak average association for financial requirement does not imply that financial burden lacks strategic relevance. A14 combines high financial burden with external implementation dependence and low near-term priority, whereas A5 remains low priority despite low financial burden. Cost therefore operates inside a configuration of market value, timing, capability, authority, and fit rather than as a sufficient allocation rule.

#### 4.5. Decision Logic and Structured Rationales

The decision-logic check reinforces the quantitative distinction between recognised need and immediate funding. Respondents strongly endorsed adjusting priorities to budget capacity, deferring some weaknesses until resources or partners become adequate, and prioritising high-impact actions under scarcity. These items serve as consistency checks rather than a reflective scale. The pattern aligns with evidence-informed tourism research, which treats decision quality as a translation problem rather than a simple function of having more indicators (Font et al., 2023; Gasparini & Mariotti, 2023; Volgger et al., 2025).

Structured rationale fields most often referenced budget constraints, impact relative to cost, external coordination, sustainability/community fit, human-capability constraints, and visitor-experience impact. Because respondents used highly repetitive wording, the study treats these statements only as explanatory checks and does not claim an independent thematic analysis. That restriction protects the interpretation from overstating qualitative depth while preserving the rationales that explain why numerically similar defer decisions can arise from different strategic causes.

#### 4.6. Proposed PERD Classification and Threshold Sensitivity

**Table 8.** Proposed PERD Classification of Stated Stakeholder Preferences

| Decision | Intervention                     | Evidence under explicit rule                                          | Managerial implication                                           |
|----------|----------------------------------|-----------------------------------------------------------------------|------------------------------------------------------------------|
| Exploit  | A1 Digital social media          | IP 4.45; MI 4.09; TI 4.73; no burden $\geq 4.00$                      | Activate a supported market-facing or enabling opportunity       |
| Exploit  | A2 Google Business Profile       | IP 4.04; MI 3.98; low FR/HR/ID                                        | Activate a supported market-facing or enabling opportunity       |
| Exploit  | A3 Influencer marketing          | IP 3.49 $\geq 3.43$ ; MI 4.35; TI 4.02; no burden $\geq 4.00$         | Activate a supported market-facing or enabling opportunity       |
| Exploit  | A4 Eco-tourism packages          | IP 4.09; MI 3.78; SF 4.62; SU 4.24; no burden $\geq 4.00$             | Activate a supported market-facing or enabling opportunity       |
| Defer    | A5 Printed visitor information   | IP 2.16; MI 1.98; defer 45/55 (81.8%)                                 | Retain for later commitment or redesign under current conditions |
| Defer    | A6 Tour partnerships             | IP 3.04 $< 3.43$ ; HR 3.44; ID 3.58                                   | Retain for later commitment or redesign under current conditions |
| Exploit  | A7 Booking site                  | IP 3.71; MI 3.80; TI 3.87; no burden $\geq 4.00$                      | Activate a supported market-facing or enabling opportunity       |
| Defer    | A8 Youth content/training        | IP 2.95 $< 3.43$ ; HR/ID 3.51                                         | Retain for later commitment or redesign under current conditions |
| Defer    | A9 Tourism fairs/exhibitions     | IP 2.33; defer 35/55 (63.6%)                                          | Retain for later commitment or redesign under current conditions |
| Defer    | A10 Visitor feedback system      | IP 2.98 $< 3.43$ ; defer 15/55 (27.3%)                                | Retain for later commitment or redesign under current conditions |
| Repair   | A11 Cleanliness/waste management | Direct cleanliness gap; IP 4.53; fund 32/55 (58.2%); burdens $< 4.00$ | Commit near-term resources to a diagnosed visitor deficiency     |

| <b>Decision</b> | <b>Intervention</b>                    | <b>Evidence under explicit rule</b>                                                                | <b>Managerial implication</b>                                    |
|-----------------|----------------------------------------|----------------------------------------------------------------------------------------------------|------------------------------------------------------------------|
| Exploit         | A12<br>Signage/information             | No direct IPA mapping; IP 3.55; MI 3.62; low burden                                                | Activate a supported market-facing or enabling opportunity       |
| Repair          | A13 Basic visitor facilities           | Direct facilities gap; IP 4.02; fund 18/55 (32.7%); burdens <4.00                                  | Commit near-term resources to a diagnosed visitor deficiency     |
| Defer           | A14 Road/access improvement            | Direct access gap, but FR 4.35; HR 4.44; ID 4.44; IP 1.96; defer 44/55 (80.0%); external authority | Retain for later commitment or redesign under current conditions |
| Protect         | A15 Natural/cultural asset maintenance | Strong visitor asset; SF 4.25; SU 4.27; IP 4.09; maintenance action                                | Maintain the destination asset before further market activation  |

Table 8 applies the explicit baseline thresholds to every intervention. The classification uses direct archived visitor mapping only where the retained evidence supports it. A11 and A13 enter Repair; A15 enters Protect; A1, A2, A3, A4, A7, and A12 enter Exploit; and A5, A6, A8, A9, A10, and A14 enter Defer. The classification therefore no longer treats A12 as a visitor-side Repair action and no longer groups A8/A9/A10 under an indeterminate label. These categories represent the proposed architecture's interpretation of stated stakeholder preferences rather than realised allocation decisions.

Category movement follows the same rules. External co-financing, infrastructure authority, or lower implementation burden can move A14 from Defer to Repair without changing the visitor diagnosis. A repaired deficiency can move to Protect after performance rises above the performance crosshair and maintenance becomes the dominant task. Deterioration of a protected asset can trigger Repair. PERD therefore represents a conditional decision architecture rather than a permanent label.

The original field protocol did not use independent PERD coders because the proposed architecture emerged during evidence integration. The study therefore makes no retrospective inter-coder reliability claim. Instead, it exposes the numerical thresholds, conflict rules, authority conditions, and final classification so other researchers can reproduce and challenge the assignments. This transparent rule exposure supports reproducibility, but it does not establish prospective or external validation.

The sensitivity analysis supports classification-level robustness while identifying one genuine borderline case. Across 243 threshold combinations and 15 interventions (3,645 intervention-scenario classifications), 3,564 classifications (97.8%) match the baseline result. Fourteen interventions retain their baseline category in every combination, including A7, A8, A10, and A12. A3 changes from Exploit to Defer in 81 combinations, all of which use the upper IP cut-off of 3.50 because A3 records IP = 3.49. Changes in MI, burden, defer-share, or Protect-fit thresholds do not alter A3 on their own. The central empirical contrast remains stable: A11 and A13 remain Repair, A14 remains Defer, and A15 remains Protect. Rather than claiming complete invariance, the sensitivity check identifies A3 as threshold-sensitive and treats its baseline Exploit classification as borderline.

**Table 9.** PERD Threshold Sensitivity Across 243 Plausible Cut-Off Combinations

| Code | Intervention                       | Baseline PERD | Stability (%) | Alternative within grid      |
|------|------------------------------------|---------------|---------------|------------------------------|
| A1   | Digital social media               | Exploit       | 100.0         | None                         |
| A2   | Google Business Profile            | Exploit       | 100.0         | None                         |
| A3   | Influencer marketing               | Exploit       | 66.7          | Defer when IP cut-off = 3.50 |
| A4   | Eco-tourism packages               | Exploit       | 100.0         | None                         |
| A5   | Printed visitor information        | Defer         | 100.0         | None                         |
| A6   | Tour partnerships                  | Defer         | 100.0         | None                         |
| A7   | Booking site                       | Exploit       | 100.0         | None                         |
| A8   | Youth content/training             | Defer         | 100.0         | None                         |
| A9   | Tourism fairs/exhibitions          | Defer         | 100.0         | None                         |
| A10  | Visitor feedback system            | Defer         | 100.0         | None                         |
| A11  | Cleanliness/waste management       | Repair        | 100.0         | None                         |
| A12  | Signage/information                | Exploit       | 100.0         | None                         |
| A13  | Basic visitor facilities           | Repair        | 100.0         | None                         |
| A14  | Road/access improvement            | Defer         | 100.0         | None                         |
| A15  | Natural/cultural asset maintenance | Protect       | 100.0         | None                         |

Note: The sensitivity grid varies IP across 3.30, 3.43, and 3.50; MI across 3.40, 3.50, and 3.60; the high-burden cut-off across 3.80, 4.00, and 4.20; defer share across 45%, 50%, and 55%; and Protect fit across 3.90, 4.00, and 4.10. The analysis holds the archived visitor-to-intervention mapping and A14's cross-agency authority condition constant. Stability reports the share of 243 combinations that reproduce the baseline category.

Source: Authors' sensitivity analysis of the locked stakeholder dataset (2026).

#### 4.7. Theoretical Contribution

The first theoretical contribution refines the managerial interpretation of IPA. Martilla and James (1977) designed IPA to identify attributes that deserve attention, while Oh (2001), Azzopardi and Nash (2013), Lai and Hitchcock (2015), and Sever (2015) expose weaknesses in mechanical quadrant interpretation. The present study shifts the critique toward resource allocation while retaining the evidential limits of the archived visitor data. The retained aggregate archive records accessibility as Concentrate Here, yet stakeholders prefer to defer the corresponding road intervention. A high-importance/low-performance placement therefore supports a retained diagnostic claim, not an automatic spending mandate. This boundary becomes especially consequential when the proposed response lies outside the direct authority of marketing actors.

The second contribution extends destination portfolio reasoning while tightening its conceptual boundary. Johar et al. (2022), Yang et al. (2022), and Mariani et al. (2023) manage markets, brands, or expenditure as portfolios of relatively comparable objects. The present study examines heterogeneous destination interventions that compete for scarce local resources and attention but differ in governance domain. The proposed PERD architecture does not redefine roads as marketing. Instead, it supplies an integrated destination-investment classification that distinguishes directly controllable market actions from cross-agency capital dependencies.

The third contribution concerns decision discipline under scarcity. The evidence supports a distinction between recognising a destination problem and expressing a near-term resource preference for an intervention. The study does not infer portfolio invariance from the continuous budget task; instead, it locates scarcity in the stakeholder comparison of impact, timing, burden, fit, authority, and stated priority.

The fourth contribution gives deferment a positive but conditional strategic meaning. A14 is strategically consistent with real-options reasoning because waiting preserves the possibility of later action when authority, financing, and implementation capacity improve. The study does not estimate option value, volatility, exercise thresholds, irreversibility parameters, or discounted future payoffs. It therefore treats real-options theory as an interpretive analogy, not as an empirically estimated option model.

#### **4.8. Managerial Implications and Stakeholder Scope**

For Lakban, the stated near-term PERD classification combines repair and opportunity activation. Cleanliness and waste management receives the strongest support because the retained visitor-side cleanliness diagnosis coincides with high stated stakeholder investment priority. Digital social media and Google Business Profile receive strong support as comparatively controllable market-activation actions. These results represent informed stakeholder preferences, not binding budget decisions, because the sample includes actors with different levels of formal spending authority.

Eco-tourism packages and natural/cultural asset maintenance connect market activation with the qualities that sustain the destination's appeal. Cristobal-Fransi et al. (2020) place environmental and social value inside sustainable tourism marketing, while Font et al. (2023) show that sustainability evidence strengthens destination competitiveness only when organisations act on it. Basic visitor facilities deserve selective repair because the retained aggregate visitor evidence records poor facilities performance and stakeholders still assign high stated investment priority. Managers should scope that investment around essential visitor functions rather than large-scale construction, and use signage and information as lower-burden supporting actions.

Road/access improvement requires different governance treatment. The retained aggregate visitor evidence records accessibility as a deficiency under the preserved IPA specification, but stakeholder ratings identify the intervention as capital intensive, difficult to implement, and weakly supported for near-term commitment. Local destination actors should therefore treat A14 as a cross-agency investment option that requires infrastructure authority and external financing rather than as a marketing expenditure. The proposed PERD architecture retains the need in the classification while distinguishing recognition of the problem from authority to fund it.

The stated-preference evidence also discourages symbolic spending. Printed visitor information remains cheap but unattractive, and tourism fairs occupy a low stated-priority tier. Managers should therefore avoid equating visible activity with strategic value. Yang et al. (2022) show that coherence matters across destination-brand portfolios, and Nurjannah et al. (2026) link branding outcomes to image and visiting decisions. For Lakban, that means each funded communication action should reinforce a coherent positioning and connect to visitor value or a defined repair objective rather than merely increase the number of promotional activities.

The stakeholder sample spans eight actor categories, but several groups contain only four or five respondents. The study therefore avoids strong subgroup claims that would exceed the

precision of the data. Wondirad et al. (2020) show that collaboration matters because destination actors control different resources, while Volgger et al. (2025) emphasise continuous interaction between evidence users and evidence producers. The central empirical pattern rests on convergence between intervention-priority ratings and forced fund-now/defer stated preferences in the full informed-stakeholder sample, not on a claim that all stakeholder groups apply identical rules. Future multi-destination studies with larger actor-specific samples can test whether public, business, and community stakeholders apply systematically different classification rules.

## **5. Conclusion and Suggestion**

This study examines how a resource-constrained coastal destination moves from retained visitor-side diagnostic evidence to stated intervention-level allocation preferences. The evidence supports a clear distinction: market priority and investment priority answer different questions. The archived aggregate IPA evidence records accessibility, cleanliness, and facilities as Concentrate Here assignments, yet stakeholders do not translate those diagnostics mechanically into the same stated funding order. Cleanliness and basic facilities receive strong near-term support, while road/access improvement remains a recognised but externally dependent capital need.

The association analysis strengthens that interpretation without claiming independent effects. Time to impact, market impact, sustainability fit, and strategic fit show the strongest positive within-stakeholder descriptive relationships with stated investment priority, while human-resource requirement and implementation difficulty show negative relationships. Financial requirement does not show a statistically consistent respondent-level association. These patterns describe comparative judgement only; they do not constitute criterion weights, causal effects, or unique predictor coefficients.

The proposed, synthesis-derived PERD architecture translates these findings into a transparent and revisable classification. Protect maintains strong assets; Exploit activates strengths and opportunities through supported, controllable actions; Repair addresses retained diagnosed deficiencies that also attract near-term stated support; Defer retains needs whose low payoff, high burden, external dependency, or weak current support makes immediate commitment unattractive. Category transitions depend on changes in performance, authority, financing, capacity, and stakeholder support. The threshold sensitivity check retains 97.8% of baseline intervention-scenario classifications and identifies A3 as the only threshold-sensitive case within the tested ranges. The architecture therefore supports structured prioritisation without claiming prospective validation or optimisation of realised outcomes.

The study remains bounded by its single-destination design, purposive stakeholder sample, same-rater evaluative structure, and hypothetical decision tasks. The respondents represent informed stakeholder perspectives rather than a population of formal budget holders. The analysis does not estimate intervention fixed effects, common-method components, or realised post-investment outcomes. The continuous budget exercise also omitted minimum viable project costs, indivisibility, procurement thresholds, and discrete financing packages; the study therefore draws no inference about portfolio stability as total funding changes.

For destination management organisations, managers can operationalise the proposed PERD architecture as a lightweight decision-support dashboard. They can enter archived visitor-gap evidence, intervention-level strategic ratings, authority conditions, and current resource

constraints, then review how actions move among Protect, Exploit, Repair, and Defer as conditions change. Such a tool should preserve managerial judgement rather than calculate an automatic rank because the architecture recognises heterogeneous forms of value, burden, and institutional control.

## 6. Limitations and Future Research

The study faces several limitations. The stakeholder sample is purposive and destination-specific, so the findings support analytical rather than statistical generalisation. All strategic criteria and IP were rated by the same respondents, which leaves common evaluative-method variance and scale-use tendencies unseparated. The retained Stage 1 archive does not preserve respondent-level importance items for the complete ten-attribute IPA set, so the study reports the archived aggregate IPA evidence and crosshair rule but does not invent reliability or uncertainty statistics that cannot be reconstructed. The proposed PERD architecture emerged during evidence integration and lacks prospective or external validation. The threshold sensitivity check tests dependence on plausible cut-offs, but it does not substitute for independent validation in new destinations or observed investment settings.

Future research should combine repeated visitor measurement with cross-classified or intervention-fixed-effects models of stakeholder ratings, person-mean centring, and observed allocation decisions. Allocation experiments should use realistic cost bands, minimum viable funding thresholds, and discrete packages so researchers can test whether interventions change category when they become genuinely financeable. Multi-destination replications should also prospectively specify PERD rules and compare classifications with realised authority, financing, and implementation outcomes.

The continuous hypothetical budget task did not reproduce procurement rules, earmarks, indivisibility, political negotiation, or minimum viable project costs. For that reason, the revised manuscript does not use it to claim budget-driven portfolio stability.

## Appendix A. Full Descriptive Statistics for the Eight Strategic Dimensions

Cells report M (SD); Md. All statistics derive from the same locked stakeholder dataset used for Table 5 and Section 4.4.

| Cod<br>e | Action                  | MI                       | FR                       | HR                       | ID                       | TI                       | SF                       | SU                       | IP                       |
|----------|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| A1       | Digital social media    | 4.09<br>(0.55)<br>; 4.00 | 1.98<br>(0.59)<br>; 2.00 | 2.16<br>(0.66)<br>; 2.00 | 2.22<br>(0.57)<br>; 2.00 | 4.73<br>(0.45)<br>; 5.00 | 4.38<br>(0.59)<br>; 4.00 | 3.49<br>(0.63)<br>; 3.00 | 4.45<br>(0.50)<br>; 4.00 |
| A2       | Google Business Profile | 3.98<br>(0.59)<br>; 4.00 | 1.82<br>(0.39)<br>; 2.00 | 1.49<br>(0.54)<br>; 1.00 | 1.51<br>(0.50)<br>; 2.00 | 3.80<br>(0.52)<br>; 4.00 | 3.82<br>(0.55)<br>; 4.00 | 2.80<br>(0.62)<br>; 3.00 | 4.04<br>(0.61)<br>; 4.00 |
| A3       | Influencer marketing    | 4.35<br>(0.67)<br>; 4.00 | 3.16<br>(0.66)<br>; 3.00 | 3.11<br>(0.69)<br>; 3.00 | 3.04<br>(0.79)<br>; 3.00 | 4.02<br>(0.45)<br>; 4.00 | 3.98<br>(0.49)<br>; 4.00 | 1.96<br>(0.51)<br>; 2.00 | 3.49<br>(0.63)<br>; 4.00 |
| A4       | Eco-tourism packages    | 3.78<br>(0.57)<br>; 4.00 | 2.82<br>(0.51)<br>; 3.00 | 3.22<br>(0.66)<br>; 3.00 | 2.93<br>(0.74)<br>; 3.00 | 3.11<br>(0.50)<br>; 3.00 | 4.62<br>(0.49)<br>; 5.00 | 4.24<br>(0.51)<br>; 4.00 | 4.09<br>(0.48)<br>; 4.00 |

| <b>Cod<br/>e</b> | <b>Action</b>                         | <b>MI</b>                | <b>FR</b>                | <b>HR</b>                | <b>ID</b>                | <b>TI</b>                | <b>SF</b>                | <b>SU</b>                | <b>IP</b>                |
|------------------|---------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| A5               | Printed visitor<br>information        | 1.98<br>(0.53)<br>; 2.00 | 1.33<br>(0.47)<br>; 1.00 | 1.55<br>(0.54)<br>; 2.00 | 1.75<br>(0.48)<br>; 2.00 | 2.47<br>(0.60)<br>; 2.00 | 2.93<br>(0.63)<br>; 3.00 | 2.02<br>(0.41)<br>; 2.00 | 2.16<br>(0.50)<br>; 2.00 |
| A6               | Tour partnerships                     | 3.65<br>(0.62)<br>; 4.00 | 2.47<br>(0.54)<br>; 2.00 | 3.44<br>(0.60)<br>; 3.00 | 3.58<br>(0.60)<br>; 4.00 | 3.04<br>(0.64)<br>; 3.00 | 3.98<br>(0.45)<br>; 4.00 | 3.02<br>(0.56)<br>; 3.00 | 3.04<br>(0.51)<br>; 3.00 |
| A7               | Booking site                          | 3.80<br>(0.52)<br>; 4.00 | 2.91<br>(0.65)<br>; 3.00 | 3.24<br>(0.67)<br>; 3.00 | 2.95<br>(0.52)<br>; 3.00 | 3.87<br>(0.51)<br>; 4.00 | 4.02<br>(0.56)<br>; 4.00 | 2.53<br>(0.66)<br>; 3.00 | 3.71<br>(0.66)<br>; 4.00 |
| A8               | Youth<br>content/training             | 3.29<br>(0.79)<br>; 3.00 | 2.05<br>(0.52)<br>; 2.00 | 3.51<br>(0.57)<br>; 3.00 | 3.51<br>(0.54)<br>; 3.00 | 2.38<br>(0.56)<br>; 2.00 | 3.87<br>(0.51)<br>; 4.00 | 4.18<br>(0.61)<br>; 4.00 | 2.95<br>(0.52)<br>; 3.00 |
| A9               | Tourism<br>fairs/exhibitions          | 2.47<br>(0.54)<br>; 2.00 | 2.98<br>(0.56)<br>; 3.00 | 3.31<br>(0.50)<br>; 3.00 | 3.18<br>(0.77)<br>; 3.00 | 2.18<br>(0.47)<br>; 2.00 | 2.73<br>(0.62)<br>; 3.00 | 1.87<br>(0.43)<br>; 2.00 | 2.33<br>(0.47)<br>; 2.00 |
| A10              | Visitor feedback<br>system            | 3.09<br>(0.70)<br>; 3.00 | 1.60<br>(0.53)<br>; 2.00 | 2.07<br>(0.63)<br>; 2.00 | 2.22<br>(0.60)<br>; 2.00 | 2.45<br>(0.60)<br>; 3.00 | 4.07<br>(0.69)<br>; 4.00 | 3.89<br>(0.60)<br>; 4.00 | 2.98<br>(0.65)<br>; 3.00 |
| A11              | Cleanliness/waste<br>management       | 4.38<br>(0.56)<br>; 4.00 | 1.98<br>(0.45)<br>; 2.00 | 2.18<br>(0.61)<br>; 2.00 | 2.25<br>(0.55)<br>; 2.00 | 3.78<br>(0.57)<br>; 4.00 | 4.24<br>(0.47)<br>; 4.00 | 4.16<br>(0.60)<br>; 4.00 | 4.53<br>(0.54)<br>; 5.00 |
| A12              | Signage/informatio<br>n               | 3.62<br>(0.59)<br>; 4.00 | 1.71<br>(0.53)<br>; 2.00 | 1.85<br>(0.52)<br>; 2.00 | 1.98<br>(0.68)<br>; 2.00 | 3.82<br>(0.39)<br>; 4.00 | 3.95<br>(0.56)<br>; 4.00 | 2.93<br>(0.54)<br>; 3.00 | 3.55<br>(0.63)<br>; 3.00 |
| A13              | Basic visitor<br>facilities           | 3.80<br>(0.62)<br>; 4.00 | 3.15<br>(0.49)<br>; 3.00 | 3.00<br>(0.58)<br>; 3.00 | 2.84<br>(0.57)<br>; 3.00 | 2.91<br>(0.75)<br>; 3.00 | 4.36<br>(0.49)<br>; 4.00 | 3.47<br>(0.69)<br>; 4.00 | 4.02<br>(0.59)<br>; 4.00 |
| A14              | Road/access<br>improvement            | 3.89<br>(0.81)<br>; 4.00 | 4.35<br>(0.48)<br>; 4.00 | 4.44<br>(0.50)<br>; 4.00 | 4.44<br>(0.54)<br>; 4.00 | 2.00<br>(0.54)<br>; 2.00 | 4.16<br>(0.50)<br>; 4.00 | 2.42<br>(0.50)<br>; 2.00 | 1.96<br>(0.54)<br>; 2.00 |
| A15              | Natural/cultural<br>asset maintenance | 3.60<br>(0.63)<br>; 4.00 | 3.04<br>(0.51)<br>; 3.00 | 2.91<br>(0.55)<br>; 3.00 | 3.15<br>(0.52)<br>; 3.00 | 2.67<br>(0.47)<br>; 3.00 | 4.25<br>(0.48)<br>; 4.00 | 4.27<br>(0.53)<br>; 4.00 | 4.09<br>(0.59)<br>; 4.00 |

Source: Authors' analysis of the locked stakeholder dataset.

### **Acknowledgement**

The authors gratefully acknowledge Universitas Sam Ratulangi for supporting this research through the Riset Dasar Unggulan Unsrat-K1 (RDUU-K1) scheme. The authors also thank the local stakeholders and community members for their time and valuable insights.

### **Funding**

This study was funded by Universitas Sam Ratulangi through the Riset Dasar Unggulan Unsrat-K1 (RDUU-K1) scheme, 2025.

### **Data availability**

The data underlying the findings of this study are available from the corresponding author upon reasonable request, subject to applicable privacy requirements and community research regulations.

### **Conflict of interest**

The authors declare that they have no financial or personal interests that could have influenced the work reported in this article.

### **Ethical considerations**

The 2025 study used voluntary, anonymous, minimal-risk survey procedures. It did not undergo formal institutional ethics review and therefore has no ethics approval number or dated approval certificate. Responses are reported only in aggregate.

### **Author contributions**

Stanss. L. H. V. Joyce Lapián: Conceptualization, methodology, investigation, writing: original draft, and writing: review and editing.

Greis M. Sendow: Conceptualization, investigation, data curation, and writing: original draft.

Altje L. Tumbel: Investigation, data curation, formal analysis, editing, and visualization.

### **Declaration of AI and AI-assisted technologies in the writing process**

During the revision of this work, the authors used Grammarly for language editing and OpenAI ChatGPT to assist with language refinement, structural editing, and presentation of the reviewer-requested sensitivity analysis. The authors reviewed and edited the AI-assisted content and take full responsibility for the content of the publication.

### **Reference**

- Aicher, T. J., Heere, B., Odio, M. A., & Ferguson, J. M. (2023). Looking beyond performance: Understanding service quality through importance-performance analysis. *Sport Management Review*, 26(3), 448–470. <https://doi.org/10.1080/14413523.2022.2119722>
- Azzopardi, E., & Nash, R. (2013). A critical evaluation of importance-performance analysis. *Tourism Management*, 35, 222–233. <https://doi.org/10.1016/j.tourman.2012.07.007>
- Bi, J.-W., Liu, Y., Fan, Z.-P., & Zhang, J. (2019). Wisdom of crowds: Conducting importance-performance analysis (IPA) through online reviews. *Tourism Management*, 70, 460–478. <https://doi.org/10.1016/j.tourman.2018.09.010>
- Boley, B. B., McGehee, N. G., & Hammett, A. T. (2017). Importance-performance analysis (IPA) of sustainable tourism initiatives: The resident perspective. *Tourism Management*, 58, 66–77. <https://doi.org/10.1016/j.tourman.2016.10.002>
- Cristobal-Fransi, E., Daries, N., Ferrer-Rosell, B., Marine-Roig, E., & Martin-Fuentes, E. (2020). Sustainable tourism marketing. *Sustainability*, 12(5), 1865. <https://doi.org/10.3390/su12051865>
- Font, X., Torres-Delgado, A., Crabolu, G., Palomo Martinez, J., Kantanbacher, J., & Miller, G. (2023). The impact of sustainable tourism indicators on destination competitiveness:

- The European Tourism Indicator System. *Journal of Sustainable Tourism*, 31(7), 1608–1630. <https://doi.org/10.1080/09669582.2021.1910281>
- Gasparini, M. L., & Mariotti, A. (2023). Sustainable tourism indicators as policy making tools: Lessons from ETIS implementation at destination level. *Journal of Sustainable Tourism*, 31(7), 1719–1737. <https://doi.org/10.1080/09669582.2021.1968880>
- Geng, Y., Jiang, X., Bai, W., Yan, Y., & Gao, J. (2024). Research progress of tourism marketing over 30 years: Bibliometrics based on CiteSpace. *Ecological Indicators*, 162, 112059. <https://doi.org/10.1016/j.ecolind.2024.112059>
- Hasdiansa, I. W., & Hasbiah, S. (2023). The effect of integrated marketing communication on the level of tourist visits in Bosowa Indah Beach Tourism. *Journal of Economics, Entrepreneurship, Management Business and Accounting*, 1(2), 86–93. <https://doi.org/10.61255/jeemba.v1i2.67>
- Johar, K., Tan, D., Maung, Y., & Douglas, I. (2022). Destination marketing: Optimizing resource allocation using modern portfolio theory. *Journal of Travel Research*, 61(6), 1358–1377. <https://doi.org/10.1177/00472875211025099>
- Lai, I. K. W., & Hitchcock, M. (2015). Importance-performance analysis in tourism: A framework for researchers. *Tourism Management*, 48, 242–267. <https://doi.org/10.1016/j.tourman.2014.11.008>
- Laesser, C., Reinhold, S., & Beritelli, P. (2025). The 2024 consensus on advances in destination management. *Journal of Destination Marketing & Management*, 38, 101038. <https://doi.org/10.1016/j.jdmm.2025.101038>
- Mariani, M., Platanakis, E., Stafylas, D., & Sutcliffe, C. (2023). Identifying a destination's optimal tourist market mix: Does a superior portfolio model exist? *Tourism Management*, 96, 104722. <https://doi.org/10.1016/j.tourman.2023.104722>
- Markowitz, H. (1952). Portfolio selection. *The Journal of Finance*, 7(1), 77–91. <https://doi.org/10.2307/2975974>
- Martilla, J. A., & James, J. C. (1977). Importance-performance analysis. *Journal of Marketing*, 41(1), 77–79. <https://doi.org/10.1177/002224297704100112>
- McDonald, R., & Siegel, D. (1986). The value of waiting to invest. *The Quarterly Journal of Economics*, 101(4), 707–727. <https://doi.org/10.2307/1884175>
- Michailidis, A. (2006). Managing tourism investment opportunities under uncertainty: A real options approach. *International Journal of Tourism Research*, 8(5), 381–390. <https://doi.org/10.1002/jtr.585>
- Mokolensang, F., Tilaar, S., & Tarore, R. (2021). Analisis kawasan pariwisata bahari di Kabupaten Minahasa Tenggara [Analysis of marine tourism areas in Southeast Minahasa Regency]. *Sabua: Jurnal Lingkungan Binaan dan Arsitektur*, 10(1), 94–104. <https://doi.org/10.35793/sabua.v10i1.34465>
- Morrison, A. M., Cheah, J.-H. J., & Kumar, R. (2025). A destination performance measurement framework: Exploring the relationships among performance criteria and revisit intentions. *Current Issues in Tourism*, 28(5), 773–791. <https://doi.org/10.1080/13683500.2024.2309149>
- Nurjannah, N., Laori, S., Yahya, M., Sarapang, V. C., & Iriani, N. T. (2026). The influence of the 'Makassar Kota Makan Enak' city branding on city image and tourists' visiting decisions to Makassar City. *Journal of Economics, Entrepreneurship, Management Business and Accounting*, 4(1), 61–76. <https://doi.org/10.61255/jeemba.v4i1.1497>

- Oh, H. (2001). Revisiting importance-performance analysis. *Tourism Management*, 22(6), 617–627. [https://doi.org/10.1016/S0261-5177\(01\)00036-X](https://doi.org/10.1016/S0261-5177(01)00036-X)
- Rašovská, I., Kubickova, M., & Ryglová, K. (2021). Importance-performance analysis approach to destination management. *Tourism Economics*, 27(4), 777–794. <https://doi.org/10.1177/1354816620903913>
- Reinhold, S., Beritelli, P., & Laesser, C. (2023). The 2022 consensus on advances in destination management. *Journal of Destination Marketing & Management*, 29, 100797. <https://doi.org/10.1016/j.jdmm.2023.100797>
- Salmani, Y., & Partovi, F. Y. (2021). Channel-level resource allocation decision in multichannel retailing: A U.S. multichannel company application. *Journal of Retailing and Consumer Services*, 63, 102679. <https://doi.org/10.1016/j.jretconser.2021.102679>
- Sano, K., Sano, H., Yashima, Y., & Takebayashi, H. (2024). The effects of temporal distance and post type on tourists' responses to destination marketing organizations' social media marketing. *Tourism Management*, 101, 104844. <https://doi.org/10.1016/j.tourman.2023.104844>
- Sever, I. (2015). Importance-performance analysis: A valid management tool? *Tourism Management*, 48, 43–53. <https://doi.org/10.1016/j.tourman.2014.10.022>
- Symitsi, E., Markellos, R. N., & Mantrala, M. K. (2022). Keyword portfolio optimization in paid search advertising. *European Journal of Operational Research*, 303(2), 767–778. <https://doi.org/10.1016/j.ejor.2022.03.006>
- Theoharakis, V., Zheng, Y., & Zhang, L. (2024). Dynamic strategic marketing planning: The paradox of concurrently reconfiguring and implementing strategic marketing planning. *Journal of Business Research*, 174, 114525. <https://doi.org/10.1016/j.jbusres.2024.114525>
- Tongkotow, N. F., Waworundeng, W., & Kimbal, A. (2021). Collaborative governance dalam pengelolaan wisata Pantai Lakban di Kecamatan Ratatotok [Collaborative governance in the management of Lakban Beach tourism in Ratatotok District]. *GOVERNANCE*, 1(1), 1–11. Retrieved from <https://ejournal.unsrat.ac.id/v3/index.php/governance/article/view/33717>
- Volgger, M., Cheer, J., & Pforr, C. (2025). Evidence-informed decision-making in sustainable tourism: From research to action. *Journal of Sustainable Tourism*, 33(4), 613–627. <https://doi.org/10.1080/09669582.2025.2461560>
- Wondirad, A., Tolkach, D., & King, B. (2020). Stakeholder collaboration as a major factor for sustainable ecotourism development in developing countries. *Tourism Management*, 78, 104024. <https://doi.org/10.1016/j.tourman.2019.104024>
- Xiao, J., Li, Y., Tian, Y., Jiang, X., Wang, Y., & Wang, S. (2025). Optimising allocation of marketing resources among offline channel retailers: A bi-clustering-based model. *Journal of Business Research*, 186, 114914. <https://doi.org/10.1016/j.jbusres.2024.114914>
- Yang, F. X., Li, X., & Choe, Y. (2022). What constitutes a favorable destination brand portfolio? Through the lens of coherence. *Tourism Management*, 90, 104480. <https://doi.org/10.1016/j.tourman.2021.104480>