

## Literature Review on Crowdsourcing for Local Tourism Development

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### Abstract

Global tourism has been shifting from a mass-market model toward an inclusive and sustainable approach that places local communities at the center of development. However, local tourism initiatives often face challenges such as fragmented governance, limited participation, and weak technological integration. This study aims to examine how crowdsourcing can serve as a participatory innovation mechanism that bridges these gaps by linking community-based tourism with knowledge and innovation management. Using a systematic literature review with a meta-synthesis approach, twelve international and national journal articles published between 2015 and 2025 were analyzed. The findings reveal that crowdsourcing not only facilitates the documentation and transfer of local knowledge but also transforms community wisdom such as traditions, narratives, and cultural practices into authentic tourism products. Digital platforms, including social media and blockchain systems, enhance transparency, collaboration, and equitable benefit sharing among community members. This study concludes that crowdsourcing functions as both a social and technological catalyst for inclusive tourism, enabling sustainable development through active community participation and digital empowerment.

**Keywords:** Crowdsourcing; Inclusive Tourism; Knowledge Management; Innovation Management; Community Participation

### INTRODUCTION

Global tourism has been experiencing a significant paradigm shift from mass tourism models dominated by large corporate entities to more inclusive, participatory, and sustainable approaches that place local communities at the center of development. This transformation is driven by growing awareness of the social, cultural, and environmental impacts of tourism, as well as the recognition that authentic travel experiences are best shaped through local participation and cultural preservation (Sigala, 2021). Inclusive tourism emphasizes equitable access and shared benefits among all stakeholders, including local residents, businesses, and tourists (Boley & Johnson, 2020).

Despite this progress, the development of local tourism in developing countries such as Indonesia still faces persistent challenges. Many community based tourism (CBT) initiatives remain fragmented, with limited technological

adoption, weak governance structures, and insufficient integration of local knowledge into tourism innovation (Anand et al., 2022; Wirawan, 2025). As a result, tourism development often fails to reflect the genuine aspirations and capacities of local people. Traditional top-down approaches where decision making is led by government or external investors tend to overlook community needs and hinder inclusive participation (Zhang & Liu, 2022).

To address these limitations, crowdsourcing emerges as an innovative and participatory approach that bridges the gap between local potential and modern tourism management. It allows communities to contribute ideas, knowledge, and resources through digital platforms, fostering collaboration among local residents, tourists, and stakeholders (Lee, 2025). Crowdsourcing operates not merely as a technological tool but as an innovation management mechanism that integrates knowledge sharing, co-creation, and social empowerment (Leal et al., 2020). When supported by digital technologies such as blockchain and social media, it can enhance transparency, accountability, and equitable distribution of tourism benefits (Gorbatova, 2024; Li et al., 2018).

Although crowdsourcing has been widely applied in business and technological innovation, systematic studies exploring its integration with local tourism development remain limited particularly in the context of developing countries. Existing research tends to focus on digital promotion or destination marketing rather than on the managerial and social dimensions of crowdsourcing for inclusive tourism (Del Vecchio et al., 2025; Waruwu & Octafian, 2024). Therefore, a comprehensive review is needed to understand how crowdsourcing, when linked with knowledge management and innovation management, can foster inclusive and sustainable tourism ecosystems.

This study aims to fill that gap by systematically reviewing international and national literature to develop a conceptual framework connecting crowdsourcing, knowledge management, innovation management, and inclusive tourism. Through a systematic literature review using a meta-synthesis approach, this paper seeks to provide theoretical and practical insights into how community participation and digital collaboration can drive the transformation of local tourism into a more sustainable and equitable system.

## **LITERATURE REVIEW**

### **Crowdsourcing and Innovation Management**

Crowdsourcing is a participatory innovation process that leverages the collective intelligence, creativity, and resources of a wide community through digital platforms. It transforms innovation from a closed, internal process into an open and collaborative mechanism (Chesbrough & Bogers, 2020). In the context of tourism, crowdsourcing provides an alternative model for destination development by integrating local knowledge, visitor experience, and stakeholder contributions (Mariani et al., 2022).

Unlike traditional top-down innovation strategies, crowdsourcing promotes co-creation, where communities and users actively contribute to problem-solving, product development, and service design (Buhalis & Sinarta, 2019). This participatory nature enhances the adaptability of tourism services to local contexts and changing market needs. Furthermore, when combined with digital transformation strategies, crowdsourcing becomes an effective tool for inclusive

innovation management, supporting transparency and accountability in tourism initiatives (Bag et al., 2021).

The effectiveness of crowdsourcing depends on motivation mechanisms, feedback systems, and governance structures that ensure inclusivity and fairness (Kraus et al., 2022). In community-based tourism, these elements are crucial to maintaining trust among contributors and ensuring that innovation outcomes reflect shared local values.

### **Knowledge Management and Local Wisdom**

Knowledge Management (KM) plays a central role in organizing, transferring, and transforming both tacit and explicit knowledge within tourism systems (Kumar et al., 2023). In local tourism, much of this knowledge resides in communities as local wisdom traditional practices, folklore, and environmental understanding that shape authentic visitor experiences (Prayag et al., 2020).

However, managing this dispersed and unstructured knowledge remains a major challenge for small and community-based tourism enterprises (Sigala & Rahimi, 2019). Crowdsourcing provides a solution by enabling structured data collection from diverse participants through online platforms. This approach not only democratizes knowledge creation but also strengthens community participation in tourism governance (Della Corte et al., 2021).

The synergy between KM and crowdsourcing leads to what is termed collective knowledge ecosystems, where digital tools facilitate documentation, validation, and dissemination of community-based insights (Santoro et al., 2021). When properly managed, these ecosystems enhance innovation capacity and preserve cultural authenticity within sustainable tourism models.

### **Inclusive Tourism and Community-Based Development**

Inclusive tourism aims to ensure that the economic, social, and cultural benefits of tourism are distributed equitably among all community members (Lai et al., 2020). It emphasizes empowerment, accessibility, and active participation, aligning closely with the principles of Community-Based Tourism (CBT). Studies show that participatory governance and local leadership are key to sustaining CBT success (Su et al., 2023).

The integration of crowdsourcing into inclusive tourism initiatives allows communities to directly shape the direction of development. Through open digital platforms, community members can propose ideas, identify challenges, and participate in co-designing tourism products (Nicolás et al., 2021). This participatory process enhances ownership, reduces dependency on external actors, and promotes long-term sustainability.

Moreover, digital transformation technologies such as blockchain, artificial intelligence, and big data analytics can strengthen inclusivity by promoting transparent decision-making and equitable value distribution (Pan et al., 2022). Thus, crowdsourcing serves as both a technological and social infrastructure that operationalizes the principles of inclusivity within local tourism systems.

### **Integrated Conceptual Perspective**

The theoretical synthesis of this study connects crowdsourcing, knowledge management, innovation management, and inclusive tourism into a unified conceptual model. Crowdsourcing functions as the operational mechanism that enables the transfer and utilization of local knowledge, while knowledge management provides the framework for organizing and preserving it. Innovation

management ensures that these collective insights are translated into practical tourism solutions, and inclusive tourism ensures that the outcomes benefit the wider community.

This integration reflects a holistic approach to sustainable tourism development one that values both technological innovation and socio-cultural inclusion. The conceptual framework proposed in this study highlights how digital participation can empower communities to co-create tourism futures that are equitable, authentic, and sustainable.

## **METHOD**

This study employs a Systematic Literature Review (SLR) combined with a meta-synthesis approach to integrate conceptual and empirical findings from previous studies related to crowdsourcing, knowledge management, innovation management, and inclusive tourism. The use of SLR enables the researcher to identify, evaluate, and synthesize relevant studies in a structured and transparent manner (Snyder, 2019). The meta-synthesis technique was applied to interpret and merge qualitative findings from multiple research articles into a coherent conceptual framework (Hong et al., 2020).

### **Literature Search Strategy**

The literature search was conducted between January and March 2025 across four major academic databases: Scopus, Web of Science, ScienceDirect, and Sinta. To ensure comprehensive coverage, multiple search strings were constructed using Boolean operators (AND/OR) such as “crowdsourcing AND tourism innovation”, “knowledge management AND sustainable tourism”, and “community-based tourism AND inclusive development”. The search was limited to peer-reviewed journal articles published between 2015 and 2025, written in English or Indonesian, and focused on tourism-related contexts.

In addition, supplementary searches were conducted through Google Scholar and reference snowballing to capture relevant studies not indexed in the aforementioned databases (Tranfield et al., 2020). The Publish or Perish (PoP) tool was also utilized to assist in citation analysis and metadata extraction.

### **Inclusion and Exclusion Criteria**

Articles were included based on the following criteria:

1. publications within the defined 2015-2025 range
2. empirical or conceptual studies related to tourism, crowdsourcing, or innovation management
3. journal articles indexed in reputable databases.

Excluded materials consisted of conference proceedings, theses, policy papers, non-peer-reviewed reports, and studies irrelevant to the research questions (Page et al., 2021). After the screening and deduplication process, twelve articles were selected for full-text review and synthesis.

### **Data Extraction and Analysis**

Each article was reviewed in full to extract information on research objectives, theoretical perspectives, methods, findings, and contextual factors. The extracted data were organized into thematic matrices representing the major analytical dimensions: Crowdsourcing and Innovation, Knowledge Management in Tourism, Inclusive Tourism and Community Participation, and Digital Transformation in Local Development.

A qualitative coding process was then performed using NVivo 14 software to identify recurring patterns and thematic relationships. This software facilitated transparent coding and ensured consistency in theme categorization (Bengtsson, 2019). To validate the coding process, peer debriefing and cross-checking among reviewers were conducted to reduce subjectivity and enhance interpretive credibility (Nowell et al., 2019).

### **Synthesis Procedure**

The meta-synthesis process followed the three-stage framework proposed by Sandelowski and Barroso (2002):

1. data extraction, identifying theoretical and methodological contributions of each study
2. thematic grouping, clustering similar findings into conceptual categories
3. integrative synthesis, combining the main insights into an overarching narrative that connects crowdsourcing, innovation, and inclusive tourism.

To ensure transparency and reproducibility, a PRISMA 2020 flow diagram was developed to depict the article selection process. The analytical results were interpreted narratively, emphasizing both convergence and divergence across studies.

Through this structured approach, the research ensured the inclusion of relevant, high-quality literature and produced a conceptually grounded synthesis that reflects global and local developments in crowdsourcing for tourism innovation.

## **RESULT**

The literature review indicates that the crowdsourcing-based infrastructure approach is not merely a data-gathering mechanism but a strategic innovation management system that integrates community participation, technological collaboration, and knowledge governance. Crowdsourcing transforms the innovation process into a participatory framework, where both local communities and tourists act as co-creators rather than passive recipients (Lee, 2025). Its success relies on well-defined objectives, continuous motivation, and effective coordination making it a managerial challenge that requires strategic foresight and social understanding, not just technical execution (Buhalis & Sinarta, 2019; Mariani et al., 2022).

Furthermore, the integration of crowdsourcing and knowledge management is central to sustainable tourism innovation. Recent studies emphasize that local wisdom is a valuable but fragmented resource that must be systematized through participatory mechanisms (Anand et al., 2022; Santoro et al., 2021). Digital platforms enable communities to contribute ideas, identify tourism needs, and preserve cultural heritage, turning dispersed insights into structured knowledge for localized innovation (Kumar et al., 2023; Della Corte et al., 2021).

Finally, the role of digital technologies particularly blockchain and artificial intelligence extends beyond promotion to enhancing transparency, equity, and trust among tourism stakeholders (Pan et al., 2022; Gorbatoeva, 2024). Blockchain-based systems can record contributions and ensure fair distribution of benefits, addressing socio-economic inequalities within community-based tourism (Kraus et al., 2022). Overall, crowdsourcing serves as a governance framework that bridges innovation, knowledge management, and digital

inclusion, fostering a participatory and sustainable model of local tourism development.

**Synthesis Analysis and Key Findings From The Literature**

The synthesis of international and Indonesian studies highlights the growing convergence between crowdsourcing, digital innovation, and knowledge management in supporting sustainable and community-based tourism. Indonesian scientific literature has begun to address these dimensions, showing strong contextual relevance. For instance, Waruwu and Octafian (2024), through their study “Kampung Pelangi Tourism Promotion Innovation: Community Involvement and the Use of Social Media,” demonstrate that social media-based crowdsourcing can effectively stimulate local participation and destination visibility. This aligns with Buhalis and Sinarta (2019), who noted that real-time co-creation in digital tourism ecosystems enhances community empowerment and narrative ownership. Similarly, Wirawan (2025) highlights the complex tension between commercialization and cultural preservation in Ubud, Bali, showing that integrating local wisdom into the tourism economy requires inclusive governance and adaptive management consistent with Anand et al. (2022), who found that managing tacit knowledge within community contexts remains one of the core challenges of tourism innovation.

**Table 1: Summary of International Journal References**

Author(s)	Key Contributions
Grèzes et al., 2018	Presenting techniques crowdsourcing for tourism venture ideation and funding. This chapter of the book directly addresses various techniques crowdsourcing for tourism business ideation and funding. This is a fundamental resource linking crowdsourcing with innovation and entrepreneurship in the tourism sector.
Anand et al., 2022	A comprehensive literature review on the role of knowledge management in tourism, highlighting the challenges of knowledge management. This literature review provides a comprehensive overview of the role of knowledge management in tourism, highlighting the challenges in managing knowledge.tacitfrom tourists and stakeholders, which is crucial for innovation.
Bailur & Sharif, 2020	Critically examining the concept of inclusivity in crowdsourcing; inclusivity is relative. While not tourism-specific, this article is significant because it critically examines the concept of inclusivity in crowdsourcing and demonstrates that inclusivity is influenced by the initiative's vision and strategy.
Del Vecchio et al., 2025	Explaining how digital technologies such as XR and IoT can drive innovation and digital transformation in tourism. This article discusses how digital technologies, including IoT and XR, can drive innovation and digital transformation in tourism, relevant to the technology-based infrastructure aspect.
Gorbatova, 2024	This study highlights the importance of community involvement in tourism planning to ensure equitable and harmonious development and address challenges such as social stereotypes.

Days, 2025	Underscoring the central role of local wisdom in sustainable tourism and cultural preservation. This article explicitly discusses the central role of local wisdom in promoting sustainable tourism and environmental preservation. It is a key resource for understanding the value of community knowledge in tourism development.
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Source : Research Data, 2025

Table 1, which summarizes international literature, provides evidence of diverse yet interconnected research directions. Anand et al. (2022) emphasize the strategic importance of knowledge management in tourism innovation, echoing Santoro et al. (2021) who argue that crowdsourcing and big data facilitate knowledge co-creation in tourism ecosystems. Bailur and Sharif (2020) add a critical social dimension, observing that inclusivity in crowdsourcing is relative and depends on institutional design and stakeholder motivation. Del Vecchio et al. (2025) and Kraus et al. (2022) contribute a technological perspective, illustrating how emerging technologies such as IoT, blockchain, and extended reality (XR) enhance transparency and engagement within digital tourism environments. Meanwhile, Days (2025) and Gorbatova (2024) reinforce the socio-cultural foundation of sustainable tourism, emphasizing that local wisdom and community participation must guide technological innovation. Collectively, these findings underline that global tourism innovation is transitioning from a technology-driven model toward a knowledge- and community-centered paradigm.

**Table 2: Summary of Indonesian Journal References (SINTA)**

Author(s)	Key Contributions
Waruwu & Octafian, 2024	A case study of destination promotion through social media in Kampung Pelangi. This case study provides a concrete example of how digital innovation, through the use of social media, can engage the public in destination promotion.
Azwar et al., 2023	CBT development strategies using the Penta-Helix approach and local wisdom. This article is highly relevant because it discusses the role of local wisdom in CBT development strategies using the Penta-Helix approach, which emphasizes the importance of collaboration between stakeholders.
Wirawan, 2025	An analysis of the tension between commercialization and cultural preservation in Ubud Tourism Village. This study highlights the challenges faced by tourism villages in integrating local wisdom into the tourism economy, highlighting the tension between commercialization and preservation.
Tobondo, Y. A., et al.	Literature review on <i>digital storytelling</i> for community-based tourism promotion. This article discusses how digital tools such as <i>digital storytelling</i> can be used for community-based tourism promotion, which is highly relevant to crowdsourcing-based infrastructure approaches.

Source : Research Data, 2025

Table 2 presents findings from Indonesian journal articles indexed in SINTA, which serve as valuable case-based evidence connecting global theories to local realities. Waruwu and Octafian (2024) illustrate how social media platforms operate as participatory crowdsourcing tools, engaging local communities in storytelling and tourism promotion. Azwar et al. (2023) integrate the Penta-Helix

model to demonstrate that multi-stakeholder collaboration linking government, academia, industry, media, and the community can strengthen the implementation of community-based tourism (CBT) through the mobilization of local wisdom. Wirawan (2025) shows that unregulated commercialization risks undermining authenticity, highlighting the need for cultural sensitivity in policy design. In addition, Tobondo et al. (2025) explore digital storytelling as a form of cultural crowdsourcing that bridges community identity and destination branding. These findings collectively confirm that Indonesia's tourism innovation practices align with global discussions (Mariani et al., 2022; Kumar et al., 2023), where technology serves as an enabler for inclusion, transparency, and equitable participation.

Interpreting both tables, this literature synthesis reveals three key insights. First, crowdsourcing functions as a collaborative innovation mechanism, integrating technological tools with participatory governance to co-create tourism products (Bag et al., 2021). Second, knowledge management plays a transformative role, allowing local wisdom to be captured, codified, and applied in destination management, resonating with the framework of Della Corte et al. (2021). Third, digital technologies act as transparency enablers, addressing equity challenges in tourism ecosystems through accountable, blockchain-based infrastructures (Kraus et al., 2022). By synthesizing international theory and Indonesian practice, this study affirms that crowdsourcing-based tourism development represents an intersection between innovation, social inclusion, and local cultural preservation positioning Indonesia as a critical empirical setting for participatory digital tourism research.

### **Crowdsourcing as a Participatory Innovation Mechanism**

The concept of crowdsourcing has fundamentally transformed how innovation is managed across various sectors, including tourism. It functions as a participatory innovation management mechanism that leverages the collective intelligence of large and diverse groups through digital platforms (Bailur & Sharif, 2020; Lee, 2025). Rooted in the principles of open innovation, this approach emphasizes that organizations should not rely solely on internal resources but also incorporate external knowledge to foster creativity, adaptability, and sustainable competitive advantage (Kraus et al., 2022; Gorbatoeva, 2024).

In the tourism context, crowdsourcing facilitates collaborative value creation by directly engaging both tourists and local communities in the development and improvement of tourism products, services, and infrastructure (Del Vecchio et al., 2025). This interaction enables a dynamic exchange of ideas, where stakeholders co-create innovations that reflect local needs, preferences, and cultural values (Anand et al., 2022). For example, *idea crowdsourcing* allows communities to propose solutions for issues such as environmental management, accessibility, and heritage preservation. In contrast, *crowdfunding* empowers residents and visitors to financially support community-based tourism initiatives, thus reinforcing social ownership and accountability (Days, 2025).

The success of any crowdsourcing initiative depends on clearly defined goals, effective digital infrastructure, and the sustained motivation of participants. Studies emphasize that providing recognition, trust, and social incentives significantly enhances participation and creativity (Buhalis & Sinarta, 2019; Santoro et al., 2021). In this regard, crowdsourcing represents more than a



technological process it embodies a social innovation framework that integrates community participation, technological mediation, and inclusive governance to advance sustainable tourism development.

### **Local Knowledge Management as a Foundation For Innovation**

Tourism is fundamentally a knowledge-intensive industry, relying heavily on tacit and experiential knowledge that is often unstructured and difficult to formalize such as tourists' perceptions, emotions, and the local wisdom of host communities. Within this context, knowledge management (KM) serves as a strategic process encompassing the acquisition, sharing, and utilization of both explicit and tacit knowledge to foster innovation and sustainable development (Anand et al., 2022; Azwar et al., 2023). Effective KM enables tourism stakeholders to systematically document and integrate insights derived from community experiences into destination management and product innovation.

In the context of inclusive tourism, one of the most valuable yet underutilized forms of knowledge is local wisdom indigenous knowledge passed down through generations. This includes sustainable land-use practices, cultural preservation techniques, and traditional craftsmanship that embody the community's identity and environmental ethics (Tobondo et al., 2025; Wirawan, 2025). Integrating such wisdom not only enhances cultural authenticity but also ensures that tourism experiences remain environmentally responsible and socially inclusive. Similar to the findings of Santoro et al. (2021) and Kumar et al. (2023), local knowledge acts as a key determinant of innovation capability, enabling destinations to design tourism products rooted in authenticity and place-based values.

However, the process of identifying, capturing, and managing this knowledge remains a persistent challenge. Much of it is dispersed among community members, undocumented, and embedded within daily practices, making it difficult for small tourism organizations to access and operationalize (Days, 2025). This is where crowdsourcing functions as a catalytic bridge. Digital crowdsourcing platforms facilitate participatory knowledge collection by enabling communities to contribute directly proposing new tourism concepts, identifying infrastructure needs, or translating promotional materials into local languages (Del Vecchio et al., 2025). This process transforms fragmented tacit knowledge into structured, analyzable data that can inform policy, product development, and innovation management. As noted by Kraus et al. (2022), digital transformation is most effective when it empowers communities as co-creators of knowledge rather than passive data providers. Thus, crowdsourcing strengthens knowledge management systems while ensuring that innovation in tourism remains context-sensitive, culturally embedded, and socially equitable.

### **The Participatory Development**

Inclusive tourism has emerged as a transformative paradigm that seeks to ensure equitable participation and benefit-sharing across all social groups. It transcends the traditional notion of accessibility for individuals with disabilities by encompassing broader dimensions of social justice, economic inclusion, and cultural respect (Gorbatova, 2024). This paradigm emphasizes that tourism should empower all stakeholders particularly marginalized communities by enabling them to actively shape and benefit from tourism development (Kraus et al., 2022).

Within this framework, Community-Based Tourism (CBT) represents the most applicable model for achieving inclusivity. CBT positions local communities as the primary decision-makers, owners, and managers of tourism resources, ensuring that both economic gains and social value remain within the local context (Azwar et al., 2023). Empirical evidence shows that CBT initiatives contribute significantly to poverty alleviation, gender empowerment, and cultural preservation when designed through participatory governance structures (Tobondo et al., 2025; Wirawan, 2025). Furthermore, Mariani et al. (2022) emphasize that integrating digital innovation within CBT strengthens transparency, participation, and destination competitiveness by enhancing local visibility and community-driven storytelling.

In this regard, crowdsourcing emerges as a powerful operational mechanism to strengthen participatory development within CBT frameworks. Crowdsourcing enables communities to take part in every stage of tourism management from planning and product ideation to marketing and evaluation (Santoro et al., 2021; Kumar et al., 2023). By using digital platforms, residents can share ideas, propose sustainable practices, and collectively promote their destinations in ways that reflect their cultural identity and local aspirations (Del Vecchio et al., 2025). This participatory process aligns with Bag et al. (2021), who found that crowdsourcing fosters social inclusion and innovation by integrating digital collaboration into governance systems. Thus, the integration of crowdsourcing within CBT not only democratizes decision-making but also ensures that tourism development is grounded in equity, authenticity, and local empowerment.

## CONCLUSION

The findings of this study reaffirm that crowdsourcing serves as a transformative mechanism for innovation and inclusivity in local tourism development. Rather than functioning merely as a technological or data-driven process, crowdsourcing represents an integrative framework that combines knowledge management, community participation, and digital collaboration. By engaging local communities as active contributors, this approach strengthens the co-creation of ideas, transparency, and accountability in tourism governance. It also ensures that development outcomes reflect local aspirations, cultural authenticity, and sustainable values.

Furthermore, the synthesis of both international and Indonesian literature underscores that knowledge management rooted in local wisdom plays a crucial role in shaping inclusive tourism innovation. When effectively supported by crowdsourcing platforms, indigenous knowledge can be transformed from fragmented community insights into structured, actionable data that informs destination planning and product development. This integration bridges the gap between global innovation theories and local realities, positioning community-based tourism (CBT) as a practical model for participatory governance and equitable growth.

Ultimately, this research highlights that the success of tourism innovation depends on the synergy between digital transformation, social inclusion, and local empowerment. Crowdsourcing not only enhances innovation capability but also reinforces cultural preservation and social equity. For future research,

deeper empirical studies are recommended to examine how various digital platforms such as blockchain, AI-driven data analysis, and social media ecosystems can optimize community participation and long-term sustainability in tourism management. Strengthening cross-sector collaboration among government, academia, industry, and communities will be essential to ensure that inclusive tourism becomes both technologically adaptive and socially just.

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