



**Title: Strategic Development Blueprint for an Emerging Tourism
Region: Eastern Bhutan as a Sustainable High-Value Destination**

Student Name: RAM PRABESH SAH

Student ID: DE240026

Subject and Class: Tourist Regions and Attractions

Submission Date: 23-June-2025

**Institution Name: European Institute of Innovation,
Entrepreneurship and Technology**

Table of Contents

Abstract	3
1. Introduction	4
2. Literature Review	5
2.1 Theories of tourist destination development	5
2.2 Tourism Sustainable Development	5
2.3 Community based tourism.....	6
2.4 Branding and Destination image	6
3. Methodology.....	6
3.1 Method of the research	6
3.2 Model of Analysis.....	7
3.3 Sources of data.....	7
3.4 Strategic Planning Process	7
4. Findings	7
4.1 Situational Analysis	7
4.1.1 SWOT Analysis.....	7
4.1.2 PESTEL Analysis	9
4.2 Regional Assets and Attraction Potential	9
4.2.1 Cultural Capital.....	10
4.2.2 Natural Asset.....	10
4.2.3 Potential of Adventure Tourism	11
4.3 Infrastructure Assessment	11
5. Discussion.....	11
5.1 Strategic Development Framework	11
5.1.1 Phase 1 Foundation Building (Years 1-3):	12
5.1.2 Phase 2: Product Development and Market Entry (Years 4-7)	13
5.1.3 Phase 3: Competitive Positioning and Sustainable Growth (Years 8-10).....	14
5.2 Addressing Development Challenges	14
5.2.1 Strategy for Infrastructure Development.....	14

5.2.2 Governance and Coordination Mechanisms.....	15
5.2.3 Image Building and Marketing Strategy.....	15
5.3 Risk Management and Mitigation.....	16
5.3.1 Environmental Risk Management.....	16
5.3.2 Reducing Economic Risk.....	16
5.3.3 Cultural Risk Management.....	16
6. Conclusion.....	17
7. References.....	18

Abstract

The present strategic blueprint assesses the potential of Eastern Bhutan as new high-value tourism destination. With the assistance of comprehensive situational analysis through the use of SWOT and PESTEL models, the proposed study managed to discover the pure Ecosystems, authentic experiences, and the diverse cultural heritage of the region as the main competitive advantages. The study presents a three-step development plan that favors the element of sustainable tourism, community empowerment, and protection of the ecological environment amid grave concerns about the lack of adequate infrastructure and governance problems. The blueprint utilizes the Tourism Area Life Cycle model of Butler combined with sustainable development paradigms to develop a blueprint to the process that will make Eastern Bhutan a competitive but not irresponsible tourism destination. Some of the recommendations that should be implemented are

the intended creation of controlled systems of access, development of tourism projects based in community and building strategic partnership to develop infrastructure, without compromising the Bhutanese adherence to the term Gross National Happiness.

Keywords: sustainable tourism development, destination competitiveness, community-based tourism, Eastern Bhutan and strategic planning.

1. Introduction

The world tourism sphere is still striving to become more sustainable and authentic hence allowing other unexplored parts of the world to become competitive tourist places. The eastern part of Bhutan, which is made up of the districts of Trashigang, Trashiyangtse, Mongar, Lhuentse and Pemagatshel, and even certain regions of Bumthang, is a huge unexploited tourist asset in the Himalayan realm. Although the West of Bhutan gathers most foreign tourists, the East is far less visited, which means that it provides one with perfect landscapes and original culture as well as a possibility not only to fit in but also to play the role of a communicative participant of the process.

The current strategic development plan is on how Eastern Bhutan as a region will become a competitive tourism destination with keeping in mind the commitment of the country to sustainable development and cultural preservation. The strategic position of the region in historical trade, the different ethnic communities as well as the outstanding biodiversity offers distinction tourism products in the region. Nevertheless, issues such as poor infrastructure, accessibility and capacity development demands require a well-planned development strategy.

This research work would be of great importance as it would be an input in the diversification of tourism in Bhutan and also offer an example of viable region development in a relative environment. With the global tourism market switching to authentic, sustainable, and transformative tourism destinations, the Eastern Bhutan state of high-value, low-impact strongly corresponds with the market needs and national development agenda.

2. Literature Review

2.1 Theories of tourist destination development

The model of Tourism Area Life Cycle (TALC) as developed by Butler (1980) remains a standpoint to understanding the evolution of destinations overtime as being explored to possible decline or even renewal. What is important about the model to emerging destinations such as Eastern Bhutan is that it makes use of controlled development of the region during the start-up years so that the region is not over-commercialized and the environment is not destroyed. Follow-up studies by Agarwal (2002) and Lagiewski (2006) have traded off the model to include the concept of sustainable development and stakeholders participation which is more applicable in culturally sensitive destinations.

The destination competitiveness framework by Pike and Page (2014) lays provides the significance of the unique resource, good management, and strategic positioning to build up competitive sustainability. Their work points at the way destinations have to strike the right balance between utilisation and preservation especially in culturally rich areas such as Eastern Bhutan where cultural and environmental resources are the main basis of attraction.

2.2 Tourism Sustainable Development

Sustainable tourism development became a construct that has been changed since the first piece of work by Brundtland (1987) on sustainable development. The foundations of how tourism sustainability should be examined were laid by Bramwell and Lane (1993), which identified the concept as including three aspects, namely, environmental, economic and socio-cultural components. According to the recent works by Higgins-Desbiolles (2018) and Gossling et al. (2012), community involvement, as well as environmental management, plays a crucial part in establishing genuinely viable tourism systems.

Ecotourism principles presented by Honey (2008) offer pertinent suggestions to the development of Eastern Bhutan to focus on traveling with responsibility to natural crannies and sustaining environment and promoting welfare of the locals. A combination of these values with Bhutanese philosophy of Gross National Happiness brings about a different development model where the well being of people takes precedence over strictly economic measures.

2.3 Community based tourism

Community based tourism (CBT) has of late become an important development strategy to rural and indigenous destinations. The study conducted by Goodwin and Santilli (2009) explains how CBT can be economically beneficial, stay culturally faithful and in line with environment preservation. The critical analysis of subject of community participation expressed by Blackstock (2005) informs us of the need to have real participation and not token participation.

Such success factors are listed in the recent research conducted by Mtapuri and Giampiccoli (2019), which emphasize proper organization of the communities, purposeful capacity building, and robust market connections, among others, as the success factors of CBT implementation. These briefs have a lot of significance to diverse ethnic communities in Eastern Bhutan and their possible role in tourism development.

2.4 Branding and Destination image

The theory of nation branding presented by Anholt (2010) offers ways through which destinations in competitive markets can achieve unique identities. In the case of Eastern Bhutan, the problem is how to stand out of the existing destinations in the Himalayas and remain authentic. The article by Morgan et al. (2011) on destination branding stresses the significance of multi-stakeholder cooperation and use of the authentic storytelling to developing powerful destination narratives.

Place branding as an idea formulated by Kavaratzis and Hatch (2013) provides patterns of thinking through the meaning of the destination having distinctive character that shows high-touch fit as well as authentic destination features and values.

3. Methodology

3.1 Method of the research

The proposed study is a mixed-method research and will entail qualitative or rather a qualitative and quantitative analysis to come up with an extensive strategic blueprint. With the help of desktop research, stakeholder analysis, and strategic planning frameworks, the research design will weave

in a set of recommendations to implement in the development of tourism in the Eastern part of Bhutan.

3.2 Model of Analysis

SWOT Analysis: Internal weaknesses and powers are analyzed as well as external opportunities and threats to define the priorities of the strategy development.

PESTEL Analysis: Political factors, Economic factors, Social factors, Technological factors, Environmental factors and Legal factors that influence the development of tourism are studied systematically.

Stakeholder Analysis: The stakeholders such as governmental bodies, local communities, the business sphere, and international arrangements are defined and their stake appraised.

3.3 Sources of data

The main sources of primary data are the government tourism statistics, development reports, as well as policy documents. Secondary sources include scholarly sources, industry reports and cross destination case studies. The stakeholder analysis and development recommendations are informed by expert interviews and community consultations.

3.4 Strategic Planning Process

The strategic planning procedure has adopted well known destination management planning procedures, which include stage of visioning, goal setting, strategy development, and implementation plan. The strategy makes sure that it complies with national tourism policy and goals towards sustainable development.

4. Findings

4.1 Situational Analysis

4.1.1 SWOT Analysis

Strengths:

- Clean natural scenic beauty with little or no tourism interventions
- An abundant cultural heritage, together with authentic traditional practices.
- A pronounced commitment by the government to achieving sustainable development.
- Uniqueness to the Bhutan High Value Low Impact tourism policy
- The multitude of ethnic groups with different cultural outings
- Geographical site at the historic trading routes
- An established protected area network guarantees effective environmental protection.
- Well developed community cohesiveness and traditional forms of governance

Weaknesses:

- Poor tourist infrastructure and accommodation services
- Bad road, transport problems
- Shortage of the human resources in tourism services
- No marketing and promotional activities
- Communication problems and language barrier
- Scarcity of technological assets and connectivity
- Inadequate growth of tourism products and experience
- Low participation of the private sector in the tourism sector

Opportunities:

- Increasing demand of real and sustainable tourism experiences throughout the world
- Possibility of adventure tourism and eco-tourism development
- Government-driven assistance for the development of the eastern region.
- The growing demand of Buddhist culture and meditation tourism
- Opportunity for cross-border travel with India along with the wider drive toward inter-regional integration.
- Expanding tourist industry in Bhutan
- Opportunities of climate change adaptation using sustainable tourism
- Possibilities of innovative tourism products including culture and nature.

Threats:

- The threat of other expected Himalayan destinations
- Climate change effect on visitors and attraction sites
- Possible over-tourism due to lack of careful management of the development
- Economic reliance on few tourist seasons
- Losing authenticity and commodifying culture
- Accessibility issues caused by political instability of close areas
- Editions of global economic turmoil have affected international tourism.
- Strains on the delicate ecosystems cause by infrastructure development

4.1.2 PESTEL Analysis

4.2 Regional Assets and Attraction Potential

Political Factors: The stability of the political system has made Bhutan to have an enabling political environment supporting tourism development. Responsible tourism growth is supported by the fact that the government has committed to Gross National Happiness and sustainable development. Nonetheless, the centralized decision making can hamper the development efforts by the regions.

Economic Factors: Eastern Bhutan has a low economic diversification which leads to the possibility of tourism as an alternative source of income. Nonetheless, there exist high development costs because of rough terrain and low capacity levels of the private sector in terms of investing. Tourism preparedness is compromised by the economic relying of the region in agriculture and its small cash economy.

Social Factors: A powerful sense of cultural identity and strong community are the sources of authentic tourism. Nonetheless, different communities have different levels of education and proficiency of the English language which influences the capacity of service delivery. Conventional forms of societies are likely to favor as well as hinder tourism development programmes.

Technological Factors: Digital marketing and services delivery are limited because there is a limited telecommunications infrastructure. But, when it comes to a scheduled enhancement of the connectivity, there are chances of inventive tourism usages. The technological gap experienced in the region demands serious investment in the modern tourism activities.

Environmental Factors: Natural environment and biodiversity are of high quality and they are sources of tourism attractions. It is a problem in the long run as climate change influences the monsoon patterns, as well as, ecosystem stability. The altitude and tough terrain of the region offers opportunities in unique experience as well as poses logistical difficulties.

Legal Factors: The tourism regulations in Bhutan that promote controlled development in tourism are consistent with the aspects of sustainable tourism. Tourism investment can, however, be detracted by complex permit procedures and regulatory structures. Development of tourism is to be negotiated through the laws of land ownership and traditional systems of resource management.

4.2.1 Cultural Capital

The eastern part of Bhutan hosts outstanding cultural diversity with unique ethnic population such as Sharchop, Kheng, Kurteop, and Brokpa. Every community keeps to different languages, festivals, crafts and traditional activities mostly unaffected by modernization. It is here that more than 40 traditional festivals (tsechus) are held every year offering some very real cultural experiences that one cannot experience in Western Bhutan.

Eastern Bhutan also has traditional buildings with strong regional varieties where pre-decoration of woodcarvings, cloth designs and grading of buildings indicate the local cultural identity. Old monasteries such as Gom Kora and Chorten Kora have the status of the main pilgrimage site that has a strong spiritual and historical meaning.

4.2.2 Natural Asset

The element of diversity in ecosystems offered by the region has made it to harbor an extraordinary diversity of life such as rare species like Bengal tiger, Asian elephant and a myriad of endemic birds. The landscape is composed of large and dramatic river valleys, forests that are untouched and sacred mountains that make up breath taking panoramas.

In eastern Bhutan, there are several protected sites such as squares of Bumdeling Wildlife Sanctuary and Khaling Wildlife Sanctuary, which is set up to preserve the ecosystem but at the same time offer potential to nature tourism. River network in the region has potential of adventure activities such as rafting and fishing.

4.2.3 Potential of Adventure Tourism

The passes, steep ridges and Untouched surroundings provide a top pace of adventure tourism such as trekking, mountain biking and rock climbing. The region has got many undeveloped trekking routes, which can be accessed in the remote valleys and high altitude landscapes, which are not found anywhere in Bhutan.

Agritourism and cultural immersion activities can be carried out in traditional activities such as yak farming, nat l farming activities, and handicraft production. Isolation and authenticity of the region make it have the potential of transformative tourism experiences involving adventure, culture, and spirituality.

4.3 Infrastructure Assessment

Existing infrastructure constraints are poor road linkages with most of the area only accessible on foot or four-wheel-drive vehicles. There are very limited accommodation facilities with scant few hotels or guesthouses that are international standards. Infrastructure for communications is still underdeveloped with very limited internet access and mobile phone coverage.

But standard government schemes include road improvement projects and planned infrastructure development for prioritizing regional access. The region has steady hydroelectric power generation and constructing water supply infrastructure in urban agglomerations.

5. Discussion

5.1 Strategic Development Framework

Strategic planning in growth of Eastern Bhutan as a tourist destination entails gradual approach whereby the aim of growth can be achieved with coherence to sustainability priorities. Depending upon the situational analysis and evaluation of regional assets, three-staged development plan can be seen as the most likely course of action to turn the region into competitive but responsible tourism destination.

5.1.1 Phase 1 Foundation Building (Years 1-3):

Infrastructure Development: Priority Infrastructure Investment should be on enhancing basic access and service delivery capacity. The roads between big settlements and the current highway systems should be improved further to allow tourism to flourish. Position of the communication towers will be strategy that will enhance connectivity during tourism operations as well as during emergencies.

These simple facilities of accommodation ought to center on community-owned guesthouses and homestays, instead of big commercial hotels. This practice is viable to the local community, as well as economically sustainable with cultural and environmental integrity. Development of homestay standards and certification by the government guarantees quality of services without losing traditional architecture and other practices.

Capacity Building: Sounds like a holistic development of human resource has to be done on different skills like language, delivery of hospitality services, and managing tourism businesses. The target of the training programs should include community leaders, those who have a potential to sell tourism services, and the officials of the local government in coordinating the development of tourism.

To avoid the commodification of a culture, tourism should be matched with cultural preservation activities so that it remains true and real to the culture. Writing down information about traditional practices, crafts and knowledge systems not only provides material to be used in tourism interpretation but also aids the cultural continuity.

Institutional Framework: Formulation of regional tourism coordination instruments means that there will be successful planning and execution of development projects. Public-private partnerships have to be erected in order to combine the influence of the government with the expertise and the financial might of the private sector.

Community based tourism operations in terms of regulatory models have to be developed to suit quality standards as far as adaptation in various localities is concerned. The management procedures on the environment should be set to ensure that the environment is not affected so much by tourism activities.

5.1.2 Phase 2: Product Development and Market Entry (Years 4-7)

Tourism Product Development: Signature experiences combining cultural immersion, adventure activities, and spiritual elements should form the core tourism offering. Multi-day trekking circuits connecting cultural sites, natural attractions, and community experiences provide high-value tourism products justifying premium pricing.

Seasonal programming addressing monsoon accessibility challenges ensures year-round tourism opportunities. Winter cultural festivals and spring wildlife viewing complement summer trekking seasons, creating diverse market segments and extended tourism seasons.

Adventure tourism products including mountain biking trails, rock climbing sites, and river activities require careful development with appropriate safety protocols and environmental safeguards. Professional guide training and equipment standards ensure visitor safety while creating employment opportunities for local communities.

Market Development: Initial market development should target experienced Bhutan visitors seeking authentic experiences beyond traditional circuits. Cultural tourism markets including Buddhist practitioners and cultural enthusiasts represent key segments aligned with regional offerings.

Adventure tourism markets from neighboring countries provide accessible demand for regional products. Indian markets particularly offer opportunities for cross-border tourism development supporting regional integration objectives.

Digital marketing strategies utilizing social media and online platforms can effectively reach target markets despite infrastructure limitations. Partnership with established tour operators provides market access while building regional tourism capacity.

Quality Assurance: Service standards development ensures consistent visitor experiences while maintaining authenticity. Community-based quality assurance programs empower local stakeholders to maintain standards and address service issues.

Visitor feedback systems provide continuous improvement mechanisms while building destination reputation. Professional development programs for service providers ensure capacity building keeps pace with market development.

5.1.3 Phase 3: Competitive Positioning and Sustainable Growth (Years 8-10)

Market Differentiation: Eastern Bhutan is uniquely positioned as an authentic community-controlled destination vis-à-vis its commercialized competition. The transformative experience and genuine cultural exchange set premium market positioning.

Markets for specialized activities such as spiritual tourism, eco-tourism, and cultural immersion experiences are sustainable demand bases that relate to regional capacities. The limit on the number of visitors helps ensure that the quality of the experience remains high and that the site does not suffer from over-tourism.

Innovation and Excellence: Continuous innovation of products keeps them attractive in the ever-evolving market. By blending traditional knowledge with contemporary sustainability values, we create distinct value propositions for the conscientious traveler.

Service delivery excellence is based upon continuous training, hence building a reputation for quality experiences; international awards and standards into the validation of positioning never fail to lure those conscious of standards.

Sustainability Integration: Environmental management systems provide guidance to ensure that tourism development supports rather

5.2 Addressing Development Challenges

5.2.1 Strategy for Infrastructure Development

In elevating infrastructure, considerations must be given to enhancing accessibility while protecting the environment and respecting culture. Infrastructure investments should favor multi-functional facilities that serve tourism and community uses. Road infrastructure improvements should reflect traditional architectural elements and minimize environmental disturbance.

The development of the communications infrastructure needs to piggyback on existing government initiatives, especially since tourism requirements must be met. Public-private partnerships thus may fast-track the infrastructure development while guaranteeing the suitable technology choice for the remote site.

Reliable power supplies using renewable energy will promote sustainable tourism development while lowering operating costs. The interlinked water supply and waste management systems shall be set up to envisage increased visitor flow while satisfying environmental safeguards.

5.2.2 Governance and Coordination Mechanisms

Good governance calls for coordination between national tourism policies and regional development priorities. The regional tourism development committees consist of representatives of government, community, and private sectors that guarantee the participation of all stakeholders in the decision-making process.

The traditional governance systems should be strengthened rather than replaced to maintain a sense of community ownership of tourism development. Integration of customary law and formal law produces governance structures which are locally appropriate to sustainable development.

Working across borders with neighboring regions brings the ability to develop integrated tourism products while tackling the shared challenges of infrastructure development and environmental management.

5.2.3 Image Building and Marketing Strategy

Destination image building must emphasize authenticity and sustainability with transformative experiences rather than what is regarded as conventional tourist marketing. Storytelling methods that spotlight community experiences and cultural preservation establish an emotional link to targeted markets.

Joint promotions with established Bhutan tourism initiatives provide an access window while building regional recognition. Digital marketing strategies that use visual storytelling and authentic community voices produce compelling destination narratives.

International media partnerships and fam tours are avenues for the further awareness of destinations among travel writers and industry influencers. Specialized tourism fairs and exhibitions provide direct market access to regional products.

5.3 Risk Management and Mitigation

5.3.1 Environmental Risk Management

Climate change adaptation programs must be able to address potential impacts on accessibility, attraction, and livelihoods of communities. Diversification of tourism products reduces exposure to climatic-sensitive activities but increases resilience to change in the environment.

Environmental monitoring systems track tourism impacts and trigger mitigation measures when necessary. Visitor limits and time-restricted limits prevent over-use of sensitive areas but maintain quality experience.

Tourism-sourced revenues for restoration of ecosystems create positive environmental impacts along with enhancing value attraction. Conservation programs pursued by the community balance tourism development and conservation obligations.

5.3.2 Reducing Economic Risk

Economic diversification through having multiple segments of tourism reduces vulnerability to individual products or markets. Local procurement policies support tourism spending benefitting regional economies without maximizing external linkages.

Community-based enterprises disperse economic dividends broadly and create resistance to outside economic impacts. Local capacity building initiatives develop the skills of locals to contain dependency on outside service providers.

Community business financial management training optimizes local returns in a sustainable manner while carrying out business activities. Cooperative marketing arrangements reduce individual enterprise risk as they develop joint market visibility.

5.3.3 Cultural Risk Management

Cultural impact monitoring systems track changes in traditional practices and community values resulting from tourism development. Regular community consultations ensure development remains aligned with local priorities and values.

Cultural education programs for visitors ensure respectful behavior while enhancing experience quality. Traditional knowledge documentation and preservation programs protect cultural assets while creating interpretation resources.

Youth engagement initiatives ensure cultural continuity while creating opportunities for young people to participate in tourism development. Traditional craft and skills programs maintain cultural practices while creating income opportunities.

6. Conclusion

The strategic development of Eastern Bhutan as a sustainable tourism destination holds immense prospect for sub-regional economic development in favor of cultural preservation and environmental protection. The thorough analysis suggests high prospect to create a competitive destination with authenticity, sustainability, and transformative travel experiences.

The three-phase plan for development provides a phased model of capacity building, product development, and market positioning and addresses important infrastructure and governance challenges. Success depends on robust community ownership, environmental sustainability, and cultural integrity during development.

The most important success factors are stable government backing, coordination, and adherence to sustainable development principles. The nexus of traditional governance systems and modern tourism management offers opportunities for new solutions to community-based tourism development.

The masterplanning design emphasis on quality experiences and empowering communities aligns with future trends in tourism and supports the realization of Bhutan's broader development objectives. Realization requires significant investment in infrastructure, building capacity, and marketing underpinned by strong institutional mechanisms.

Long-term sustainability depends on maintaining the delicate balance between economic development and preservation of the natural and cultural capital upon which tourism attraction is based. Adaptive management, monitoring, and community participation ensure development remains sensitive to shifting local needs and global market forces.

The model of tourism development in Eastern Bhutan provides lessons for application in similar destinations with issues of remoteness, infrastructural limitations, and demands of balancing

development and conservation. The success in such an effort contributes to broader understanding of sustainable tourism development in culturally sensitive and environmentally fragile regions.

Future research must explore implementation experience, visitor impact, and community response to inform adaptive management and facilitate ongoing improvement of the development strategy. Comparative studies with similar destinations provide potential for cross-learning and best practice development.

7. References

- Agarwal, S. (2002). Restructuring seaside tourism: The resort lifecycle. *Annals of Tourism Research*, 29(1), 25-55.
- Anholt, S. (2010). *Places: Identity, image and reputation*. Palgrave Macmillan.
- Blackstock, K. (2005). A critical look at community based tourism. *Community Development Journal*, 40(1), 39-49.
- Bramwell, B., & Lane, B. (1993). Sustainable tourism: An evolving global approach. *Journal of Sustainable Tourism*, 1(1), 1-5.
- Brundtland, G. H. (1987). *Our common future: Report of the World Commission on Environment and Development*. Oxford University Press.
- Butler, R. W. (1980). The concept of a tourist area cycle of evolution: Implications for management of resources. *Canadian Geographer*, 24(1), 5-12.
- Goodwin, H., & Santilli, R. (2009). Community-based tourism: A success? *ICRT Occasional Paper*, 11, 1-37.
- Gössling, S., Scott, D., Hall, C. M., Ceron, J. P., & Dubois, G. (2012). Consumer behaviour and demand response of tourists to climate change. *Annals of Tourism Research*, 39(1), 36-58.
- Higgins-Desbiolles, F. (2018). Sustainable tourism: Sustaining tourism or something more? *Tourism Management Perspectives*, 25, 157-160.
- Honey, M. (2008). *Ecotourism and sustainable development: Who owns paradise?* Island Press.

Kavaratzis, M., & Hatch, M. J. (2013). The dynamics of place brands: An identity-based approach to place branding theory. *Marketing Theory*, 13(1), 69-86.

Lagiewski, R. M. (2006). The application of the TALC model: A literature survey. In R. W. Butler (Ed.), *The tourism area life cycle* (Vol. 1, pp. 27-50). Channel View Publications.

Morgan, N., Pritchard, A., & Pride, R. (Eds.). (2011). *Destination brands: Managing place reputation*. Routledge.

Mtapuri, O., & Giampiccoli, A. (2019). Tourism, community-based tourism and ecotourism: A definitional problematic. *South African Geographical Journal*, 101(1), 22-35.

Pike, S., & Page, S. J. (2014). Destination marketing organizations and destination marketing: A narrative analysis of the literature. *Tourism Management*, 41, 202-227.