Seminar Nasional
FMI 2026 Surabaya
Prosiding

FMI Jawa Timur XVIII 2026

e-ISSN: 3026-4499
Vol. 4
20-22 Oktober 2026

Stakeholder-Based Marketing dan Value Co-Creation dalam Membangun Ekosistem Pembangunan Wilayah Berkelanjutan

Hanifah Fauziah, Husni Muharam, Hilman Rismanto, Wati Susilawati & Tinneke Hermina

Universitas Garut, Jawa Barat, Indonesia

Email: hanifah@uniga.ac.id

Abstract

Stakeholder collaboration is a key pillar of Integrated Area Development (IAD). This development approach integrates economic, social, and environmental dimensions by coordinating government, the community, the private sector, and knowledge institutions. However, research on stakeholder-based marketing within the context of IAD remains fragmented and lacks comprehensive synthesis. This study aims to analyze the evolution and contribution of stakeholder-based marketing to regional development through a Systematic Literature Review (SLR) based on the PRISMA framework. We reviewed 51 journal articles: 28 related to IAD and 23 to stakeholder marketing. The findings reveal a shift in marketing perspectives, moving away from a transactional, firm-centric orientation toward an ecosystem-based approach, where marketing functions as a managerial and institutional mechanism that connects diverse actors through a shared vision, resource mobilization, and value co-creation. Stakeholder collaboration and value co-creation contribute to social innovation, community empowerment, and sustainable regional development. Nevertheless, implementation continues to face challenges, including institutional fragmentation, unequal participation, and power asymmetries. This study proposes an integrative conceptual framework and a research agenda to strengthen inclusive, collaborative, and sustainable regional development.

Keywords stakeholder-based marketing, value co-creation, integrated area development, stakeholder collaboration, sustainable regional development.

1. Introduction

Integrated Area Development (IAD) has gained increasing prominence as a holistic approach to addressing complex territorial challenges arising from economic disparities, environmental degradation, and social fragmentation. Unlike sectoral or project-based development strategies, IAD emphasizes the integration of economic, social, environmental, and institutional dimensions within a defined territorial context (Cheema & Ahmad, 2024). This approach recognizes that sustainable development outcomes cannot be achieved through isolated interventions, but rather through coordinated actions among multiple actors operating across scales and sectors. Governments, local communities, private firms, civil society organizations, and knowledge institutions are therefore positioned as interdependent stakeholders whose interactions shape development trajectories at the regional and local levels.

The growing relevance of IAD is closely linked to broader shifts in development paradigms, particularly the rise of place-based and territorial development perspectives. These perspectives challenge one-size-fits-all policy solutions by emphasizing local assets, contextual specificity,

e-ISSN: 3026-4499
Vol. 4
20-22 Oktober 2026

and endogenous development processes. Within this framework, territories are not merely passive recipients of development policies but active arenas where social relations, institutional arrangements, and economic activities interact dynamically. Consequently, the effectiveness of IAD depends not only on technical planning instruments but also on the quality of collaboration, coordination, and shared understanding among stakeholders involved in the development processs (Cheema et al., 2024; Lihawa et al., 2023; Malik, 2024; Methawikul et al., 2024; Purwanti et al., 2023; Supriyanto et al., 2024; Zelenskiy et al., 2022).

Parallel to these developments in regional and territorial studies, marketing scholarship has undergone a significant transformation. Traditional marketing approaches, which largely focused on firm-level transactions and customer-centric value creation, have increasingly been criticized for their limited capacity to address complex societal and environmental challenges. In response, scholars have advanced broader perspectives such as stakeholder marketing, macromarketing, and service-dominant logic, which conceptualize markets as embedded systems of social and institutional relationships. Stakeholder-based marketing, in particular, reframes marketing as a set of managerial and relational practices aimed at facilitating value creation and exchange among multiple stakeholders rather than merely maximizing firm-level outcomes (Abeykoon, 2025; Adak & Mahapatra, 2022; X. Chen et al., 2024; Civera et al., 2025; Gonzalez-Padron et al., 2016; Jaufenthaler, 2023; Kull et al., 2016; Kumar et al., 2016; Lee et al., 2024; Martínez, 2016).

Stakeholder-based marketing emphasizes collaboration, dialogue, and value co-creation among diverse actors, including customers, suppliers, governments, communities, and non-market stakeholders. From this perspective, marketing operates not only as a business function but also as a coordinating mechanism that aligns interests, mobilizes resources, and fosters legitimacy within complex stakeholder networks. This conceptualization is especially relevant in development contexts, where market processes are deeply intertwined with governance structures, social norms, and collective goals such as sustainability and social inclusion.

Despite the conceptual compatibility between stakeholder-based marketing and Integrated Area Development, existing research remains fragmented across disciplinary boundaries. Studies on IAD predominantly originate from fields such as regional planning, geography, environmental studies, and public policy, often emphasizing governance arrangements, spatial integration, and sustainability outcomes (Q. Chen et al., 2025; Du, 2021; Enkiyio et al., 2023; Gorissen & Heide, 2020; Hasan & Muyeed, 2023; I. Hossain et al., 2025; Z. Hossain et al., 2024; Parygin et al., 2025; Putranto & Fitriani, 2020; Rashevskiy et al., 2023; Regalado, 2021; Shuvo et al., 2024; Sipato et al., 2021; Ye et al., 2023; Zingi et al., 2022). Conversely, stakeholder marketing research is largely situated within management and marketing journals, focusing on firm performance, stakeholder engagement strategies, and value co-creation mechanisms. As a result, the potential of stakeholder-based marketing to function as a relational and institutional mechanism within IAD frameworks has not been systematically synthesized.

Moreover, while several empirical studies acknowledge the importance of collaboration and stakeholder engagement in area-based development, they often lack a clear marketing-oriented

e-ISSN: 3026-4499
Vol. 4
20-22 Oktober 2026

conceptual lens. Collaboration is frequently discussed in terms of governance or participation, without explicitly examining how marketing-related processes—such as stakeholder communication, relationship management, shared value propositions, and co-created meanings—contribute to integrated development outcomes. This conceptual gap limits theoretical advancement and hampers the translation of insights into actionable strategies for practitioners involved in territorial development initiatives.

The need for a systematic synthesis is further underscored by persistent challenges observed in IAD implementation, particularly in emerging and developing economies. Institutional fragmentation, uneven stakeholder participation, power asymmetries, and weak coordination mechanisms continue to constrain the effectiveness of integrated development efforts. These challenges suggest that technical planning solutions alone are insufficient and that greater attention must be paid to relational and institutional processes that enable collaboration across diverse stakeholder groups. Stakeholder-based marketing offers a promising lens for addressing these issues, as it explicitly focuses on managing stakeholder relationships, negotiating interests, and facilitating collective value creation (Aliyati et al., 2024; Bambang Supriyanto et al., 2024; Barbanente & Grassini, 2024; Domegan et al., 2019; Galbraith et al., 2025; Hillebrand et al., 2015; Jaufenthaler, 2022; Klochko et al., 2025; Kritikos & Magoutas, 2025; Luyckx & Paulussen, 2022; Nosi et al., 2026; Spina & Giorno, 2021).

In recent years, a growing body of literature has begun to explore themes such as collaborative governance, social innovation, community empowerment, and sustainability transitions within area-based development contexts. Simultaneously, marketing scholars have increasingly emphasized ecosystem perspectives, multi-actor value creation, and the societal role of marketing. However, these streams of research have largely evolved in parallel, with limited cross-fertilization. To date, no comprehensive Systematic Literature Review has explicitly integrated stakeholder-based marketing with Integrated Area Development to map conceptual developments, identify dominant themes, and highlight research gaps at their intersection.

Addressing this gap, the present study conducts a Systematic Literature Review (SLR) guided by the PRISMA framework to synthesize peer-reviewed research on stakeholder-based marketing and Integrated Area Development. Drawing on a final corpus of 51 journal articles comprising 28 studies on IAD and 23 studies on stakeholder marketing this review aims to provide a structured and integrative overview of how stakeholder-oriented marketing concepts have been applied, implicitly or explicitly, within area-based development contexts. By examining patterns of stakeholder engagement, value co-creation, collaborative governance, and innovation processes, this study seeks to clarify the role of marketing as both a managerial and institutional mechanism in integrated territorial development.

The contributions of this review are threefold. First, it advances theoretical understanding by bridging marketing and territorial development literatures, thereby positioning stakeholder-based marketing as a core relational mechanism within IAD frameworks. Second, it offers a thematic synthesis that maps dominant research streams and reveals conceptual blind spots, particularly regarding power relations, inclusivity, and institutional dynamics. Third, it proposes

FMI Jawa Timur XVIII 2026
e-ISSN: 3026-4499
Vol. 4
20-22 Oktober 2026

an integrative conceptual framework that can guide future empirical research and inform practitioners seeking to design more inclusive, collaborative, and sustainability-oriented area-based development strategies. To achieve these objectives, this Systematic Literature Review addresses the following research questions:

RQ1: How has stakeholder-based marketing been conceptualized and applied within Integrated Area Development and area-based development contexts?

RQ2: What dominant themes and theoretical perspectives characterize the intersection of stakeholder marketing and Integrated Area Development literature?

RQ3: How do stakeholder collaboration and value co-creation contribute to integrated, sustainable, and inclusive area development outcomes?

RQ4: What key gaps, limitations, and future research opportunities exist in advancing stakeholder-based marketing as a mechanism for Integrated Area Development?

By addressing these questions, this study aims to provide a coherent and theoretically grounded synthesis that enhances understanding of stakeholder-based marketing within Integrated Area Development and supports the advancement of collaborative and sustainable territorial development research.

2. Literature Review

Integrated Area Development (IAD). Integrated Area Development (IAD) is a holistic development approach that seeks to improve regional outcomes through the integration of economic, social, environmental, and institutional dimensions within a specific territorial area. Unlike sectoral development models, IAD emphasizes coordinated actions among multiple actors, including governments, communities, private organizations, and knowledge institutions, to address complex regional challenges. The approach is grounded in place-based development principles, which recognize the importance of local resources, contextual conditions, and stakeholder collaboration in achieving sustainable development outcomes. The literature on IAD highlights several recurring themes, including territorial governance, sustainability, local economic development, environmental planning, social innovation, and community empowerment. Recent studies have emphasized the importance of integrated planning and collaborative governance to address issues such as climate resilience, regional inequality, infrastructure development, and sustainable resource management. Despite these advances, many IAD initiatives continue to experience challenges related to institutional fragmentation, weak coordination, and unequal stakeholder participation, which can limit development effectiveness.

Stakeholder-Based Marketing. Stakeholder-based marketing extends traditional marketing theory beyond customer-focused transactions by recognizing that organizations create value through relationships with multiple stakeholders. Drawing on stakeholder theory and contemporary marketing perspectives, this approach views marketing as a relational and managerial process that facilitates interaction, collaboration, and value creation among groups

e-ISSN: 3026-4499
Vol. 4
20-22 Oktober 2026

such as customers, suppliers, governments, communities, and civil society organizations. The stakeholder marketing literature has evolved from a firm-centric perspective toward an ecosystem-oriented approach in which marketing functions as a mechanism for coordinating stakeholder relationships and aligning diverse interests. Key themes identified in previous studies include stakeholder engagement, stakeholder identification, collaborative marketing, stakeholder value creation, place branding, sustainability marketing, and governance-oriented marketing practices. Researchers argue that effective stakeholder engagement enhances legitimacy, trust, and long-term sustainability while supporting broader societal goals.

Value Co-Creation as a Connecting Mechanism. Value co-creation has emerged as a fundamental concept linking stakeholder marketing and Integrated Area Development. Rather than viewing value as something created by a single actor, co-creation theory suggests that value emerges through interactions among multiple stakeholders who contribute resources, knowledge, and capabilities. In development contexts, co-creation enables stakeholders to collaborate in identifying problems, designing solutions, and implementing initiatives that generate collective benefits. Within IAD, value co-creation supports social innovation, community empowerment, and sustainable development outcomes by facilitating shared learning and collaborative problem-solving. Previous studies indicate that collaborative processes improve stakeholder trust, strengthen governance mechanisms, and enhance the effectiveness of regional development initiatives. Consequently, value co-creation serves as an important institutional mechanism through which stakeholder-based marketing contributes to territorial development objectives.

Research Gap. Although the concepts of stakeholder collaboration and integrated development have received increasing attention, research integrating stakeholder-based marketing and IAD remains limited. Existing IAD studies predominantly focus on planning, governance, and sustainability outcomes, whereas stakeholder marketing research mainly examines firm performance, stakeholder management, and value creation processes. As a result, insufficient attention has been given to understanding how stakeholder-based marketing functions as a mechanism for facilitating collaboration and value co-creation within regional development settings. Moreover, empirical evidence regarding the application of stakeholder-based marketing in area-based development contexts remains scarce, particularly in emerging economies. Persistent challenges such as power asymmetries, institutional fragmentation, and unequal stakeholder participation suggest a need for further research examining how stakeholder-oriented marketing practices can support inclusive and sustainable territorial development. Accordingly, this study seeks to bridge the gap between stakeholder marketing and Integrated Area Development by examining how stakeholder collaboration and value co-creation contribute to sustainable regional development outcomes and by proposing an integrative framework that connects marketing, governance, and territorial development perspectives.

3. Research Method

This study adopts a Systematic Literature Review (SLR) as the primary research design to

e-ISSN: 3026-4499
Vol. 4
20-22 Oktober 2026

synthesize and critically analyze scholarly literature on stakeholder-based marketing within Integrated Area Development (IAD). An SLR was selected because it enables a transparent, replicable, and structured synthesis of existing knowledge, particularly in research domains characterized by conceptual fragmentation and interdisciplinary dispersion. The review was conducted in accordance with the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines to ensure methodological rigor, transparency, and reproducibility throughout the review process. The SLR approach is particularly appropriate for this study because it allows the integration of literature from diverse disciplinary backgrounds, including marketing, regional and territorial development, governance, sustainability studies, and planning. By systematically mapping and synthesizing these bodies of work, the study seeks to identify dominant themes, theoretical perspectives, and research gaps at the intersection of stakeholder-based marketing and IAD.

The literature search was conducted using two major academic databases: Scopus and ProQuest. These databases were selected due to their broad coverage of peer-reviewed journals across management, social sciences, environmental studies, and regional development disciplines. A structured keyword-based search strategy was employed using the following primary search strings: “Stakeholder marketing” and “Integrated Area Development”. These keywords were chosen to capture literature explicitly addressing stakeholder-oriented marketing perspectives as well as studies focusing on integrated, area-based, or territorial development approaches. The search was conducted across titles, abstracts, and keywords to maximize coverage while maintaining relevance.

The initial identification stage yielded 107 records from Scopus and 812 records from ProQuest. To improve precision, refinement procedures were applied, including subject area filtering, document type selection, and relevance screening. After refinement, 54 Scopus records and 134 ProQuest records remained. Subsequent screening based on title and abstract relevance resulted in 18 Scopus articles and 33 ProQuest articles being retained for full-text eligibility assessment.

Table 1. The article for SLR

Keywords String	Initial Search Article		Relevant Articles		Final of Relevant Articles	
	Scopus	Proquest	Scopus	Proquest	Scopus	Proquest
"Stakeholder marketing"	71	370	44	107	10	13
"Integrated Area Development"	36	442	10	27	8	20
Total	107	812	54	134	18	33

Clear inclusion and exclusion criteria were applied to ensure consistency and relevance of the selected studies. Inclusion criteria were as follows: (1) Peer-reviewed journal articles published in English. (2) Studies explicitly addressing Integrated Area Development, area-based development, place-based development, or territorial development, and/or stakeholder-based

e-ISSN: 3026-4499
Vol. 4
20-22 Oktober 2026

marketing, stakeholder collaboration, or value co-creation. (3) Articles providing conceptual, empirical, or methodological insights relevant to stakeholder engagement, collaborative governance, marketing mechanisms, or sustainability in area-based contexts. (4) Studies published within reputable academic journals indexed in Scopus or ProQuest.

Exclusion criteria included: (1) Conference papers, book chapters, editorials, dissertations, and non-peer-reviewed publications. (2) Articles focusing solely on firm-level marketing outcomes without relevance to stakeholder interaction or area-based development. (3) Studies lacking sufficient conceptual or empirical grounding related to IAD or stakeholder-based marketing. (4) Non-English publications.

The screening process followed the sequential stages outlined in the PRISMA framework. First, duplicate records were removed across databases. Second, titles and abstracts were screened to exclude articles that were clearly outside the scope of the study. Third, full-text assessments were conducted to evaluate conceptual relevance, methodological rigor, and alignment with the research objectives.Through this process, articles that did not explicitly address stakeholder interaction, collaboration, value co-creation, governance mechanisms, or integrated development contexts were excluded. The final review corpus consisted of 51 peer-reviewed journal articles, comprising 28 studies on Integrated Area Development and 23 studies on stakeholder marketing.

Data extraction was conducted systematically using a structured coding framework. For each included article, the following information was recorded: (1) Author(s) and year of publication. (2) Research focus and objectives. (3) Methodological approach (qualitative, quantitative, mixed-method, or conceptual). (4) Theoretical perspective. (5) Key themes related to stakeholder engagement, collaboration, value co-creation, governance, and sustainability

An iterative coding process was employed to ensure consistency and accuracy. Initial codes were generated based on the research questions and refined through repeated comparison across studies. This process facilitated the identification of thematic patterns and conceptual relationships within the literature.

Table 2. Characteristic of The Articles

No	Author(s)	Year	Research Focus	Method	Main Theme
Integrated Area Development (n = 28)					
1	Regalado	2018	Social innovation in urban areas	Conceptual	Place-based development
2	Putranto & Fitriani	2020	Ecological impact of infrastructure	Quantitative	Environmental planning

FMI Jawa Timur XVIII 2026
e-ISSN: 3026-4499
Vol. 4
20-22 Oktober 2026

3	Barbanente & Grassini	2020	Research by design in inner areas	Qualitative	Territorial development
4	Zelenskiy et al.	2022	Urban archetypes and spatial form	Quantitative	Spatial analysis
5	Chen et al.	2022	Socioeconomic clustering	Quantitative	Regional modelling
6	Cheema & Ahmad	2022	Shared value in regional development	Conceptual	Inclusive development
7	Lihawa et al.	2023	Integrated infrastructure planning	Mixed-method	Area-based planning
8	Sipato et al.	2021	Local development planning	Qualitative	Local governance
9	Regalado	2021	Climate change & agriculture	Quantitative	Sustainability
10	Purwanti et al.	2023	Local economic development model	Conceptual	LED
11	Supriyanto et al.	2024	Inclusive area strategy	Mixed-method	Inclusive development
12	Methawikul et al.	2024	Stakeholder collaboration	Qualitative	Territorial governance
13	Malik	2024	Inclusive development framework	Conceptual	Area-based policy
14	Shuvo & Chowdhury	2024	Common pool resources	Qualitative	Resource governance
15	Hossain et al.	2025	Groundwater recovery planning	Quantitative	Environmental sustainability
16	Chen et al.	2025	SOM for regional analysis	Quantitative	Decision support
17	Habitat Banking Study	2020	Environmental compensation	Conceptual	Landscape governance
18	Social Forestry (Indonesia)	2024	Integrated landscape	Qualitative	Social forestry

e-ISSN: 3026-4499
Vol. 4
20-22 Oktober 2026

			approach		
19	Local Food Systems	2025	Regional sustainability	Mixed-method	Sustainable development
20	Tourism Innovation	2025	Regional tourism resilience	Mixed-method	Tourism development
21	Creative City Policy	2025	Cultural place-based policy	Qualitative	Creative economy
22	Place-Based Justice	2022	Spatial justice	Conceptual	Place-based development
23	Zones of Hope	2025	Regionalism planning	Qualitative	Territorial policy
24	Carrying Capacity SEZ	2021	Land capacity assessment	Quantitative	Spatial planning
25	Cultural Landscape	2020	Heritage-based development	Qualitative	Landscape planning
26	Climate Adaptation Study	2023	Vulnerability assessment	Quantitative	Climate resilience
27	Ecotourism Study	2023	Community-based tourism	Mixed-method	Sustainable tourism
28	Urban Environmental Model	2024	Integrated urban systems	Quantitative	Urban sustainability
Stakeholder Marketing (n = 23)					
29	Hillebrand et al.	2015	Stakeholder marketing theory	Conceptual	Stakeholder marketing
30	Gonzalez-Padron et al.	2016	Stakeholder systems	Conceptual	Marketing systems
31	Kull et al.	2016	Stakeholder resources	Quantitative	Sustainability marketing
32	Kumar et al.	2016	Stakeholder identification	Conceptual	Stakeholder theory
33	Bhattacharya & Korschun	2018	Stakeholder engagement	Conceptual	CSR & marketing
34	Civera et al.	2025	Multi-stakeholder marketing	Review	Collaborative marketing

FMI Jawa Timur XVIII 2026
e-ISSN: 3026-4499
Vol. 4
20-22 Oktober 2026

35	Journal of Place Marketing	2019	Network place branding	Qualitative	Place marketing
36	Family Business Branding	2023	Multi-stakeholder perception	Quantitative	Brand co-creation
37	Ethical Marketing (Blockchain)	2023	Ethical stakeholder exchange	Conceptual	Ethical marketing
38	Flexible Packaging Study	2023	Regulatory–stakeholder nexus	Quantitative	Sustainability
39	Stakeholder Marketing Indonesia	2026	Sustainability practices	SLR	Stakeholder engagement
40	Omni-channel Collaboration	2022	Collaborative marketing	Quantitative	Channel integration
41	Stakeholder-Based Branding	2021	Brand legitimacy	Conceptual	Branding
42	Public Policy & Stakeholders	2020	Policy-driven marketing	Qualitative	Public marketing
43	Collaborative Value Creation	2018	Value co-creation	Conceptual	Stakeholder value
44	Marketing Systems View	2019	System-level interaction	Conceptual	Macromarketing
45	CSR Communication	2020	Stakeholder dialogue	Quantitative	CSR marketing
46	Destination Stakeholders	2021	Tourism marketing networks	Mixed-method	Destination marketing
47	MSME Stakeholder Marketing	2022	SME sustainability	Quantitative	SME marketing
48	Social Media Stakeholders	2023	Digital engagement	Quantitative	Digital marketing
49	Governance & Stakeholders	2024	Institutional trust	Qualitative	Governance
50	Sustainability Reporting	2024	Non-financial disclosure	Quantitative	Sustainability
51	Stakeholder Orientation Review	2025	Conceptual synthesis	Review	Stakeholder orientation

FMI Jawa Timur XVIII 2026
e-ISSN: 3026-4499
Vol. 4
20-22 Oktober 2026

Table 2 summarizes the characteristics of the 51 studies included in this review. Of these, 28 articles focus on Integrated Area Development, emphasizing place-based, territorial, and sustainability-oriented approaches, while 23 articles address stakeholder marketing, highlighting multi-actor interaction, value co-creation, and governance mechanisms.

4. Finding and Discussion

This Systematic Literature Review synthesized 51 peer-reviewed journal articles published across diverse disciplinary domains, including marketing, regional and territorial development, governance, sustainability studies, and planning. Of these, 28 articles focus on Integrated Area Development (IAD), while 23 articles address stakeholder marketing and related perspectives. The combined corpus reflects the interdisciplinary nature of area-based development and highlights the growing convergence between territorial development and stakeholder-oriented marketing scholarship. In terms of publication trends, the reviewed studies show a clear increase in research output after 2020, indicating rising scholarly interest in collaborative, place-based, and sustainability-oriented development approaches. Journals represented in the corpus include outlets in regional studies, sustainability, marketing, and public policy, demonstrating that the intersection between IAD and stakeholder marketing has gained attention across multiple academic communities.

The descriptive analysis reveals several notable patterns. First, conceptual and qualitative approaches dominate the reviewed literature, reflecting the complexity of stakeholder relationships and the contextual specificity of area-based development. Quantitative studies, although fewer, are increasingly used to examine spatial patterns, governance effectiveness, and sustainability outcomes, particularly through GIS-based and modelling approaches. Second, the geographical scope of the studies is uneven. A substantial proportion of IAD studies focus on emerging and developing economies, where integrated development initiatives are often deployed to address structural inequalities, environmental vulnerability, and governance challenges. In contrast, stakeholder marketing studies are more frequently situated in developed economy contexts, with a stronger emphasis on firm–stakeholder relationships, branding, and sustainability practices. This imbalance points to an opportunity for greater empirical integration of stakeholder marketing perspectives within IAD settings in emerging economies. Third, the reviewed studies collectively emphasize multi-actor collaboration as a necessary condition for achieving sustainable and inclusive development. However, the depth of analysis varies considerably. While some studies provide rich accounts of participatory processes and governance arrangements, others treat collaboration as a normative assumption rather than an analytically examined mechanism.

Methodologically, the literature is heterogeneous. Conceptual and theoretical papers remain prominent, particularly within stakeholder marketing research, while IAD studies are more evenly distributed across qualitative, quantitative, and mixed-method designs. This diversity underscores the exploratory and evolving nature of the field, as scholars employ different methodological lenses to address complex, multi-actor development processes.

Seminar Nasional
FMI 2026 Surabaya
Prosiding

FMI Jawa Timur XVIII 2026

e-ISSN: 3026-4499
Vol. 4
20-22 Oktober 2026

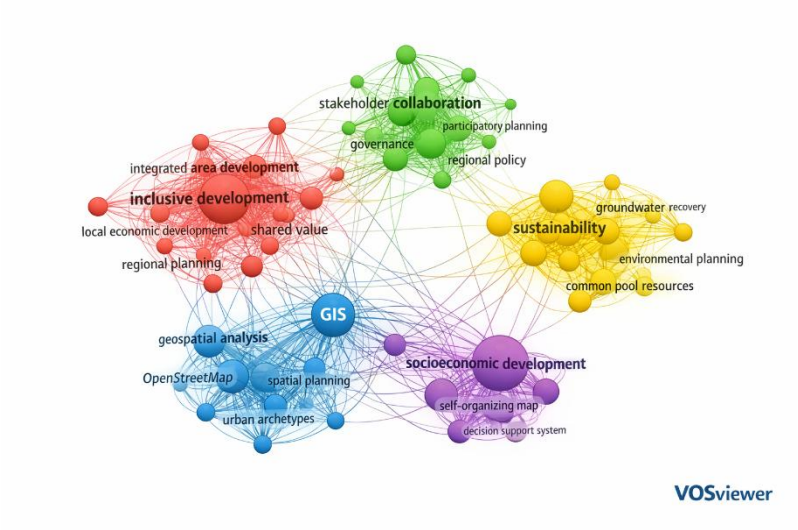


Fig. 1 Thematic Synthesis

To validate the thematic synthesis, a keyword co-occurrence analysis was conducted using a VOSviewer-style approach. The resulting network visualization reveals five coherent keyword clusters corresponding closely to the identified thematic groups. Core keywords such as integrated area development, stakeholder collaboration, value co-creation, governance, sustainability, and spatial planning occupy central positions within the network, indicating strong conceptual interconnections. The alignment between the thematic table and the keyword network confirms the internal consistency and robustness of the thematic classification. This triangulation strengthens confidence in the identified themes and supports the validity of the synthesis.

Across themes, several cross-cutting insights emerge. First, the literature reveals a clear shift from firm-centered and transactional marketing toward ecosystem-based and relational perspectives, particularly in contexts involving multiple stakeholders and collective goals. Second, collaboration and value co-creation are repeatedly identified as key mechanisms linking stakeholder marketing to integrated development outcomes. Third, despite strong normative support for collaboration, empirical evidence highlights persistent barriers, including power asymmetries, unequal participation, and institutional constraints.

Overall, the results demonstrate that stakeholder-based marketing provides a valuable conceptual lens for understanding and enhancing Integrated Area Development. While IAD literature offers rich insights into territorial integration and governance, stakeholder marketing contributes mechanisms for managing relationships, aligning interests, and co-creating value among diverse actors. However, the synthesis also reveals significant gaps, particularly in empirical research examining how stakeholder-based marketing practices operate within IAD settings, especially in emerging economies.

This Systematic Literature Review set out to examine how **stakeholder-based marketing** has

e-ISSN: 3026-4499
Vol. 4
20-22 Oktober 2026

been conceptualized and applied within **Integrated Area Development (IAD)** contexts, and to identify dominant themes, mechanisms, and gaps shaping this emerging research intersection. The discussion synthesizes the findings in relation to the proposed research questions and situates them within broader theoretical debates in marketing, governance, and place-based development.

The findings demonstrate that stakeholder-based marketing has increasingly moved beyond its traditional firm-centered orientation and is progressively understood as a **relational and institutional mechanism** within complex development systems. Across the reviewed literature, marketing is no longer framed solely as a tool for exchange or promotion but as a coordinating process that facilitates interaction, alignment, and collective sense-making among diverse stakeholders (Ardill et al., 2018; Bajestani et al., 2025; Marchigiani, 2020; Marra, 2025; Ming & Jari, 2023; Weck et al., 2022; Westerdahl et al., 2025). Within IAD contexts, this shift is particularly salient. Integrated development initiatives inherently involve multiple actors public institutions, private firms, local communities, civil society organizations, and knowledge institutions whose interests, resources, and power positions often diverge. The reviewed studies suggest that stakeholder-based marketing contributes to IAD by enabling **structured engagement**, **shared value propositions**, and **ongoing dialogue**, thereby supporting coordination across economic, social, and environmental domains. This finding directly addresses RQ1 by clarifying how stakeholder-based marketing is implicitly and explicitly embedded within area-based development practices.

In response to RQ2, the thematic synthesis reveals five dominant and interrelated themes: place-based and territorial development; governance and institutional coordination; stakeholder interaction and value co-creation; sustainability and resource management; and spatial and analytical decision-support tools. These themes collectively illustrate that IAD and stakeholder marketing converge around a shared concern for **integration**, albeit from different analytical starting points (Bambang Supriyanto et al., 2024; Barbanente & Grassini, 2024; Klochko et al., 2025; Spina & Giorno, 2021).

IAD literature primarily emphasizes spatial integration, governance structures, and sustainability outcomes, whereas stakeholder marketing literature foregrounds relational processes, engagement strategies, and value co-creation mechanisms. The convergence occurs where integrated development outcomes depend on the quality of stakeholder relationships and the capacity to align diverse interests. Importantly, the keyword co-occurrence analysis confirms that this convergence is not incidental but structurally embedded in the evolving intellectual landscape of the field.

Addressing RQ3, the review highlights **stakeholder collaboration and value co-creation** as central drivers of successful Integrated Area Development. Collaboration emerges not merely as a normative ideal but as a functional necessity in contexts characterized by interdependence and complexity. The reviewed studies consistently show that collaborative processes enhance legitimacy, trust, and collective problem-solving capacity, which in turn support social innovation, community empowerment, and sustainability outcomes (Adak & Mahapatra, 2022;

Aliyati et al., 2024; X. Chen et al., 2024; Civera et al., 2025; Kumar et al., 2016; Martínez, 2016).

Value co-creation, a core concept in stakeholder-based marketing, provides a useful lens for understanding how development value is generated and distributed within IAD initiatives. Rather than being predefined by policy actors or dominant stakeholders, value is shown to emerge through interaction, negotiation, and shared learning among participants. This insight advances existing IAD literature by offering a clearer explanation of *how* integrated development outcomes are produced through stakeholder interaction, rather than simply *why* collaboration is desirable.

Despite the theoretical potential of stakeholder-based marketing to strengthen IAD, the review also uncovers persistent constraints that limit its practical application, particularly in emerging and developing economies. Institutional fragmentation, uneven stakeholder participation, power asymmetries, and weak coordination mechanisms frequently undermine collaborative efforts. These challenges are not merely operational but structural, reflecting broader governance and institutional contexts.

From a stakeholder marketing perspective, these findings suggest that relationship-building and engagement strategies alone are insufficient if underlying institutional conditions are not addressed. Effective stakeholder-based marketing within IAD requires supportive governance frameworks, inclusive participation mechanisms, and recognition of power differentials among stakeholders. This observation directly responds to RQ4 by identifying critical gaps and limitations in the current literature and practice.

This review makes several theoretical contributions. First, it advances stakeholder-based marketing theory by extending its application beyond firm-centric and market-based contexts into **territorial and development-oriented settings**. Second, it enriches IAD scholarship by introducing marketing as a **relational and institutional mechanism** that complements governance and planning perspectives. Third, by integrating insights from both literatures, the review supports an ecosystem view of development in which marketing, governance, and sustainability are deeply interconnected.

For practitioners and policymakers, the findings underscore the importance of treating marketing as a strategic coordination tool rather than a promotional function. Designing IAD initiatives that explicitly incorporate stakeholder-based marketing principles—such as shared value propositions, continuous engagement, and co-created narratives—can enhance collaboration and long-term sustainability. Policymakers, in turn, should focus on creating institutional environments that support inclusive participation and mitigate power imbalances among stakeholders.

Synthesizing the discussion, the findings point toward the need for an integrative framework that positions stakeholder-based marketing as a **core enabling mechanism** within Integrated Area Development. Such a framework would link place-based development objectives with stakeholder interaction processes, governance structures, and sustainability outcomes. This

e-ISSN: 3026-4499
Vol. 4
20-22 Oktober 2026

conceptual integration provides a foundation for future empirical research and offers a coherent lens for advancing inclusive and collaborative area-based development strategies.

5. Conclusion

This Systematic Literature Review examined the role of stakeholder-based marketing within Integrated Area Development (IAD) by synthesizing insights from 51 peer-reviewed journal articles across marketing, regional development, governance, and sustainability literatures. Guided by the PRISMA framework, the review addressed conceptual fragmentation at the intersection of these domains and provided an integrative understanding of how stakeholder-oriented marketing mechanisms contribute to area-based development.

The findings demonstrate a clear shift in marketing scholarship from transactional and firm-centered approaches toward ecosystem-based and relational perspectives, particularly in contexts involving multiple stakeholders and collective goals. Within IAD, stakeholder-based marketing emerges as a relational and institutional mechanism that facilitates collaboration, aligns diverse interests, and enables value co-creation among governments, communities, private actors, and knowledge institutions. These mechanisms are shown to support social innovation, community empowerment, and sustainability-oriented development outcomes.

At the same time, the review highlights persistent structural constraints that limit the effective application of stakeholder-based marketing in IAD settings, especially in emerging economies. Institutional fragmentation, power asymmetries, and uneven stakeholder participation continue to undermine collaborative efforts. These findings underscore that marketing-based coordination alone is insufficient without supportive governance frameworks and inclusive institutional arrangements.

Overall, this study contributes to theory by bridging stakeholder marketing and Integrated Area Development literatures, positioning marketing not merely as a business function but as a strategic coordination process within territorial development systems. By consolidating fragmented knowledge and identifying key mechanisms and gaps, the review advances a more coherent understanding of stakeholder-based marketing as a foundational element of integrated, place-based development.

Future research based on the findings of this review identifies several avenues for future research; (1) First, future studies should pursue empirical investigations that examine how stakeholder-based marketing practices operate within concrete IAD initiatives. In particular, longitudinal and comparative case studies across different territorial contexts would help clarify how stakeholder engagement, communication strategies, and value co-creation processes evolve over time and influence development outcomes; (2) There is a need for greater attention to power dynamics and inclusivity in stakeholder-based marketing research. While collaboration and co-creation are frequently emphasized, fewer studies critically examine whose interests are prioritized and how power asymmetries shape participation and value distribution. Integrating perspectives from critical marketing, political economy, and institutional theory could enrich understanding in this area; (3) Future research should explore

FMI Jawa Timur XVIII 2026
e-ISSN: 3026-4499
Vol. 4
20-22 Oktober 2026

the role of institutional and policy environments in enabling or constraining stakeholder-based marketing within IAD. Comparative studies across governance systems and levels of institutional maturity could shed light on how regulatory frameworks, decentralization, and policy coherence affect collaborative development processes; (4) Methodological innovation represents an important research opportunity. Combining qualitative approaches with spatial analysis, network analysis, and participatory methods could provide deeper insights into the relational and territorial dimensions of stakeholder interaction. Such mixed-method designs would be particularly valuable in capturing the complexity of integrated area development. Finally, future research should investigate the potential of stakeholder-based marketing to support sustainability transitions and resilience in the face of global challenges such as climate change and socio-economic inequality. By examining how marketing-driven coordination and value co-creation contribute to long-term territorial transformation, scholars can further extend the relevance of stakeholder-based marketing within Integrated Area Development.

References

Abeykoon, H. M. (2025). Exploring Collaborative Marketing Strategies For Sustainable Growth In Tea Tourism : A Systematic Literature Review Marketinških Strategija Za Održivi Rast U Čajnom Turizmu : Sustavni Pregled Literature. *Market*, *37*(1), 53–71. https://ojs.srce.hr/index.php/trziste/article/view/37374

Adak, S., & Mahapatra, G. S. (2022). Imperfect production in three-layer supply chain systems incorporating deterioration and screening e ect. *Scientia Iranica*, *29*(5), 2610–2627. https://doi.org/10.24200/sci.2020.53948.3505

Aliyati, S., Bushairi, A., Sularso, R. A., Sulianti, D., Tobing, K., & Irawan, B. (2024). Uncertain Supply Chain Management The role of collaborative competitiveness marketing tourism towards sustainable competitive advantage in creative industries in the VUCA era. *Uncertain Supply Chain Management*, *12*, 1721–1738. https://doi.org/10.5267/j.uscm.2024.3.009

Ardill, N., Oliveira, F. L. De, & Ardill, N. (2018). Social innovation in urban spaces Social innovation in urban spaces. *International Journal of Urban Sustainable Development*, *10*(3), 207–221. https://doi.org/10.1080/19463138.2018.1526177

Bajestani, S. A., Stupples, P., & Chanse, V. (2025). The changing dynamics of the creative city : Toward an inclusive , participatory , and place- based cultural policy in Wellington , New Zealand. *Journal of Urban Affairs*, *47*(10), 3511–3536. https://doi.org/10.1080/07352166.2024.2345651

Bambang Supriyanto, Puspita, I. J., Nuryanto, I., & Hasnawir. (2024). Integrated Area Development : A New Social Forestry Landscape Approach in Indonesia Integrated Area Development : A New Social Forestry Landscape Approach in Indonesia. *International Conference on Tropical Agroforestry in Indonesia*. https://doi.org/10.1088/1755-1315/1299/1/012006

Barbanente, A., & Grassini, L. (2024). Landscape regeneration and place-based development

in marginal areas : learning from an Integrated Project in Southern Salento. *Barbanente and Grassini City, Territory and Architecture*, *11*(26).

Cheema, A. R., & Ahmad, I. (2024). Aligning local governance with SDGs : a study of local government systems. *Development Studies Research*, *11*(1), 1–11. https://doi.org/10.1080/21665095.2024.2414028

Cheema, A. R., Ahmad, I., Mehmood, A., & Ahmad, I. (2024). Aligning local governance with SDGs : a study of local government systems in Pakistan ABSTRACT. *Development Studies Research*, *11*(1), 1–11. https://doi.org/10.1080/21665095.2024.2414028

Chen, Q., Sun, L., Tang, J., Zhang, Q., Zhou, K., Lu, Y., Qu, G., & Lu, S. (2025). Evaluation of the Synergistic Interactions Between Socioeconomic Development and Ecosystem Services in China ' s Hebei Province : A Perspective from the SDGs. *Sustainability*, *17*(23), 1–25.

Chen, X., Su, X., Li, Z., Wu, J., Zheng, M., & Xu, A. (2024). Retraction Note : The impact of omni-channel collaborative marketing on customer loyalty to fresh retailers : the mediating effect of the omni-channel shopping experience. *Operations Management Research*, *17*, 806. https://link.springer.com/article/10.1007/s12063-024-00458-4

Civera, C., Casalegno, C., Morelli, B., & Chiaudano, V. (2025). Multi-stakeholder marketing: mapping the field. *Review of Managerial Science*, *19*, 3229–3262. https://link.springer.com/content/pdf/10.1007/s11846-025-00849-2.pdf

Domegan, C., Mchugh, P., Flaherty, T., & Duane, S. (2019). A Dynamic Stakeholders ' Framework in a Marketing Systems Setting. *Journal of Macromarketing*, *39*(2), 136–150. https://doi.org/10.1177/0276146719835287

Du, F. (2021). Development Model of China ' s Regional Economic Cooperation Based on Network Analysis and Multimedia Data Visualization. *Advances in Multimedia*. https://www.proquest.com/docview/2613976880/EED77E16F0694B07PQ/20?accountid=32819&sourcetype=Scholarly Journals

Enkiyio, E., Otieno, J. N., Bellotto, V., Esho, L. S., & Broeck, P. Van Den. (2023). Conserving the Sacred : Socially Innovative Efforts in the Loita. *Land*, *12*(9). https://doi.org/10.3390/land12091706

Galbraith, E., Hulke, C., & Diez, J. R. (2025). Constrained opportunities for path development : how misaligned agencies and structures shape Southern regional value chains Constrained opportunities for path development : how misaligned agencies and structures shape Southern regional. *Regional Studies*, *59*(1). https://doi.org/10.1080/00343404.2024.2442009

Gonzalez-Padron, T. L., Hult, G. T. M., & Ferrell, O. . (2016). A STAKEHOLDER MARKETING APPROACH TO SUSTAINABLE BUSINESS. *Review of Marketing Research*, *13*, 61–101. https://doi.org/10.1108/S1548-643520160000013012

Gorissen, M. M. J., & Heide, C. M. Van Der. (2020). Habitat Banking and Its Challenges in a Densely Populated Country : The Case of The Netherlands. *Sustainability*, *12*(9).

https://doi.org/https://doi.org/10.3390/su12093756

Hasan, M., & Muyeed, S. (2023). Application of integrated approaches to assess the vulnerability to environmental degradation in the northwestern Barind tract of Bangladesh. *GeoJournal*, *88*(6), 6053–6072. https://doi.org/10.1007/s10708-023-10956-w

Hillebrand, B., Driessen, P. H., & Koll, O. (2015). Stakeholder marketing : theoretical foundations and required capabilities. *Journal of The Academy of Marketing Science*, *43*, 411–428. https://doi.org/10.1007/s11747-015-0424-y

Hossain, I., Bari, N., Dirar, D., Al, A., Hamad, K., & Altuwaijri, A. (2025). Design and field performance of an integrated horizontal flow treatment managed aquifer recharge system for groundwater rehabilitation in Bangladesh. *Applied Water Science*, *15*(11), 1–18. https://doi.org/10.1007/s13201-025-02588-x

Hossain, Z., Adhikary, S. K., Nath, H., Kafy, A. Al, Altuwaijri, H. A., & Rahman, M. T. (2024). Integrated Geospatial and Analytical Hierarchy Process Approach for Assessing Sustainable Management of Groundwater Recharge Potential in Barind Tract. *Water*, *16*(20). https://www.proquest.com/docview/3120813990/1054B56D598442A6PQ/10?accountid=32819&sourcetype=Scholarly Journals

Jaufenthaler, P. (2022). Beauty lies in the eye of the beholder : consumers ' and jobseekers ' interpretations of the family business brand. *Journal of Product & Brand Management*, *5*(December), 697–712. https://doi.org/10.1108/JPBM-11-2021-3741

Jaufenthaler, P. (2023). Beauty lies in the eye of the beholder : consumers ' and jobseekers ' interpretations of the family business brand. *Journal of Product & Brand Management*, *32*(5), 697–712. https://doi.org/10.1108/JPBM-11-2021-3741

Klochko, E., Zakharova, E., Kovalenko, L., Shalatov, V., Ordynskaya, M., Khoruzhy, V., Author, C., & Klochko, E. (2025). INTEGRATING CREATIVE INDUSTRIES INTO NATIONAL SUSTAINABILITY AGENDAS : A POLICY AND STRATEGIC PLANNING. *International Journal of Ecosystems and Ecology Science*, *15*(5), 119–126. https://doi.org/https://doi.org/10.31407/ijees

Kritikos, A., & Magoutas, A. (2025). *Sustainable Tourism and Regional Development Through Innovation in the Post-COVID-19 Era : The Case of Hersonissos and Chios*. 1–25.

Kull, A. J., Mena, J. A., & Korschun, D. (2016). A resource-based view of stakeholder marketing. *Journal of Business Research*, *69*(12). https://doi.org/10.1016/j.jbusres.2016.03.063

Kumar, V., Rahman, Z., & Kazmi, A. . (2016). Stakeholder identification and classification: a sustainability marketing perspective. *Management Research Review*, *39*(1), 35–61. https://www.sciencedirect.com/org/science/article/abs/pii/S2040826916000601

Lee, K. J., Jeong, B., Kim, S., Kim, D., & Park, D. (2024). General Commerce Intelligence : Glocally Federated NLP-Based Engine for Privacy-Preserving and Sustainable Personalized Services of Multi-Merchants. *Proceedings of The AAAI Conference on Artificial Intelligence*,

22752–22760. https://ojs.aaai.org/index.php/AAAI/article/view/30309

Lihawa, E., Jinca, M. Y., & Hamzah, B. (2023). Development of Sustainable Integrated Transit Area in Gorontalo Province , Indonesia. *IOP Conference*, 1272. https://doi.org/10.1088/1755-1315/1272/1/012006

Luyckx, D., & Paulussen, S. (2022). In Service of News Subscribers : Exploring Belgian Journalists ' Perceptions of Stakeholder Relations in the Digital News Ecosystem. *Journalism and Media*, *3*(1), 81–98. https://www.mdpi.com/2673-5172/3/1/7

Malik, U. (2024). Innovations in Sustainabilty Business Models – Toward Development for Peace in Conflict-affected Zones in the. *Journal of Electrical System*, *20*(4), 1563–1583.

Marchigiani, E. (2020). *Middle Lands in Friuli Venezia Giulia . Research by Design and Towards Action*. Springer International Publishing. https://doi.org/10.1007/978-3-030-52869-0

Marra, M. (2025). *Leveraging Entrepreneurship Education in Italy ' s Inner Areas : Implications for Regional Planning*.

Martínez, N. M. (2016). *Towards a network place branding through multiple stakeholders and based on cultural identities The case of " The Coffee Cultural Landscape " in Colombia*. https://doi.org/10.1108/JPMD-11-2015-0052

Methawikul, M., Kuljirundhorn, B., & Sampaio, F. (2024). The readiness and necessity of election of provincial governors in thailand. *RGSA*, *18*(2), 1–14. https://rgsa.openaccesspublications.org/rgsa/article/view/4438

Ming, T., & Jari, T. (2023). Ethical Marketing in the Blockchain - Based Sharing Economy : Theoretical Integration and Guiding Insights. *Journal of Business Ethics*, *183*(4), 1113–1140. https://doi.org/10.1007/s10551-021-05015-8

Nosi, Wibowo, B., Suryanegara, E., Susanto, B., & Anggraeni, A. (2026). Who truly drives sustainability? A critical review of stakeholder marketing practices in Indonesia (2022–2025) through a Systematic Bibliometric Review. *Multidisclipinary*, *8*(4). https://malque.pub/ojs/index.php/msj/article/view/11889

Parygin, D., Anokhin, A., Anikin, A., & Finogeev, A. (2025). Models of Geospatially Referenced People Distribution as a Basis for Studying the Daily Cycles of Urban Infrastructure Use by Residents. *Smart Cities*, *8*(1).

Purwanti, E., Sardjono, M. ., Wijaya, A., & Putra, H. (2023). Social forestry development in East Kalimantan : challenges and opportunities. *IOP Conference Series: Earth and Environmental Science*. https://doi.org/10.1088/1755-1315/1282/1/012016

Putranto, D. D. A., & Fitriani, H. (2020). Analysis Of Carrying Capacity Of Land For Special Economic Zones Tanjung Api-Api In Infrastructure Development. *International Journal of Scientific and Technology Research*, *9*(02), 1248–1253.

Rashevskiy, N., Ereshchenko, T., Parygin, D., & Ignatyev, A. (2023). Atmospheric Ecology

Modeling for the Sustainable Development of the Urban Environment. *Energies*, *16*(4). https://www.proquest.com/docview/2779531010/fulltextPDF/EED77E16F0694B07PQ/25?accountid=32819&sourcetype=Scholarly Journals

Regalado, R. R. H. (2021). Climate vulnerability scenario of the agricultural sector in the Bicol River Basin , Philippines. *Climate Change*, *168*(1), 1–19. https://www.proquest.com/docview/2572729047/EED77E16F0694B07PQ/26?accountid=32819&sourcetype=Scholarly Journals

Shuvo, R. M., Chowdhury, R. R., Chakroborty, S., Das, A., Kafy, A. Al, Altuwaijri, H. A., & Rahman, M. T. (2024). Geospatially Informed Water Pricing for Sustainability : A Mixed Methods Approach to the Increasing Block Tariff Model for Groundwater Management in Arid Regions of Northwest Bangladesh. *Water*, *16*(22). https://doi.org/10.3390/w16223298

Sipato, W. D., Darlin, E. D., & Mustari, K. (2021). Policy analysis of the adaptation of Makassar city ' s government for climate change and global warming. *IOP Conference Series: Earth and Environmental Science*, *807*. https://doi.org/10.1088/1755-1315/807/2/022037

Spina, L. Della, & Giorno, C. (2021). Cultural Landscapes : A Multi-Stakeholder Methodological Approach to Support Widespread and Shared Tourism Development Strategies. *Sustainability*, *13*(13). https://www.mdpi.com/2071-1050/13/13/7175

Supriyanto, B., Puspita, I. J., Nuryanto, I., & Hanawir. (2024). Integrated Area Development : A New Social Forestry Landscape Approach in Indonesia. *IOP Conference Series: Earth and Environmental Science*. https://doi.org/10.1088/1755-1315/1299/1/012006

Weck, S., Madanipour, A., Schmitt, P., Group, F., Weck, S., & Madanipour, A. (2022). *Place-based development and spatial justice Place-based development and spatial justice*. *4313*. https://doi.org/10.1080/09654313.2021.1928038

Westerdahl, S., Pugh, R., & Källström, H. N. (2025). *Local food and sustainable regional development*. *3404*. https://doi.org/10.1080/00343404.2025.2581127

Ye, Z., Wu, C., & Li, W. (2023). Arsenic Elevated Groundwater Irrigation : Farmers ' Perception of Rice and Vegetable Contamination in a Naturally Arsenic Endemic Area. *International Journal of Environment Reserach and Public Health*, *20*(6). https://www.proquest.com/docview/2791654444/fulltextPDF/EED77E16F0694B07PQ/21?accountid=32819&sourcetype=Scholarly Journals

Zelenskiy, I., Parygin, D., Savina, O., Finogeev, A., & Gurtyakov, A. (2022). Effective Implementation of Integrated Area Development Based on Consumer Attractiveness Assessment. *Sustainability*, *14*(23). https://doi.org/https://doi.org/10.3390/su142316239

Zingi, G. K., Mpofu, A., Chitongo, L., Museva, T., Chivhenge, E., Ndongwe, M. R., & Hardman, M. (2022). Ecotourism as a vehicle for local economic development : A case of Tsholotsho District. *Cogent Social Sciences*, *8*(1), 1–14. https://doi.org/10.1080/23311886.2022.2035047.

Seminar Nasional
FMI 2026 Surabaya
Prosiding

FMI Jawa Timur XVIII 2026

e-ISSN: 3026-4499
Vol. 4
20-22 Oktober 2026

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (http://creativecommons.org/licenses/by/4.0/)