Environmental communication model through community-based tourism development in overcoming mangrove damage

Yasir Yasir, Muhammad Firdaus, Nurjanah Nurjanah and Noor Efni Salam

Communication Science – FISIP, Universitas Riau, Jl. HR. Soebrantas, Km. 12.5, Pekanbaru, 28293, Indonesia

E-mail: yasir@lecturer.unri.ac.id

Abstract. Environmental crises such as pollution, forest damage, loss of biodiversity, and climate change are the real problems. The environmental changes can impact the social and economic life of the community. The destruction of mangrove forests and abrasion is a major problem on the coast of Riau Province. This study aims to explain environmental communication through Community based Tourism (CBT) in overcoming mangrove damage in Pangkalan Jambi Village, Bengkalis Regency. This study uses a qualitative method with case studies. The results showed that environmental communication through CBT was carried out by Community Development of PT Pertamina RU II Sei Pakning in collaboration with a fishing group. Environmental communication activities to overcome abrasion and mangrove damage are done by establishing good relations, strengthening fishermen group institutions, and connecting with other groups or stakeholders. Pertamina empowers the fishing group by holding meetings, providing training, and developing tourism-based innovations to conserve mangroves. The emphasis of communication with CBT uses the principles: friendship, deliberation, and mutual cooperation. Mangrove Education Center, besides being a tourist destination, its existence is an important communication channel for public education to care about the environment. This environmental message is not only addressed to empower communities, school students, and local village youth but also has a broad impact on visitors, even becoming mass media coverage and discussions on social media. This CBT-based environmental communication model must be supported and integrated with other stakeholders so that its existence has a wider and sustainable impact.

1. Introduction

Environmental crises such as pollution, forest fires, loss of biodiversity, and climate change are the most real problems today [1]. The problem of environmental change has an impact on the social and economic life of the community [2]. Similarly, what happened in Bengkalis Regency, Indonesia, where mangrove forest damage and abrasion occur, become the main problems on the coast of this area. Data from the Riau Province Environment Service in 2018 noted that the area of mangrove damage in Bengkalis Regency reached 8,090 hectares [3]. This damage is caused by the high exploitation of mangrove forests as building materials, wood charcoal, and firewood. This damage is exacerbated by the weak law enforcement against the perpetrators of the damage to the mangrove forest. This damaged mangrove forest causes abrasion and damage to other ecosystems, such as the loss of coastal protection, seawater intrusion, the threat of shrimp, and fish regeneration so that the fishermen's marine products are decreasing. The high level of abrasion also has an impact on the degradation of the environmental quality.
of coastal ecosystems, which has resulted in a number of damaged mangrove areas, so efforts are needed to resolve them [4].

Having seen these problems, environmental communication through conservation programs and public awareness to care for mangrove forests is of high importance [5]. Environmental communication to restore mangrove damage must be community-based and must obtain integrated support from government and non-government institutions [6]. Environmental communication should be carried out in an integrated manner based on local wisdom through friendship forums and discussions to build understanding, agreement, cooperation, and collaboration between stakeholders [7]. Conceptually, environmental communication is the use of communication principles, techniques, approaches, and strategies in managing and preserving the environment [8]. Environmental communication plays an important role in the survival of every living thing. In this case, environmental communication is assumed to be a process of exchanging human messages in, from, for, and about the world around humans and their interactions with nature [9].

Environmental communication becomes a constitutive and pragmatic means for humans to understand the environment and relate to nature. Constitutively, environmental communication includes aspects of compiling, regulating, representing nature and environmental problems themselves as subjects of human understanding. While pragmatically, environmental communication activities include: awareness, convincing, education, mobilizing, and helping to overcome environmental problems [10].

Community-based environmental communication can be a solution in overcoming environmental damage, but it must involve other stakeholders [11]. Companies through corporate social responsibility (CSR) can play a role in helping the community in preserving the environment in a sustainable manner [12,13]. Company activities in an effort to preserve the environment must pay attention to environmental aspects, the needs and culture of the local community [14], because it is clear that the existence of local communities is the main stakeholder in the process of achieving sustainable development, especially in the field of tourism [15]. Currently, companies can not only contribute to preserving the environment but have a role in developing tourism. Competitive tourism directs the creative tourism industry so that it can improve the construction of the image of the tourist environment and provide more interesting information to encourage people to visit [16].

Community-Based Tourism (CBT) research addresses issues such as empowerment, self-reliance, social justice, welfare, and sustainable development [17–19]. CBT has various principles and characteristics, mainly intended to fight, oppose and reduce inequality in the control of tourism resources. Community participation and equity in planning, decision making, management, ownership, and distribution of benefits belong to the community. This CBT differs from corporate-run tourism, which is neo-colonial in nature which tends to ignore local communities [18,20]. CBT is a means to ensure the tourism industry can benefit the local population, improve the standard and quality of life of the community. CBT can be considered as a means of integrating sustainable development goals, namely minimizing environmental and cultural damage, optimizing visitor satisfaction, and maximizing long-term economic growth [21]. In other words, sustainable tourism does not drain economic, social/cultural resources as well as the environment, but it can even strengthen and awaken people to care about culture and the environment.

Tourism has contributed to economic growth and increased sources of community income, both directly and indirectly [22,23]. Even tourism has contributed to the fight against inequality and economic inequality [20]. Tourism development is not only increasing economic growth and reducing poverty but also conserving natural and cultural resources [24]. In this case, the local community plays an important role in tourism development because it can increase trust in the tourism industry. Even the theory of tourism competitiveness explains that the welfare of the population is the main basis for the success of a destination [25]. Hence, the development of community-based tourism is assumed to be able to contribute to overcoming the damage to mangrove forests and even improve the welfare of the community. Therefore, this study aims to explain Pertamina's CSR environmental communication...
through CBT in overcoming environmental problems, especially damage to mangrove forests and coastal abrasion.

2. Methodology
This study uses a qualitative method with the type of case study. Case study methodology directs researchers to study complex phenomena in order to develop theories or evaluate programs [26]. Case studies have been widely used in the social sciences and have had an influence in practice-oriented fields. The case study used in this study uses an interpretive paradigm [27]. The case that is emphasized in this study is the overcoming of environmental damage to mangroves by PT Pertamina's CSR in collaboration with the fishing community of Pangkalan Jambi Village, Bengkalis Regency Riau Province, Indonesia. In this case, Pertamina, as a state-owned oil and gas company, must have a social role and responsibility towards the environment.

This research was conducted in Pangkalan Jambi Village, Bukit Batu District, Bengkalis Regency. The time of the research was conducted in the range of 2020-2021. In this case, Bengkalis Regency has a fairly large area of land and mangrove forest but is currently experiencing a decline in its area due to damage. The research subjects were Community Development Officers (CDO) CSR Pertamina Refinery Unit II Sei Pakning, members of the Harapan Bersama Fishermen's Group, Bengkalis Regency Environmental Service employees, and community representatives involved. This subject was chosen as an informant purposively according to the needs of research data, considering those who are involved as implementers, actors and are closely related to environmental communication activities for mangrove conservation or stakeholders. The total number of research informants is 9 (nine) people.

In this case, the researcher collects data both in the form of primary data and secondary data. Discussion and interview techniques were carried out by the researchers with CDOs, leaders, and members of fishing groups. Researchers also made observations by observing directly the object of activity and the results that had been done related to environmental communication in the development of mangrove ecotourism. Researchers also collect data through documentation techniques, namely by searching for several archives of communication activities, regulations, and policies produced by the government. In practice, the research seeks to understand corporate communication in overcoming environmental damage to mangroves and coastal abrasion. In addition, researchers also focus on corporate environmental communication in overcoming these environmental problems. In this case, the researcher uses an interactive model analysis technique [28]. Research activities also use data quality checking techniques [27], namely by using triangulation through various sources and using an extension of the research time in order to gain an in-depth understanding of the problem being studied.

3. Results and discussion
Environmental communication in tourism development is carried out by PT Pertamina RU II Sei Pakning through the field of Community Development (CD) in collaboration with fishing groups. In this case, Pertamina's CSR has a major contribution in overcoming the problem of environmental damage to mangroves in Pangkalan Jambi Village. CDO's communication skills in getting closer, understanding community problems, and finding solutions have succeeded in making the community able to conserve and manage mangrove forests. The company's communication in overcoming abrasion and mangrove damage is focused on empowering the Harapan Bersama Fishermen's Group. Pertamina's CSR in developing mangrove ecotourism uses a fishing community-based tourism development approach. Community based tourism (CBT) is a form of tourism that is managed by the community with the principle of adapting to local needs and sustainability [20,29]. The location of the mangrove conservation area in Pangkalan Jambi Village was originally a place to lean on fishing boats that were eroded by abrasion. The area is now overgrown with thousands of mangrove trees, and part of the area has been developed into an ecotourism location as a means of environmental education for the wider community. In addition to the attractiveness of the mangrove forest, the management provides various supporting facilities to attract tourists, such as culinary centers, photo spots, meeting places, prayer rooms, toilets, and so on.
Communication by fostering a fishing group was inspired by the success in fostering the Tunas Makmur Farmer Group in managing peatlands [30]. The communication model and approach to the community are almost the same because the CDO is still the same. The steps of CDO communication are familiarizing fishermen, establishing friendships or interpersonal approaches, working together, and deliberating to resolve existing problems. Intensive communication between CSR implementers and fishing groups has made these fishermen even more eager to change coastal areas that have experienced abrasion to replant mangroves. They plant mangroves to prevent the waves from getting worse. The head of the fishing group explained:

“This area used to be just a place to dock ships. We were afraid that we would lose our boat berth, so we tried to plant mangroves again. We have started planting mangroves in this area since 2004. But we always fail because the mangrove trees we plant are small, so they are easily washed away by the waves. We were even more excited when our group received assistance from Pertamina’s CSR. Assistance is given gradually. We were also taught to do the nursery ourselves. We plant the seedling on the existing land, and it starts to grow well. Our efforts have been increasingly successful since 2019 to make this area mangrove ecotourism. (Interview, Alpan, September 2020).

The meeting between Pertamina CDO and fishermen has been getting more intensive starting in 2018. This communication meeting uses interpersonal and group communication channels. Because this Jambi Base Village fisherman group is the most active compared to other village fishing groups, it has become the target choice for CSR activities. The attention from Pertamina's CSR adds to the motivation of the community in restoring damaged mangrove areas. This meeting is not only for mapping and finding solutions to environmental damage but for developing other ideas for developing mangrove ecotourism. On several occasions, the Tunas Makmur farmer group was also involved in an effort to help the fishing community and share experiences. Various meetings and collaborations between the village government and the Pertamina CDO resulted in a decision to turn the community's mangrove conservation area into a Mangrove Education Center area, as well as ecotourism for the community (see Figures 1 & 2).

These forms of CDO communication such as problem mapping, monthly meetings, training and other activities with fishermen help to strengthen social cohesion at the internal level of community groups. In this case, corporate communication practitioners are required to have the ability to carry out the very complex and diverse activities of an organization [31]. The communication skills of Pertamina’s CSR implementers in establishing relationships with the community are very important for the company's reputation. The ability to understand the problems and habits of the community is the key to the success...
of the CSR program. CDO's ability to understand the characteristics and needs of fishermen is based on intensive and intimate communication. This fishing community group has a common culture and tradition of mutual cooperation and deliberation. They help each other among members who are being afflicted by misfortune, hold parties, or hold events. This tradition has a strong influence on social cohesion at the internal level of fishing groups. Members have strong ties because of similarities in descent, kinship and ethnicity. In addition, they also face the same problem, live in the same geographical area, namely on the coast, and have the same form of activity or work, namely fishing. The similarity of characteristics and problems faced have an impact on the formation of group cohesion and a sense of belonging within group members [14].

This cohesive group communication is used by Pertamina's CDO as its main target audience. This communication channel facilitates the development of CSR programs and even functions in influencing the fishing communities of other villages. Several training activities were held by Pertamina, such as training on the cultivation of Mangrove Crab and Soka Crab, group management training, training on processed fish products, and so on. The training also serves to bridge meetings and establish ties with groups of fishermen from other villages. Communication channels by bridging and connecting between groups or bridging relationships initiated by Pertamina's CSR following the success of the inter-village Fire Care Community Forum.

Some CSR programs are carried out by involving other groups or stakeholders to overcome existing environmental problems. This form of bridging relationship communication is weaker than that of other internal groups. However, the involvement of stakeholders such as the community, local government, universities, not only makes it easier to overcome existing environmental problems but can build the company's reputation. Collaboration with higher education activities such as the Community Services by students from several universities in Riau contributes to the success of CSR activities. Student activities are synergized with CSR, such as planting mangroves and providing coaching or training assistance to members of fishing groups. In addition, CSR also builds a linking relationship, namely between the community and the local government. Intensive, open, and participatory forms of bonding, bridging, and linking social relations can create healthy and sustainable social relations [14]. This form of communication and good relations between stakeholders can then determine success in developing and managing the environment.

CSR communication through the development of fishing groups has succeeded in inviting the community to participate in developing mangrove ecotourism. Environmental communication with group communication channels is the right choice, but communication that involves all group members through interpersonal communication channels is more important, especially to invite the community to participate [6]. This environmental communication strategy by empowering fisherman groups is very effective because it is able to provide broad influence to the public. The existence of the message also has a long-term impact. This interpersonal and group communication channel is supported by community relations activities, such as the inauguration of mangrove ecotourism, trainings, and other CSR program activities, which are reported in the mass media or disseminated through social media. Even today's social media plays a major role in strengthening relationships and social bonds between stakeholders and has been proven to increase public involvement in a program [32].

Internal collaboration in the field of Community Development and Public Relations in developing mangrove ecotourism by empowering fishermen plays a role in improving Pertamina's image as a state company that cares about the environment. Various forms of communication, publicity, news and publications on social media are utilized by Pertamina's public relations to create a positive corporate image from this CSR activity. CSR communication by involving fishermen groups becomes material or content that attracts the attention of the mass media and the public. In other words, the development of fishing groups as a communication channel and at the same time as the main target is very effective in spreading messages of concern for mangroves.

In this case, the company's CSR activities clearly have a role and responsibility in assisting the sustainable development of ecotourism and culture [12]. Communication and marketing of tourist destinations developed by Pertamina by visiting schools, holding meetings with local governments,
conducting news releases, getting mass media coverage and publishing on social media communication channels is an integrated marketing communication approach. The high interest of the public to visit is due to communication and publications on social media or mass media related to the existence of this Mangrove Education Center ecotourism. Many chain messages were widely circulated and had a wide reach through conversations on social media. The word of mouth strategy, especially through social media, makes it easy for people to share their tourism experiences, thereby helping to build virtual experiences and environmental images prior to the visit, as well as helping to form a tourism image [16].

The company's environmental communication with the development of community-based tourism not only keeps the mangroves sustainable, but the company also gets a good image. This community empowerment activity is in accordance with the government's policy in the Minister of Home Affairs Regulation number 33 of 2009 concerning Guidelines for Ecotourism Development in the Regions that ecotourism development must empower local communities. This is also in line with the concept that tourism that meets the needs of local communities is a community-based tourism approach [33]. Hence, environmental communication through CSR programs with community empowerment can strengthen harmonious and sustainable social relations between companies and existing stakeholders.

Damage to mangrove forests and coastal abrasion can be reduced by the company's CSR, which involves the surrounding community to restore and utilize it through the development of ecotourism. The involvement of local communities as stakeholders is very important because, without their support, tourism development will not be sustainable [15]. Tourism development besides being able to preserve mangrove forests also has a very important role in improving the welfare of local residents. Therefore, support from local residents is important for a sustainable tourism industry [34]. In fact, community involvement is also recognized as fundamental to increasing local benefits and countering the negative effects of tourism [33].

The activities of CDOs doing CSR by empowering fishing communities are synchronized with public relations activities. This inter-departmental collaboration within Pertamina's internal companies allows messages to be spread widely according to the objectives of the CSR program and the goals of companies that really care about the environment. The integration of this communication activity is very important in the success of creating a good corporate reputation [11]. This study shows that corporate communication implementers play an important role in establishing relationships with stakeholders to provide awareness and change people's attitudes towards environmental sustainability. Corporate communication in overcoming environmental damage to peat and coastal abrasion is also carried out through campaigns, image management, branding, and media relations in an effort to project company values to stakeholders [31]. The company's CSR activities by developing community-based ecotourism are an effective way to campaign for and preserve the mangrove environment. In addition, CBT is an appropriate development tool because it adapts to the socio-cultural, environmental and economic needs of local communities [21,33].

Ecotourism development activities can be one way to campaign and preserve the environment. Because environmental communication through mangrove conservation by making ecotourism based on community groups can be the best solution to overcome this problem [7]. On the one hand, Pertamina communicates through empowering fishermen groups using a CBT approach to fishermen. On the other hand, Pertamina also involves visitors or tourists and other stakeholders through social media to expand this message of mangrove concern. This communication model is quite effective because environmental communication activities through community-based tourism are integrated with all stakeholder interests whose activities can be published on the internet. The use of appropriate communication channels at this time must be internet-based publications in order to reach a wide audience, in addition to the low cost [35,36].
Figure 3. Environmental Communication Model for CBT Development in Overcoming Mangrove Damage

The company’s communication steps by making plans, taking communication actions, building infrastructure, and building partnerships by involving the community to care and be able to manage an environment is a form of sustainable communication management (Figure 3). Communication by establishing close relationships can strengthen cooperation and facilitate ecotourism management while keeping the environment sustainable. Changes in stakeholder behavior are a key prerequisite for obtaining the strategic benefits of CSR, so it is imperative for managers to have a more comprehensive understanding of the key issues involved [37]. CDO as a communication implementer in the field, plays an important role in carrying out corporate communication management. Various forms of CDO communication with members of farmer or fisherman groups can help strengthen social cohesion at the group's internal level. In this case, corporate communication practitioners are required to have the ability to carry out very complex and diverse activities of an organization [31]. The active involvement of employees in the community with various forms of activity has a major contribution to the image and reputation of the company [38].

From the steps taken, CDOs carrying out CSR activities always make decisions from the perspective of local community needs. The implementer of this CSR activity conducts problem mapping, analyzes the audience and their needs, and establishes good relations with the target group. Then the CDO continues by fostering the target group, connecting with stakeholders or other groups, developing tourism facilities, and managing the right area to serve as a tourist destination (Figure 3). Empowerment of fishermen groups aims to make the community able to maintain and manage mangrove ecotourism. This fishing community group is used as communication actors, targets, content and effective communication channels for the development of environmental communication that can disseminate...
messages of environmental concern. The company's communication activities by integrating the community as a disseminator of environmental messages are very effective. In this case, social media channels not only facilitate interaction with many stakeholders, but can also involve the community to spread communication [32,37,38]. Even though internet-based media, companies can strengthen CSR communication by directly involving the public at large [35,36]. Internet-based interactions and conversations can directly influence the interest of stakeholders to involve themselves in a company's social and environmental performance [39].

Related to this, environmental activists, tourism movers and social media influencers have a role that cannot be ignored because they can be used as content creators and opinion leaders [40]. Therefore, corporate environmental communication can be carried out in an integrated manner to build value and communicate the value of caring for the environment, ultimately affecting not only the company's brand equity but the overall value of the company [11,41,42]. In this case, companies must indeed contribute to sustainable development and behave ethically both in improving the quality of life of employees, local communities, and community welfare. Therefore, communication becomes a “bridge” to connect and direct all activities to achieve the common goal of maintaining a sustainable environment.

In other words, the company’s environmental communication has an important contribution in overcoming the problems of environmental damage, such as coastal abrasion and mangrove damage. Corporate communication activities in spreading messages of environmental concern can be done by developing education-based ecotourism such as mangrove education centers. This is due to the fact that environmental education for solving environmental problems must develop a holistic paradigm, which integrates various scientific methods or approaches to solve various environmental problems [1]. In this case, the management of environmental communication through the development of community-based mangrove ecotourism in collaboration with corporate CSR can be an inspiration or reference for other coastal villages experiencing abrasion. Therefore, the communication of a company should be carried out by developing integrated environmental communication with other stakeholders more broadly and intensively so that it can function to support government policies, increase community participation, and facilitate the implementation of environmental care in a sustainable manner.

4. Conclusion
Pertamina's corporate environmental communication through CBT contributes to solving environmental problems of mangrove forest damage. This CSR communication not only provides environmental awareness of the community but can also improve the economy of the local community. CSR communication conducted by CDO begins with problem mapping based on establishing good social relations with target community groups and continues with the implementation of programs based on local community needs. Meetings continue to be held either by entering into the internal community or by involving other stakeholders to overcome the problem of environmental damage that exists. This CSR program initially aimed to help the community in overcoming environmental problems of mangrove damage. After establishing a good relationship with the target community group, Pertamina continued by inviting the community to manage mangrove areas into tourist destinations based on environmental education. Communication in overcoming environmental problems is carried out with a community-based tourism (CBT) approach. In this case, these fishing communities become ecotourism managers as well as actors of communication, targets, content, and the main communication channel for public awareness to continue to care about the environment in maintaining mangrove conservation. These communication activities based on ecotourism development have received public attention and have become widespread news in both the mass media and social media. This could occur due to the support between departments, especially Pertamina's public relations.

This environmental communication model through CBT can be a solution in overcoming environmental problems such as abrasion and mangrove damage in several coastal areas, especially in Indonesia. CSR activities are not only valuable for the company's image but can also be useful in improving the economy, preserving the environment, and maintaining the local wisdom of the community. On the other hand, corporate environmental communication needs to be integrated with
other stakeholders in order to support policies and increase community participation in order to have environmental awareness. It is important for further studies and policy support to be carried out to develop the Mangrove Education Center ecotourism as an integrated and sustainable tourism area that has an impact on community awareness of the environment.

References

[1] Chaichana D, Srijuntrapun P and Rawang W 2019 An integrative framework of environmental education for environmental crisis transformation Pertanika J. Soc. Sci. Humant. 27 2475–94
[2] Fredriksson M and Olsson E K 2014 A model for evaluating corporate environmental communication vol 6 (Emerald Group Publishing Limited)
[3] Susanto I 2019 Restorasi Mangrove untuk Tangani Abrasi Riau Kompas
[4] Putra A C, Anggoro S and Kismartini 2015 Strategi Pengembangan Ekowisata Melalui Kajian Ekosistem Mangrove di Pulau Pramuka, Kepulauan Seribu J. Saintek Perikan. 10 91–7
[5] M Iksan, L Aba, F I Taharu, A Alfian, D P I Ardyati, Jumiatu, W O D Alzariahi N and S H L 2019 The diversity of mangrove forests in Kumbewaha, Buton Island, Indonesia IOP Conf. Ser. Earth Environ. Sci. 343 1–6
[6] Gunathilaka M 2020 Environmental Communication for Mangrove Restoration and Conservation in a Fishing Village, Sri Lanka Int J Reseach Innov Soc Sci. IV 22–7
[7] Yasis Y, Nurjanah N and Yoana N 2020 Environmental Communication Model in Bengkalis’s Mangrove Ecotourism Development J. ASPIKOM 5 322–37
[8] Flor A G 2018 Komunikasi Lingkungan: Penanganan Kasus-kasus Lingkungan Melalui Strategi Komunikasi (Jakarta: Prenada Media)
[9] Jurin RR, Roush D and Danter KJ 2010 Environmental Communication (New York: Springer)
[10] Cox R 2013 Environmental communication and the public sphere (California: Sage)
[11] Pollach I, Johansen T S, Nielsen A E and Thomsen C 2012 The integration of CSR into corporate communication in large European companies J. Commun. Manag. 16 204–216
[12] Bickford N, Smith L, Bickford S and Bice M R 2017 Evaluating the role of CSR and SLO in ecotourism: Collaboration for economic and environmental sustainability of arctic resources Resources 6 21
[13] Dubravská M, Marchevská P, Vašničová V and Kotulič R 2020 Corporate Social Responsibility and Environmental Management Linkage: An Empirical Analysis of the Slovak Republic Sustainability 12 5431
[14] Widiagdha M F, Wahyuni H I and Sulhan M 2019 Bonding, bridging and linking relationships of the CSR target communities of PT Pertamina refinery unit II Sungai Pakning J. Komun. Malaysian J. Commun. 35
[15] Lundberg E 2017 The importance of tourism impacts for different local resident groups: A case study of a Swedish seaside destination J. Destin. Mark. Manag. 6 46–55
[16] Fan S, Chen Y, Su X and Cheng Q 2018 A study of effects of ecotourism environment image and word of mouth on tourism intention Ekoloji 27 599–604
[17] Khamdevi M and Bott H 2018 Rethinking tourism: Bali’s failure IOP Conf. Ser. Earth Environ. Sci. 126 12171
[18] Kurniawati E and Muhammad A 2020 Community based tourism (CBT) to establish blue economy and improve public welfare for fishing tourism development in Klatak beach, Tulungagung, Indonesia. Geoj. Tour. Geosites 31
[19] Mtapuri O and Andrea G 2020 Beyond Rural Contexts: Community-Based Tourism for A Better Life in The City Adv. Hosp. Tour. Res. 8 419–39
[20] Giampiccoli A 2020 A conceptual justification and a strategy to advance community-based tourism development Eur. J. Tour. Res. 25 2503
[21] Henama U S, Mangope D and Strydom A J 2019 Making community-based tourism sustainable: Evidence from the Free State province, South Africa Geoj Tour Geosites 24 7–18
[22] Ali A 2018 Travel and tourism: growth potentials and contribution to the GDP of Saudi Arabia
Probl. Perspect. Manag. 16 417–27
[23] Nagarjuna G 2015 Local community involvement in tourism: A content analysis of websites of wildlife resorts Atma J. Tour. Stud. 10 13–21
[24] Tripathi G and Munjal S 2014 Heritage Communication and Sustainable Tourism Manag. Sustain. Hosp. Tour. Ind. 273–302
[25] Perles-Ribes J, Ramón-Rodríguez A, Moreno-Izquierdo L and Such-Devesa M 2020 Tourism competitiveness and the well-being of residents: a debate on registered and non-registered accommodation establishments Eur. J. Tour. Res. 24 2406
[26] Baxter P and Jack S 2015 Qualitative Case Study Methodology: Study Design and Implementation for Novice Researchers
[27] Starman A B 2013 The case study as a type of qualitative research J. Contemp. Educ. Stud. Pedagog. 64 28–43
[28] Moleong Lexy J 2011 Metode Penelitian Kualitatif (Bandung: Remaja Rosdakarya)
[29] Suyanto E, Lestari S, Wardiyono F, Wuryaningsih S and Widyawastuti T R 2019 Community participation model in formulating cross-potential mangrove ecotourism policies supporting kampung laut sustainable tourism village IOSR J. Environ. Sci. Toxicol. Food Technol. 13 1–9
[30] Yasir Y 2020 Environmental Communication Model of Farmer Community in Peatlands Ecotourism Development J. Phys. Conf. Ser. 1655 12133
[31] Mohamad B, Bakar H A, Halim H and Ismail A R 2014 Corporate Communication Management (CCM) and organisational performance: a review of the current literature, conceptual model and research propositions Procedia-Social Behav. Sci. 155 115–22
[32] Santoso A D, Rinjany D and Bafadhal O M 2020 Social Media and Local Government in Indonesia: Adoption, Use and Stakeholder Engagement Rom. J. Commun. Public Relations 22 21–35
[33] Giampiccoli A and D G 2020 Community-based tourism in protected areas benefits communities and conservation: a model Adv Hosp Tour Res 9100 1–26
[34] Boes K, Buhalis D and Inversini A 2016 Smart tourism destinations: ecosystems for tourism destination competitiveness Int. J. Tour. Cities 2 108–124
[35] Del Bosco B 2017 The evolution of CSR communication on the Internet Impresa Progett. J. Manag. 1 1–29
[36] Linos O 2018 How Social Media is the Future to Corporate Communication Glob. J. Manag. Bus. Res. 8
[37] Testarmata S, Fortuna F and M C 2018 The communication of corporate social responsibility practices through social media channels Corp Board role duties Compos 14 34–49
[38] Cho M, Furey L D and Mohr T 2017 Communicating corporate social responsibility on social media: Strategies, stakeholders, and public engagement on corporate Facebook Bus. Prof. Commun. Q. 80 52–69
[39] Siano A, Conte F, Amabile S, Vollero A and Picciocchi P 2016 Communicating sustainability: An operational model for evaluating corporate websites Sustainability 8 950
[40] Balaban D and Mustățea M 2019 Users’ perspective on the credibility of social media influencers in Romania and Germany Rom. J. Commun. Public Relations 21 31–46
[41] Van Riel C B M and Fombrun C J 2007 Essentials of corporate communication: Implementing practices for effective reputation management Choice Rev Online 45
[42] Mohammad B and Bungin B 2020 Komunikasi Perusahaan (Jakarta: Prenadamedia Group)