



Resource Orchestration Strategies To Promote Innovation And Sustainability In Tourism

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ABSTRACT

This study aims to explore the role of Resource Orchestration (RO) strategies in supporting innovation and sustainability in the tourism sector. The research employs a qualitative approach with a literature review, analyzing sources related to resource management, product development, and the social-environmental impacts of tourism. The findings suggest that RO strategies are vital in fostering collaboration between tourism companies, governments, and local communities to manage destinations sustainably. The application of digital technologies and community empowerment also contributes to improved operational efficiency and cultural preservation. The study concludes that RO can create a balance between innovation and sustainability, providing practical insights for developing long-term sustainable tourism strategies.

INTRODUCTION

The tourism industry is a sector that has a significant impact on both the global and national economies, contributing substantially to job creation, foreign exchange income, and infrastructure development (Yakup, 2019). According to the United Nations World Tourism Organization (UNWTO, 2020), the tourism sector plays a crucial role in contributing 19% of the total GDP. Additionally, the tourism sector also contributes 10% of the national Gross Domestic Product, with the highest figures in ASEAN.

This phenomenon highlights the importance of the tourism sector in boosting the economies of various countries (Lukito, 2022). Despite its crucial role, the tourism industry faces complex and evolving challenges. One of the biggest challenges is the constant demand for innovation in offering new products and experiences for tourists while ensuring environmental and social sustainability at tourism destinations (Fitri, Jamil, Paru, & Sapulete, 2024). Sustainability has become increasingly vital in an era of climate change, environmental degradation, and the widespread socio-economic impacts of uncontrolled tourism (Vitrianto, 2024).

The tourism industry continues to evolve, and every organization involved in tourism activities must constantly innovate to remain relevant and competitive (Achmad, 2023). This not only involves developing new products or services but also includes better resource

management to enhance operational efficiency and effectiveness. Human resource development in the tourism sector requires a comprehensive approach, encompassing education, training, and competency development. Governments, entrepreneurs, and communities must collaborate to develop human resources that align with the needs of the tourism industry (Simanjuntak, 2024). Amidst limited resources, resource orchestration emerges as a critical strategy to support performance and foster innovation.

The challenge in the practice of resource orchestration lies in effectively identifying mechanisms for how management mobilizes and organizes resources within an institution (Purnomo, Ciptono, Utomo, Setiawan, & Silekonom, 2023). Resources are not only well-organized to combine capabilities, but the Resource Orchestration (RO) framework provides a detailed overview of key processes, including structuring, bundling, and leveraging. The RO framework encompasses all processes that influence company performance, from the acquisition of resources in factor markets to the deployment of products in product markets (Andersén, 2023).

The absolute solution is to build sustainable and responsible tourism. The issue of sustainable tourism development has been collectively echoed and agreed upon by most countries in the world. UNWTO, in collaboration with UNEP, has developed sustainable tourism values in tourism destinations into three main principles: economic, socio-cultural, and environmental. The economic principle emphasizes how the tourism sector not only contributes to regional income but also reduces unemployment, improves the quality of life for local communities, and reduces inflation.

Next, the socio-cultural principle focuses on minimizing the damage to traditional cultures, social degradation, controlling crime, and preventing negative assimilation and acculturation in the lives of local communities. Finally, the environmental principle highlights issues such as environmental degradation, land misuse, pollution, waste management, traffic congestion, and overpopulation in certain areas (Sutono, 2023).

The urgency of this research arises from the tourism industry's pressing need to find strategies that can combine innovation with sustainability. Poorly managed tourism can lead to the destruction of local cultures and negative assimilation of social values in local communities (Widiyanto & Supriyanto, 2023).

Increased crime and social degradation often become side effects of massive and uncontrolled tourism activities (Suherli, 2021). Therefore, it is crucial for the tourism sector to apply sustainability principles that integrate innovation with social, economic, and environmental responsibility. This study identifies effective resource orchestration strategies to address these issues and promote innovation and sustainability in the tourism industry. This study focuses on how resource orchestration can be used as a primary strategy to drive both innovation and sustainability in the tourism industry.

In the context of tourism, this strategy can be applied through cross-sector collaboration, where various stakeholders work together to achieve the same goal of promoting innovation and sustainability. For instance, local governments can collaborate with communities and the private sector to manage natural resources more wisely, while the technology sector can play a role in developing digital solutions to improve the operational efficiency of tourist destinations. Thus, this research aims to bridge this gap by exploring the concept of resource orchestration in the tourism context and how this strategy can support both innovation and sustainability simultaneously.

This study is expected to provide significant theoretical and practical contributions. Theoretically, it will enrich the tourism management literature by offering a new approach to more holistic and collaborative destination management. Practically, the findings of this research can be used by tourism stakeholders to develop more effective innovation strategies that focus not only on short-term gains but also on long-term sustainability.

LITERATURE REVIEW

The tourism industry has been widely recognized as a key driver of global economic growth, significantly contributing to job creation, foreign exchange earnings, and infrastructure development (Akbari, 2024). This sector not only stimulates direct economic activities but also promotes the development of related industries such as hospitality, transportation, and retail (Aratuo et al., 2018). However, as tourism grows, so do the challenges of managing its impact on the environment and local communities. Scholars emphasize the importance of integrating sustainable practices to mitigate these adverse effects, focusing on long-term environmental and socio-economic goals (Devi, 2024).

Sustainability in tourism is commonly framed around three key pillars: economic, environmental, and socio-cultural sustainability. The economic dimension stresses the need for tourism to provide long-term benefits to local communities, while the environmental aspect highlights minimizing resource depletion and pollution (Hariram, Mekha, Suganthan, & Sudhakar, 2023). The socio-cultural pillar emphasizes preserving local traditions and reducing the negative impacts of mass tourism, such as cultural commodification and displacement (Maharjan & Timalisina, 2023). Achieving a balance between these pillars remains a significant challenge in the industry.

Innovation plays a critical role in addressing the challenges of sustainable tourism. The concept of Resource Orchestration (RO) has gained attention as an effective strategy for optimizing resource use, fostering collaboration, and driving sustainable innovation (Andersén & Ljungkvist, 2021). By structuring, bundling, and leveraging resources, tourism businesses can improve efficiency and enhance their capacity for innovation (Rhena, Kraugusteeliana, & Hamzar, 2024).

This approach has proven particularly useful in overcoming resource constraints and aligning tourism growth with sustainability goals. Through cross-sector partnerships, tourism organizations can integrate technology and human capital to deliver innovative solutions that support both competitiveness and sustainability.

METHODS

This study employs a qualitative method with a literature review approach, aimed at analyzing how resource orchestration strategies can support innovation and sustainability in the tourism industry. The data used in this research is obtained from various secondary literature sources, such as scientific journals, books, research reports, and articles related to resource management, innovation, and sustainability in the context of tourism.

The research conducts content analysis to identify key relevant themes, such as resource management, product development, and the environmental and social implications of tourism activities. The analysis is conducted comprehensively to gain a deeper understanding of resource orchestration practices and how the concept can be effectively applied to create a balance between innovation and sustainability in the tourism sector.

RESULTS

This study found that resource orchestration strategies play a crucial role in driving The study reveals that resource orchestration strategies play a crucial role in promoting both innovation and sustainability within the tourism industry. One key finding is that fostering collaboration among companies, destinations, and tourists is essential for the sustainable management of tourism resources. This collaboration not only leverages the expertise and resources of different stakeholders but also generates innovative solutions for destination

management, such as the development of eco-friendly infrastructure and the preservation of local cultures.

Integrated natural resource management was identified as an effective approach to minimizing environmental impact. The use of renewable energy, waste management, and water conservation not only reduces environmental damage but also improves operational efficiency within the tourism sector.

The research further highlights the importance of local community empowerment. Involving local communities in the planning and management of tourist destinations enhances local economic well-being and ensures social sustainability by providing access to training and skill development programs.

The adoption of digital technology has also emerged as a key driver in enhancing operational efficiency and creating more innovative and sustainable tourism experiences. Technologies such as mobile apps and data-driven platforms help monitor environmental impacts and better plan tourist capacities.

Additionally, the diversification of tourism products, especially through the development of eco-tourism and cultural tourism, has been proven to reduce pressure on popular destinations while providing broader economic benefits to underdeveloped areas. Effectively applied resource orchestration strategies can achieve a balance between innovation and sustainability in the tourism industry. This approach enables the sector to provide short-term.

DISCUSSION

The tourism industry currently faces increasingly complex challenges in balancing innovation and sustainability. Resource orchestration strategies have emerged as an effective approach to ensuring the growth of this sector without sacrificing environmental and social aspects. By involving various stakeholders, such as companies, destinations, and tourists, these strategies aim to maximize the use of available resources to achieve aligned goals of innovation and sustainability.

Fostering Collaboration between Companies, Destinations, and Tourists: Tourism companies play a crucial role in managing tourism sustainably. In the publication "Sustainable Tourism: A State-Of-The-Art Review" by Richard W. Butler (Butler, 1999), it is emphasized that tourism companies need to integrate sustainability principles into their business strategies. This includes waste management, energy conservation, and positive contributions to the well-being of local communities. Tourism destinations have the responsibility to maintain environmental sustainability and the social life of local communities. In the journal "Sustainable Tourism Development: A Critique" by Zhenhua Liu dalam (Sutono, 2023), the urgency for destinations to plan and manage tourism growth with long-term environmental and cultural impacts in mind is highlighted. Tourists also play an important role in ensuring tourism sustainability.

By choosing sustainable destinations, participating in responsible activities, and understanding local cultures, tourists can help reduce the negative impacts of tourism. In the article "Tourism and Sustainable Development: Exploring the Theoretical Divide" by Richard Sharpley dalam (Sutono, 2023), it is discussed that tourists can become agents of positive change if they actively engage in sustainable tourism practices (Vitrianto, 2024).

Local Community Empowerment: Involving local communities in the planning and management of tourism destinations allows them to play an active role in ensuring social and economic sustainability. Training programs and capacity development for local communities can help enhance their skills in the tourism industry, in turn supporting the creation of more sustainable and high-value tourism products and experiences.

This involves listening to and engaging local communities in decision-making processes that affect their lives and environment, ensuring their participation in the planning, implementation, and evaluation of development projects (Vitrianto, 2024).

Figure 1 The Sustainable Tourism Cycle

Utilization of Digital Technology: Encouraging the adoption of digital technology such as mobile apps, data-driven platforms, and cloud-based destination management systems can improve operational efficiency and provide more innovative tourism experiences (Ferdianto & Supardi, 2022). Technology can assist in monitoring environmental impacts, planning tourist capacity, and promoting destinations more sustainably. Lopez Da Vila dalam (Sutono, 2023) notes that a smart destination is a tourist destination built innovatively by utilizing technological infrastructure to ensure the sustainable development of tourist areas. A smart destination is accessible to everyone, facilitating interaction and integration of visitors with their environment, improving the quality of the destination experience, and enhancing the quality of life for residents.

Figure 2 The Concept Of Smart Destination Visualization

Building and Maintaining Destination Branding: Building and maintaining a strong destination brand is one of the primary goals of tourism marketing. A strong destination brand can create a unique and recognizable identity that differentiates a destination from its competitors. According to Kavaratzis and Hatch (2023) in (Fitri et al., 2024), effective branding involves creating and communicating the core values and uniqueness of a destination to attract and captivate tourists. Branding is also important in managing the perception and reputation of a destination. With the right branding strategy, destinations can overcome negative stereotypes or strengthen their positive image. For example, the "Incredible India" campaign successfully changed the global perception of India as a tourist destination rich in culture and history, despite challenges like poverty and inadequate infrastructure.

Implementing resource orchestration strategies in the tourism industry can lead to significant changes, both in terms of innovation and sustainability. Through cross-sector collaboration, efficient natural resource management, local community empowerment, digital technology adoption, and maintaining destination branding, inclusive and sustainable growth can be achieved. These measures ensure that tourism not only drives economic growth but also protects the cultural and environmental assets that form its core appeal.

CONCLUSION

The tourism industry is increasingly faced with the complex challenge of balancing innovation with sustainability. Resource orchestration strategies have proven to be an effective solution, involving the collaboration of multiple stakeholders, such as companies, destinations, and tourists, to maximize resource utilization while fostering sustainability. This research emphasizes the crucial role of tourism companies in incorporating sustainable practices into their operations, as well as the responsibility of destinations to plan for long-term environmental and cultural sustainability. Tourists themselves play an integral role by engaging in responsible tourism practices, which helps minimize negative impacts.

Moreover, empowering local communities by involving them in decision-making processes and providing skill development programs enhances social and economic sustainability. The adoption of digital technologies, such as smart destination management systems, has also proven to improve operational efficiency and enhance visitor experiences while promoting sustainability. Lastly, effective destination branding is vital for managing a destination's reputation and attracting tourists while addressing challenges like negative stereotypes.

SUGGESTION

To enhance the sustainability of the tourism industry, fostering stronger collaboration among key stakeholders—such as tourism companies, local communities, and tourists—should be a priority. Governments and tourism organizations can play a vital role in facilitating these partnerships by promoting dialogue and cooperation to address sustainability challenges collectively. Additionally, investing in digital technologies is essential for improving the efficiency of tourism operations and minimizing environmental impacts. The adoption of smart destination technologies can create more innovative tourism experiences, while simultaneously enhancing the quality of life for local communities.

Furthermore, local community empowerment should be at the forefront of tourism development strategies. Providing training and capacity-building programs for local residents ensures that they are actively involved in managing tourism resources, contributing to both social and economic sustainability. Lastly, destinations should focus on building and maintaining strong destination branding that emphasizes their unique cultural and environmental attributes. This can help shift global perceptions, attract responsible tourists, and create long-term competitiveness while ensuring that tourism supports the conservation of local heritage and ecosystems.

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