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Optimization Model for the Economic Competitiveness of Tourist Parks Based on Tourist Satisfaction, Destination Image, and Sustainable Tourism in Bogor Regency and Bogor City

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ABSTRACT
This study aims to develop a model for optimizing the economic competitiveness of tourist parks based on Tourist Satisfaction, Destination Image, and Sustainable Tourism in Bogor Regency and City. The development of the model is motivated by the importance of improving the competitiveness of tourist destinations, which is not only oriented towards increasing the number of visitors but also on tourist satisfaction, strengthening destination image, environmental sustainability, and increasing the economic contribution of the local community. This research is designed using a quantitative approach with an explanatory research method. Data collection was planned through a survey of 400 tourists selected using purposive sampling technique, supported by data from destination managers and micro, small, and medium enterprises (MSMEs). Data analysis used Structural Equation Modeling–Partial Least Squares (SEM-PLS) to test the direct influence between variables and identify dominant factors in shaping the economic competitiveness of tourist parks. Based on the conceptual study, tourist satisfaction is estimated to play a role in increasing loyalty and repeat visits, destination image has the potential to strengthen attractiveness and competitive advantage, while sustainable tourism is expected to support environmental preservation and local economic empowerment. The novelty of this research lies in the integration of these three variables into the economic competitiveness model of the tourism park by considering the characteristics of the Bogor Regency and City areas. This research is expected to produce an empirical model and strategic recommendations for local governments and destination managers in developing competitive, inclusive, and sustainable tourism.

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INTRODUCTION

The tourism sector is one of the strategic sectors in regional and national economic development because it has the ability to create added economic value, increase community income, expand employment opportunities, encourage the growth of micro, small, and

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medium enterprises (MSMEs), and strengthen regional competitiveness. In the contemporary economic development paradigm, tourism is no longer viewed merely as a travel and recreational activity, but as an economic ecosystem involving complex interactions between tourists, business actors, local communities, government, and the environment. Therefore, the development of tourist destinations requires a multidimensional approach that is not only oriented towards increasing the number of tourist visits but also considers the quality of the tourist experience, destination image, environmental sustainability, and the distribution of economic benefits to the local community.

Bogor Regency and Bogor City are two strategic areas in West Java Province that have great potential for developing the tourism industry, especially nature tourism, recreational parks, educational tourism, family tourism, and environment-based tourism areas. Geographical proximity to the metropolitan areas of Jakarta, Bogor, Depok, Tangerang, and Bekasi (Jabodetabek) provides accessibility advantages and a relatively broad tourist market potential. In addition, geographical characteristics, climate conditions, biodiversity, and local cultural wealth make both regions have diverse tourist attractions and potential to be developed as centers of tourism-based economic growth.

Bogor Regency has destination characteristics dominated by nature tourism areas, mountains, recreational parks, and eco-based tourism. Meanwhile, Bogor City has characteristics of urban tourism, thematic parks, historical tourism, educational tourism, as well as green open spaces that are part of the city's identity. These differences in characteristics create opportunities for developing an integrative and adaptive economic competitiveness model for tourist parks that are adaptive to the characteristics of each region. However, the large tourism potential does not automatically guarantee optimal economic competitiveness if destination management has not fully considered the quality of tourist experience, the formation of a positive destination image, and sustainability principles.

Besides tourist satisfaction, *destination image* is a factor that plays a role in shaping tourists' perceptions, preferences, and decisions. Destination image reflects the overall beliefs, knowledge, emotional impressions, and evaluations of tourists towards a tourist area. This image can be formed through direct experience, digital information, social media, tourism promotion, visitor reviews, and the reputation of the destination that develops in society.

Empirical data shows that Bogor's tourism sector has significant economic potential. Based on the Bogor City Regional Government Work Plan document for 2025, the number of tourist visits to Bogor City increased from 5,174,317 visits in 2022 to 5,650,637 visits in 2023. This condition indicates a rise in demand for tourism products and services in Bogor City. However, the increase in visits cannot yet be used as the sole indicator of tourism development success because an evaluation of economic benefits, tourist satisfaction, and destination sustainability is needed (Bogor City Government, 2024). Meanwhile, the Central Statistics Agency of Bogor Regency (2024) reported that in 2023 there were 266,974 foreign tourist visits to tourist attractions in Bogor Regency, an increase compared to 86,338 visits in 2022. In the same year, the number of registered eateries and restaurants reached 1,182 units. This data shows a potential link between tourism activities and the development of

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supporting tourism businesses, especially in the culinary, accommodation, and tourism service sectors.

Table 1. Indicators of tourism development in the Bogor area

Indicator	Year	Value
Tourist visits to Bogor City	2022	5.174.317
Tourist visits to Bogor City	2023	5.650.637
Visits by international tourists to Bogor Regency	2023	266.974
The contribution of tourism to the GRDP of Bogor Regency	2023	4,90%
The contribution of tourism to the GRDP of Bogor Regency	2024	5,43%

Recent empirical studies also highlight the importance of integrating destination image aspects and sustainability practices in tourism development. Goeltom and Hurriyati (2024) developed an empirical model that examines the relationship between *destination image*, sustainable practices, cultural experience, and destination appeal with tourist visit intentions. This research provides a conceptual basis that the attractiveness of a destination is determined not only by physical characteristics but also by tourists' perceptions and the quality of destination management. Furthermore, Della Corte et al. (2026) place tourist satisfaction as an important factor in enhancing destination competitiveness. The study emphasizes the need to measure satisfaction based on various dimensions of destination experience, including accessibility, attractions, accommodations, facilities, and supporting services. Thus, tourist satisfaction management needs to be understood as part of a strategy to enhance the competitive advantage of destinations, not merely as an administrative measure of service quality.

Based on the development of these theories and empirical findings, it can be identified that there is a need for research to develop a model that integrates *tourist satisfaction, destination image,* and *sustainable tourism* with the economic competitiveness of tourist parks in an integrated manner. Previous research presented provides a foundation regarding tourist behavior and destination attraction, but has not directly addressed how these three variables can simultaneously be used to optimize the economic competitiveness of tourist parks in two administrative regions with different characteristics, namely Bogor Regency and Bogor City. This statement is an identification of gaps based on the literature discussed, thus still requiring strengthening through systematic literature review.

The research gap can also be seen from the need to link destination marketing approaches with regional economic indicators. Research on tourist satisfaction and destination image generally places loyalty, revisit intention, or recommendations as the result of tourist behavior. Meanwhile, research on tourism sustainability often focuses on environmental, social, and governance dimensions. This research is expected to provide theoretical contributions to the development of destination competitiveness studies and tourism economics, while also providing practical contributions in the form of policy recommendations for local governments, tourism park managers, MSME actors, and tourism stakeholders.

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Table 2. Novelty proposed in this study

Dimensions	Proposed novelty
theorist	Integration of tourist satisfaction, destination image, and sustainable tourism as determinants of economic competitiveness
Conceptual	Placing economic competitiveness as a result variable, not just the intention to revisit
Methodological	Testing of the SEM-PLS model and comparative analysis of two regions
Empirical	Focus on tourist parks in Bogor Regency and Bogor City
Practical	Formulation of priority strategies for optimizing the tourism park's economy based on empirical testing results

LANDASAN THEORY

Basic Concepts of Tourism Economics

Tourism economics is a field of economic study that analyzes production, distribution, consumption, investment, and added value creation activities arising from tourist movements to a destination. Tourism has multidimensional characteristics because it involves various economic sectors, such as transportation, accommodation, culinary, trade, creative industries, recreational services, and public services. From the perspective of regional economic development, tourism can act as a driver of economic growth by increasing demand for local goods and services. Increasing tourism activity can create business opportunities, expand employment opportunities, and increase regional revenue. However, the magnitude of this economic impact heavily depends on the relationship between tourism activities and the local economic structure. UN Tourism (2025) explains that the recovery of international tourism to pre-pandemic levels demonstrates the importance of the tourism sector in the global economy. This development also emphasizes the need for policies that direct tourism growth towards more inclusive, resilient, and sustainable development. In the context of tourism parks in Bogor Regency and City, the tourism economy can be understood as the overall economic activity generated by tourist visits, both in the form of direct income from destination managers and indirect benefits received by MSME actors, transportation providers, traders, workers, and the surrounding community.

The *tourism multiplier effect* concept explains that tourist expenditure can create a broader economic impact compared to the initial transaction value. When tourists buy entrance tickets, food, souvenirs, or use transportation services, those expenses become income for business actors. Part of the income is then reused to pay labor, purchase raw materials, and meet operational needs, resulting in continued economic activities.

The economic impact of tourism can be grouped into three forms.

1. Direct effect, which is the economic revenue obtained from tourist transactions with tourism service providers.
2. Indirect impact, namely economic activity in the supplier sector that supports tourism business operations.

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3. The induced *effect* is an increase in household consumption sourced from the income of workers and business actors related to tourism.

Simply put, the concept of income multiplier can be written as follows:

$$K = \frac{\Delta Y}{\Delta E} \quad (1)$$

This equation is a conceptual representation. Empirical measurement of economic impact requires more detailed models, such as input-output analysis or *tourism satellite accounts*. The relevance of this concept to the research lies in the importance of increasing tourist spending, extending visit duration, and involving local businesses as mechanisms for creating economic value in tourist parks.

Tourism *Economic Competitiveness*

The economic competitiveness of a tourist park is a destination's ability to create, maintain, and enhance economic advantages through the utilization of tourism resources, service quality, product innovation, management efficiency, as well as value creation for tourists and the local community. Economic competitiveness is not only related to the destination's ability to attract a large number of tourists but also to the ability to generate productive, inclusive, and sustainable economic benefits.

The World Economic Forum (2024), through the Travel & Tourism Development Index 2024, places sustainability, infrastructure, tourism resources, supporting environment, and policies as important dimensions of the development of the travel and tourism sector. This framework shows that the advantages of a destination are influenced by a combination of various interrelated factors. In this study, the economic competitiveness of a tourist park is operationally defined as the destination's ability to generate sustainable economic value through improved business performance, productivity, market attractiveness, local economic involvement, and the resilience of tourism activities.

Table 3. Economic Competitiveness Dimensions

Dimensions	Explanation	Potential indicators
Economic performance of destinations	The ability to generate economic revenue	Operating revenue, transaction growth
Tourism productivity	Resource utilization efficiency	Revenue per visitor, operational efficiency
Competitive advantage	Ability to distinguish destinations from competitors	Unique attractions, service innovation
Local economic involvement	Contribution to the community's economy	MSME partnerships, use of local products
Economic resilience	The ability to maintain business activities	Income diversification, business stability

These dimensions are conceptual synthesis for this research, not standard instruments adopted entirely from a single publication. The *Resource-Based View* (RBV) approach explains that competitive advantage can be built through the utilization of valuable resources

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and capabilities that are difficult to replicate, and managed effectively. In the context of a tourist park, these resources can include natural beauty, unique landscapes, local culture, destination reputation, human resource quality, service innovation, and partnership networks. The development of RBV in this study is directed at understanding that the economic competitiveness of tourist parks is not only determined by the ownership of physical resources but also by the ability of managers to transform those resources into satisfying tourism experiences, positive destination images, and sustainable management practices. It should be distinguished that RBV is a basic theory developed before 2023. Its use here is as a classical theoretical framework, while empirical publications supporting the research model are prioritized from 2023 onwards.

Tourist Satisfaction

Tourist satisfaction is a psychological condition that describes the level of tourist satisfaction after evaluating the overall experience during visiting a tourist destination. Satisfaction is formed when the quality of the experience received meets or exceeds tourists' expectations. Martins (2023) explains that tourist satisfaction acts as a mediating variable in the relationship between destination image, service quality, and revisit intention. The study shows that a satisfying experience during the first visit plays an important role in shaping tourists' decisions to revisit the destination. Della Corte et al. (2026) developed a tourist satisfaction measurement approach based on six destination components, namely *access, attractions, accommodation, amenities, ancillary services,* and *assemblage*. This approach places tourist satisfaction as an important factor in enhancing the tourism experience and the competitiveness of destinations. In this study, *tourist satisfaction* is defined as the level of positive evaluation of tourists regarding the quality of services, facilities, attractions, comfort, safety, and the overall experience gained during visits to tourist parks in Bogor Regency and City.

The expectation confirmation theory explains that satisfaction is formed through a comparison between initial expectations and the actual experience felt by consumers. In the context of tourism, tourists have expectations before visiting formed from promotions, social media, previous experiences, and recommendations from others. If the actual experience meets expectations, tourists tend to feel satisfied. If the experience exceeds expectations, satisfaction levels can increase. Conversely, experiences below expectations have the potential to cause dissatisfaction.

$$TS = f(P,E) \quad (2)$$

This equation is a conceptual simplification, not a standard empirical measurement formula. This theory is relevant to explain how the quality of experiences at tourist parks can shape satisfaction and influence tourists' economic behavior.

Table 4. Tourist Satisfaction Dimensions

Dimensions	Research indicators
Service quality	Staff friendliness, service speed, response to complaints

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Dimensions	Research indicators
Facility quality	Cleanliness, toilets, rest areas, supporting facilities
Accessibility	Ease of access to the location, directional information, transportation access
Attraction quality	Uniqueness of the rides, activity attractions, variety of experiences
Perceived value	Match ticket prices with the benefits obtained
Overall satisfaction	Relevance of experience to expectations and overall satisfaction

This dimension is adapted to the context of the tourist park, thus requiring validation through expert assessments and instrument testing. Tourist satisfaction has a potential relationship with economic competitiveness through several mechanisms.

First, high satisfaction can increase the likelihood of tourists returning to visit. Second, satisfied tourists have the potential to give positive recommendations to family and friends. Third, a satisfying experience can increase tourists' willingness to purchase additional services, such as food, souvenirs, and recreational activities.

Della Corte et al. (2026) link tourist satisfaction with increased spending, repeat visits, and the spread of positive experiences online. This relationship provides a theoretical basis that tourist satisfaction can contribute to strengthening the competitiveness of destinations.

Citra Destinasi (*Destination Image*)

Destination image is the overall perception, knowledge, beliefs, and emotional impressions of tourists towards a destination. Destination image is formed through information received before visits, experiences during tourism, and evaluations after visiting. Wei et al. (2024) examine the influence of destination image and attachment to place on revisit intention by considering perceived risks. This study strengthens the relevance of destination image in understanding tourists' behavioral decisions. Goeltom and Hurriyati (2024) integrate destination image, sustainable practices, cultural experience, and several other factors into the model of destination attraction and intention to visit. This approach shows that destination image needs to be understood together with the quality of experience and destination management practices. In this study, *destination image* is the overall perception of tourists regarding the characteristics, quality, reputation, attraction, and identity of tourist parks in Bogor Regency and City.

The *cognitive-affective image approach* explains that destination images are formed through two main components: cognitive assessment and affective assessment. Cognitive image relates to tourists' knowledge and beliefs about the objective characteristics of the destination, such as facilities, accessibility, safety, cleanliness, and attractions. Affective image relates to tourists' emotional responses to destinations, such as feelings of happiness, comfort, calmness, entertainment, and attraction. The combination of these two components forms *an overall destination image* that can influence tourists' preferences and behavior.

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Table 5. Destination Image Dimensions

Dimensions	Research indicators
Cognitive image	Facility quality, environmental beauty, accessibility, safety
Affective image	A comfortable, pleasant, calming, and attractive feeling
Unique image	The uniqueness of attractions, local identity, distinctive characteristics of the destination
Overall image	Overall reputation, positive impression, perception of destination quality

These four dimensions can be used as the basis for developing destination image instruments, with adjustments based on the characteristics of the tourist park. A positive destination image can strengthen the competitive position of tourist parks through increased market appeal, differentiation of tourism products, tourist trust, and revisit tendencies.

From an economic perspective, a strong image has the potential to reduce consumer uncertainty, increase promotional effectiveness, and strengthen the economic value of destination brands.

However, the direct relationship between destination image and economic performance cannot be assumed automatically. This influence needs to be tested because it can be influenced by price, accessibility, market conditions, and management quality.

The hypotheses developed are:

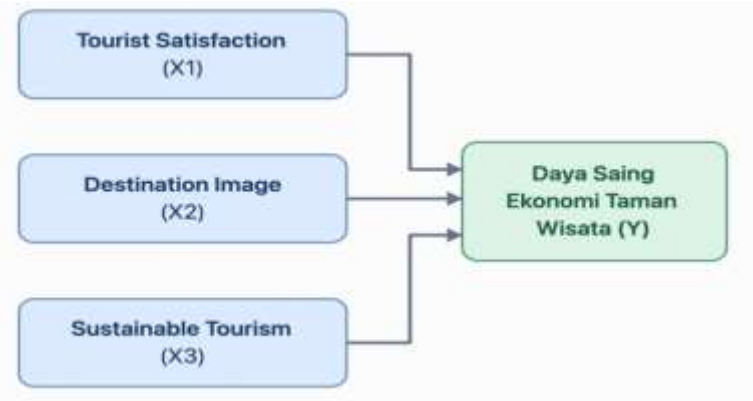

Figure 1. Conceptual framework for optimizing the economic competitiveness of tourist parks.

The Research Hypothesis

H1: *Tourist Satisfaction* has a positive effect on the economic competitiveness of tourist parks.

H2: *Destination Image* has a positive effect on the economic competitiveness of tourist parks.

H3: *Sustainable Tourism* has a positive effect on the economic competitiveness of tourist parks.

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RESEARCH METHODS

This study uses a quantitative approach with *an explanatory research* method aimed at analyzing the influence of *Tourist Satisfaction, Destination Image,* and *Sustainable Tourism* on the economic competitiveness of tourist parks in Bogor Regency and City. The study used a *cross-sectional survey design*, which involves data collection over one research period. The analysis was conducted using *Structural Equation Modeling–Partial Least Squares* (SEM-PLS) to test the relationships between variables and develop a model for optimizing the economic competitiveness of tourist destinations (Hair et al., 2024). The research was conducted at several tourist parks in Bogor Regency and Bogor City, West Java Province. The location was determined using *purposive sampling* techniques by considering destination characteristics, number of visits, accessibility, economic activities, and the application of sustainable tourism principles. The study is planned to last six months, including preparation, data collection, analysis, and model development.

The research population includes tourists visiting tourist parks in Bogor Regency and City, destination managers, as well as MSME actors around the tourism area. Tourist sampling was conducted using *purposive sampling* technique with respondents being at least 17 years old and having visited the tourist park that is the object of the study. The initial sample size is planned to be 400 tourist respondents, consisting of 200 respondents in Bogor Regency and 200 respondents in Bogor City. This number is the initial target and needs to be confirmed through sample needs analysis or *statistical power analysis*. Supporting data were collected from destination managers and MSME actors to obtain an overview of actual economic performance.

Table 6. Research Variables

Variable	Code	Key indicators
Tourist Satisfaction	X1	Service, facilities, comfort, security, overall satisfaction
Destination Image	X2	Cognitive image, affective image, uniqueness, destination reputation
Sustainable Tourism	X3	Economic, social, environmental, and governance sustainability
Economic Competitiveness of Tourist Parks	Y	Economic performance, productivity, competitive advantage, local economic contribution

Indicators X1–X3 were measured through questionnaires with a Likert scale of 1–5. Variable Y was measured through economic data from managers and business actors, and can be complemented by perceptual assessments defined separately. Data collection was carried out through distributing questionnaires to tourists, structured interviews with tourism park managers and MSME actors, direct observation of tourism facilities and activities, as well as secondary data documentation from the Central Statistics Agency, tourism offices, and destination management reports. Data analysis was carried out through several stages,

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namely descriptive statistical analysis, measurement model testing (*outer model*), structural model testing (*inner model*), and hypothesis testing using SEM-PLS.

Measurement model testing included outer *loading*, *Average Variance Extracted* (AVE), *Composite Reliability*, and *Heterotrait-Monotrait Ratio* (HTMT). Structural model testing included path coefficients, R^2 values, f^2 effect size, as well as significance testing through *bootstrapping* (Hair et al., 2024). The expected outputs are an empirical model for optimizing the economic competitiveness of tourist parks, identifying dominant factors affecting competitiveness, comparing the characteristics of Bogor Regency and City, as well as recommendations for destination development strategies based on tourist satisfaction, destination image, and sustainable tourism.

ANALYSIS AND RESULTS

General Overview of the Research Object

Bogor Regency and City are areas with tourism development potential through recreational parks, nature tourism, educational tourism, and environment-based destinations. Geographical advantages, accessibility from the Jabodetabek area, and diversity of tourist attractions provide opportunities for the development of the regional tourism economy. However, improving the economic competitiveness of tourist parks requires management that integrates tourist satisfaction, destination *image*, and *sustainable tourism*. These three variables form the basis for developing an economic competitiveness optimization model.

Descriptive Analysis of Research Variables

As an illustration, the analysis uses a design of 400 tourist respondents, consisting of 200 respondents from Bogor Regency and 200 respondents from Bogor City, with a Likert scale of 1–5.

Table 7. Descriptive analysis results

Variable	Average	Interpretation
Tourist Satisfaction (X1)	4,21	High
Destination Image (X2)	4,15	High
Sustainable Tourism (X3)	3,89	High
Economic Competitiveness Perception (Y)	4,08	High

The simulation results show that *Tourist Satisfaction* obtained the highest average score of 4.21, while *Sustainable Tourism* has the lowest score of 3.89. This pattern illustrates that improving the quality of sustainability practices can be a priority for tourism park development.

SEM-PLS Structural Model Analysis

Structural model testing is used to analyze the influence of the three independent variables on the economic competitiveness of the tourist park.

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Table 8. Hypothesis testing results (simulation data)

Variable Relationships	Coifician β	P-value	Results
Tourist Satisfaction → Economic Competitiveness	0,412	0,001	Significant
Destination Image → Economic Competitiveness	0,328	0,003	Significant
Sustainable Tourism → Economic Competitiveness	0,285	0,008	Significant

Based on the simulation scenario, *Tourist Satisfaction* has the highest path coefficient at 0.412, followed by *Destination Image* at 0.328 and *Sustainable Tourism* at 0.285. These values illustrate the possibility that tourist satisfaction is the dominant factor in the model. Methodologically, the significance exemplified through *the p-value* needs to be verified using *bootstrapping results from empirical data. Furthermore, the path coefficient cannot be directly interpreted as the magnitude of the increase in actual economic income.*

Table 9. Comparison of variable scores (simulation data)

Variable	Bogor Regency	Bogor City
Tourist Satisfaction	4,18	4,24
Destination Image	4,22	4,08
Sustainable Tourism	3,85	3,93
Economic Competitiveness Perception	4,06	4,10

Based on the simulation, Bogor Regency has a *higher Destination Image* score , while Bogor City shows higher scores in *Tourist Satisfaction* and *Sustainable Tourism*. These differences can serve as the basis for formulating the hypothesis that geographical characteristics, facilities, accessibility, and governance influence tourist perceptions. However, conclusions about differences between regions require statistical testing, such as *Multi-Group Analysis* (MGA), after measuring equivalence.

Optimization Model for Tourism Park Economic Competitiveness

The optimization model is formulated through three main strategies.



Figure 2. Strategic model for optimizing the economic competitiveness of tourist parks.
Source: Conceptual development by the researcher (2026).

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The first strategy is to increase tourist satisfaction through improving service quality, cleanliness, facilities, security, and tourism experience. The second strategy is to strengthen the destination's image through digital promotion, tourism identity development, and attraction innovation. The third strategy is to implement sustainable tourism principles through environmental conservation, waste management, MSME empowerment, as well as collaboration between the government, managers, and the community.

Discussion of Research Results

Theoretically, the pattern of relationships in the simulation aligns with the argument that tourist satisfaction, destination image, and tourism sustainability have the potential to contribute to strengthening destination competitiveness. Martins (2023) places tourist satisfaction as a factor related to revisit intention, while Goeltom and Hurriyati (2024) integrate destination image and sustainability practices into the study of destination attraction.

From a tourism economy perspective, tourist satisfaction has the potential to encourage revisits, the destination image strengthens market appeal, and sustainability maintains the quality of destination resources in the long term. These three mechanisms can serve as the basis for formulating strategies to optimize the economic competitiveness of tourism parks in Bogor Regency and City.

CONCLUSION

Based on theoretical studies and the development of research models, it can be concluded that optimizing the economic competitiveness of tourist parks in Bogor Regency and City has the potential to be achieved through the integration *of Tourist Satisfaction, Destination Image,* and *Sustainable Tourism* as strategic factors in developing competitive and sustainable tourist destinations. Tourist satisfaction plays a role in driving loyalty, repeat visits, and increasing economic activity, while a positive destination image can strengthen tourist attractions, competitive advantage, and tourist confidence. Meanwhile, the application of sustainable tourism principles supports environmental preservation, local community empowerment, and increased contribution of the tourism sector to the regional economy. The integration of these three variables is expected to produce an innovative, inclusive tourism park management model oriented towards increasing long-term economic value through collaboration among local governments, destination managers, MSME actors, and the community, thus serving as a strategic foundation for strengthening the competitiveness of the tourism economy in Bogor Regency and City.

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