

## Strengthening MSMEs in Aan Tourism Village through a Green Supply Chain Management Scorecard Approach Based on the Local Wisdom of Tri Hita Karana

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### Abstract

Tourism development in Bali contributes significantly to regional economic growth, yet it also creates environmental and social challenges, particularly in tourism villages. This study analyzes sustainability practices in Aan Tourism Village from environmental, social, and economic perspectives, measures readiness for Green Supply Chain Management (GSCM) implementation, and formulates a conceptual model to support sustainable tourism development. A qualitative case study approach was employed, with data collected through field observations, in-depth interviews, focus group discussions, and document analysis. Readiness was assessed using a GSCM Scorecard consisting of six dimensions: internal management, green design, green purchasing, green production, green logistics, and reverse logistics. The findings show that Aan Tourism Village achieved an average score of 4.3, categorized as Green, indicating that most tourism activities have implemented GSCM practices consistently. Internal management and reverse logistics achieved the Very Green category, while green purchasing and green logistics require further improvement. The study proposes an input-process-output-outcome-based GSCM model that is adaptive to local conditions and can serve as a strategic reference for sustainable tourism village development. Practically, these findings offer village administrator a replicable scorecard instrument for periodic sustainability audits, and provide policymaker with evidence-based priorities for green infrastructure investment in rural tourism context.

### Keywords:

Sustainable tourism village; Green supply chain management; Ecotourism; GSCM scorecard; Sustainability.

## 1. INTRODUCTION

Green Supply Chain Management (GSCM) represents the integration of environmental concepts into traditional management to mitigate environmental impacts and risks throughout a product's life cycle (Agustin & Basuki, 2025; Tseng et al., 2019). Within the context of tourism villages, GSCM serves a vital role in embedding eco-friendly practices into the tourism supply chain to minimize negative environmental footprints while fostering sustainable development (Wang, 2024). Bali Province and its tourism sector remain an inseparable entity, driven by the strengths of nature, culture, and tradition. In 2024, foreign tourist arrivals reached 6,333,360, marking a 20.10% increase from the previous year, which recorded 5,273,258 visitors (Badan Pusat Statistik, 2024). One potential area that remains relatively under-explored is Aan Village, which implements the Tri Hita Karana concept, a Balinese philosophy emphasizing a balanced relationship

between humans and God, fellow humans, and nature (Sari & Suindari, 2020). Geographically, Aan Village covers approximately 398 hectares and is located approximately eight kilometers north of Semarapura City, Klungkung Regency, Bali, with a population of 3,149 residents (aan.desa.id, 2025; Dwiputranti et al., 2025).

Local potential for development lies in ecotourism as a form of sustainable tourism aimed at supporting environmental preservation, cultural traditions, and active community participation to provide positive economic impacts (Rama, 2019). Tourism villages offer cultural attractions, natural landscapes, and authentic experiences for tourists, simultaneously creating opportunities for improved community welfare. However, the management of tourism villages still faces several challenges, including environmental degradation caused by tourism activities, limited waste management systems, and the necessity for inclusive economic growth. These challenges impact the ecological, social, and economic sustainability of the village. Furthermore, GSCM implementation in tourism villages encounters obstacles such as insufficient green infrastructure and low environmental awareness among tourism stakeholders (Hariyani et al., 2024; Liu & Li, 2024).

In this context, GSCM emerges as a promising strategic approach. It integrates environmental perspectives across the entire supply chain process, encompassing planning, procurement, production, distribution, and waste management. The implementation of GSCM assists tourism villages in achieving sustainability goals, strengthening competitiveness, and driving local community welfare. Within the tourism industry, GSCM has become a primary focus in research and practice to achieve environmental and economic sustainability. Integrating supply chain management with eco-friendly practices is essential for reducing negative environmental impacts while enhancing operational efficiency and financial gain. Studies regarding green supply chains in rural tourism indicate that GSCM can improve tourism business efficiency without compromising the local environment (Chen et al., 2018).

A green supply chain model implemented in X Town, China, demonstrated success in optimizing five key chains: information, logistics, capital, knowledge, and service. Similarly, the application of GSCM in tourism businesses in Hanoi, Vietnam, enhanced competitive advantage, corporate reputation, and environmental performance, which subsequently improved financial performance (Nguyen et al., 2020). Moreover, the integration of green marketing and supply chain management in the tourism industry can strengthen the potential of both variables for sustainable tourism development. Tourism Supply Chain Management (TSCM) plays a significant role in empowering informal rural communities by improving economic, socio-cultural, infrastructural, and educational aspects (Rashed Kabir et al., 2022). Nevertheless, the link between GSCM practices and rural tourism remains relatively limited in academic research. Therefore, it is crucial to explore GSCM integration in tourism village management to identify a conceptual model relevant to the social, cultural, and environmental context of rural Indonesia (Chiwaridzo & Masengu, 2024).

The problems faced by Aan Tourism Village are closely related to the lack of systematic GSCM integration in village tourism management. Consequently, the application of sustainability principles across environmental, social, and economic aspects has not been effective. Furthermore, low awareness and capacity among tourism stakeholders indicate that the readiness level of Aan Tourism Village in implementing GSCM has not been clearly measured. This condition necessitates an assessment of village readiness through the GSCM scorecard, while simultaneously formulating a GSCM conceptual model tailored to the characteristics of a tourism village. Such a model is intended to support sustainable supply chain management, enhance competitiveness, and drive long-term community welfare.

Based on the described phenomenon, this research aims to analyze the current condition of sustainability implementation in Aan Tourism Village across environmental, social, and economic aspects. Additionally, the study measures the readiness level of Aan Tourism Village using the GSCM Scorecard to identify the village's position on a scale of one to five for each indicator. Finally, an adaptive GSCM conceptual model for Aan Tourism Village is formulated based on the scorecard results and qualitative analysis to provide strategic recommendations for enhancing comprehensive village sustainability. The novelty of this research lies in the development of a GSCM conceptual model specifically designed for the social and cultural context of Indonesian tourism villages, filling the gap in existing sustainable supply chain literature.

## 2. RESEARCH METHOD

This study employs a qualitative case study approach to explore the integration of Green Supply Chain Management (GSCM) in Aan Tourism Village. The research framework is structured systematically to ensure the validity and reliability of the findings. The primary stages of the research are illustrated in Figure 1, covering the process from problem identification to the publication of the results.

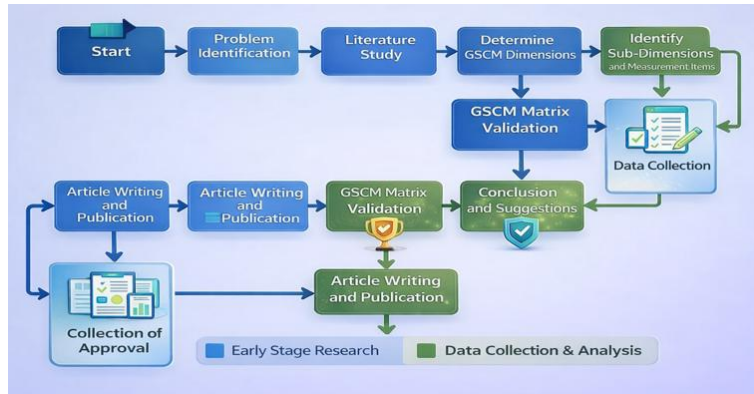


Figure 1. Research Framework

The initial phase involves the identification of research problems and objectives. This stage focuses on formulating the challenges faced by the tourism village, particularly regarding sustainability issues, and establishing the research goals based on field phenomena, previous reports, and discussions with village stakeholders. Subsequently, a literature study is conducted to examine and explore theories related to GSCM, sustainable tourism, and tourism villages. The literature review includes academic journals, books, policy reports, and previous research findings to strengthen the theoretical foundation and identify research gaps.

The research proceeds by defining the GSCM dimensions. Dimensions from various literatures are categorized into the SCOR (Supply Chain Operations Reference) model based on activities and potential environmental impacts. This is followed by the identification of sub-dimensions and measurement items related to supply chain activities that pose risks to environmental sustainability. These measurement items are derived from established GSCM practices and grouped according to the SCOR model. The level of implementation for each GSCM practice is measured using a five-point scale, as shown in Table 1.

Table 1. Implementation Level Scale

Number	Average Score	Implementation Level
1.	0,1-1,0	Not considering
2.	1,1-2,0	Planning to consider
3.	2,1-3,0	Currently considering
4.	3,1-4,0	Initiating implementation
5.	4,1-5,0	Successful implementation

The scale shown in Table 1 serves as a maturity assessment tool for GSCM practices. A value of one indicates that the implementation is not being considered, while a value of five signifies successful implementation. This five-level scale facilitates the conversion of qualitative assessments into measurable quantitative scores. To visualize the results, a GSCM Scorecard Spider Chart is utilized (Figure 2). This radar diagram displays performance across six main dimensions: Internal Management, Green Design, Green Purchasing, Green Production, Green Logistic, and Reverse Logistic. The concentric circles representing values from one to five indicate the implementation level, where positions closer to the outer edge represent stronger performance.

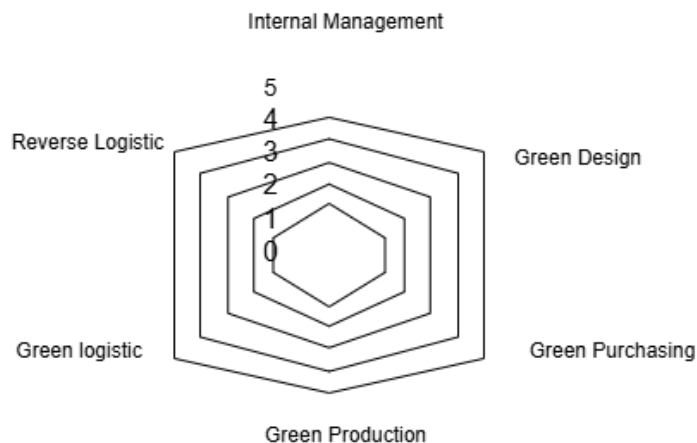


Figure 2. GSCM Scorecard Spider Chart

Data collection is carried out through both primary and secondary sources. Primary data are gathered through in-depth interviews, direct observations, and the distribution of questionnaires to selected respondents, including members of the Tourism Awareness Group (Pokdarwis) and village officials. Secondary data are obtained from tourism village reports, government documents, and academic publications.

Furthermore, a GSCM Scorecard Matrix model is developed based on the five-point Likert scale. This matrix is then validated by academic experts to ensure that the model is relevant to existing theories and covers all essential GSCM practices. The validated matrix is subsequently applied to measure the actual implementation level in the field. The research concludes with the formulation of conclusions and strategic recommendations for future studies. The final stages include the preparation of the research report and the publication of the findings in a national accredited journal.

### 3. RESULTS AND DISCUSSION

#### 3.1. General Overview of the Research Location

Aan Village, located eight kilometers from Semarang City, possesses strong tourism potential based on Tri Hita Karana, as well as rich local natural and cultural resources. With a population of 3,149 residents and an area of 398 hectares, this village offers a combination of agriculture, traditions, and cultural-natural attractions that support the concept of sustainable tourism. In this study, the observation object is focused on Micro, Small, and Medium Enterprises (MSMEs) that support tourism activities in Aan Tourism Village. The observed MSMEs include Beluntas chips, banana chips, Madu Kella, Warung Secret Aan, and Virgin Coconut Oil. The business landscape in Aan Tourism Village encompasses five distinct types of enterprises: Beluntas Chips, a processed snack made from beluntas leaves; Banana Chips, offered in various flavors such as cheese and original; Madu Kella, locally cultivated honey marketed as a natural food product; traditional culinary stalls serving food and beverages to visitors; and Virgin Coconut Oil, produced for both food and health purposes.

#### 3.2. Tourism Village Conceptual Model (Green Score)

The GSCM model for tourism villages begins with the input component, which includes the initial resources supporting GSCM implementation in Aan Tourism Village. These inputs consist of tourism village policies as the regulatory foundation and sustainability commitment; MSMEs and local business actors as the primary stakeholders in the tourism supply chain (culinary, homestay, crafts, and services); and natural resources and the local community as the basis for tourism activities and eco-friendly practices. This input ensures that GSCM implementation is rooted in the local context and community-based. The flowchart of the GSCM process in Aan Village can be seen in Figure 3.

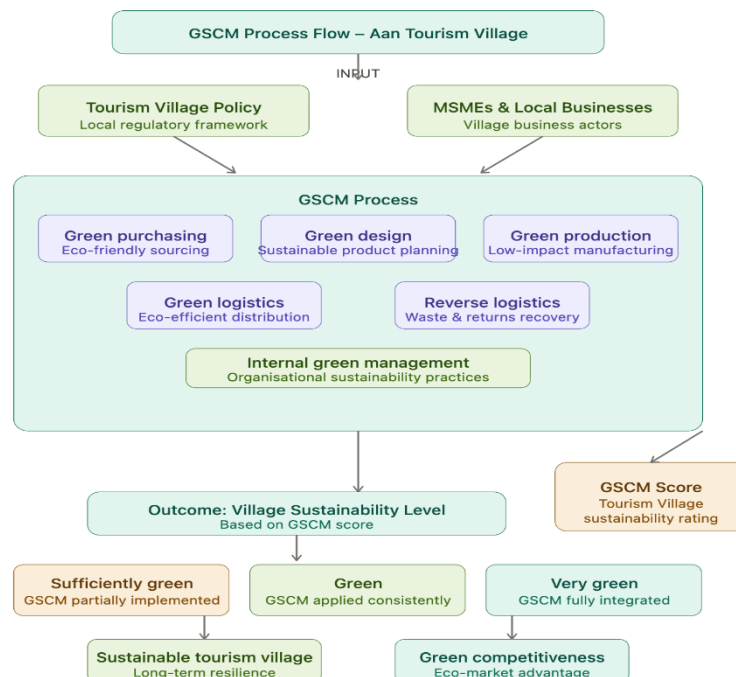


Figure 3. Flowchart of the GSCM Process in Aan Village

In the process stage, the research utilizes the Green Score approach to assess the implementation level of six primary GSCM dimensions: green purchasing (procurement of eco-friendly raw materials and packaging from local suppliers), green design (designing facilities and tourism areas aligned with natural conditions), green production (energy efficiency, water management, and waste reduction in tourism operations), green logistics (distribution arrangements, visitor mobility, and emission control), reverse logistics (waste management through sorting, reuse, and waste bank partnerships), and internal green management (internal policies, SOPs, training, and environmental monitoring). These six dimensions represent the integration of GSCM that supports reduced environmental impact and enhanced operational efficiency.

The output of GSCM implementation is the Tourism Village GSCM Score, a quantitative index generated from measurements using the Green Score approach. This score reflects the implementation level of eco-friendly practices and serves as a basis for classifying the village's sustainability into categories such as Very Green, Green, and Fairly Green. The expected outcome is the realization of a sustainable tourism village that balances environmental, social, and economic aspects (triple bottom line). Furthermore, GSCM implementation enhances the green competitiveness of the tourism village through sustainability-based differentiation and contributes to reducing environmental impacts such as waste, emissions, and energy consumption. The outcome describes the medium and long-term impacts, including tourism village sustainability, increased green competitiveness, and reduced environmental impact. The flow of achieving the GSCM score can be seen in Figure 4.

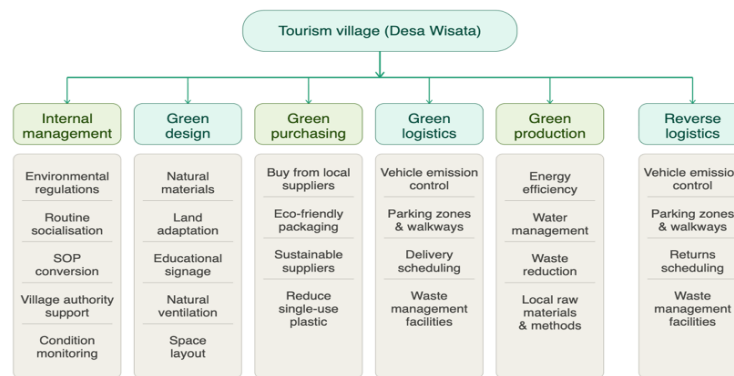


Figure 4. Achievement Flow of GSCM Score

### 3.3. Internal Management

Internal management encompasses internal policies, leadership commitment, human resource training, and internal evaluation to ensure environmental practices are integrated into the organizational culture. Research indicates that internal environmental management is a crucial factor in GSCM as it creates regulations and support from tourism village authorities.

Table 2. Internal Management Assessment

Indicator	Field Findings	Score
Environmental Rules	Cleanliness management has been implemented	5
Routine Socialization	Conservation socialization is conducted once or twice a month	5
Conservation SOP	Cleanliness management is applied through customary village regulations	5
Village Official Support	Implementation is actively supported by the head of the village and Pokdarwis	5
Condition Monitoring	Environmental monitoring is directly conducted by the village	5
Total Score		25
Average		5.0

### 3.4. Green Design

Green Design emphasizes the design of facilities and tourism areas that are in harmony with nature. Practices include the use of natural materials, adaptation to land contours, and natural ventilation to minimize impacts on the ecosystem.

Table 3. Green Design Assessment

Indicator	Field Findings	Score
Natural Materials	Facilities use wood and bamboo to maintain authenticity	5
Land Adaptation	Tourism paths follow the natural slope of the land for soil safety	5
Educational Signs	Permanent environmental signage is currently unavailable	3
Natural Ventilation	Open-concept facilities maximize natural light and air	5
Spatial Planning	Parking and trekking paths consider local land conditions	5
Total Score		23
Average		4.6

### 3.5. Green Purchasing

Green Purchasing describes procurement practices oriented toward the environment, such as sourcing from local suppliers and reducing single-use plastics.

Table 4. Green Purchasing Assessment

Indicator	Field Findings	Score
Local Supplier Sourcing	Most needs are sourced locally from the village	4
Eco-friendly Packaging	Traditional culinary vendors use banana leaves and paper	4
Sustainable Suppliers	Procurement is functional; no specific sustainability criteria yet	2
Plastic Reduction	Unwritten agreements exist to limit plastic usage for guests	5
Total Score		15
Average		3.7

### 3.6. Green Production

Green Production relates to efficient and eco-friendly tourism operational processes. Local culinary products use local raw materials and traditional methods, supporting energy efficiency and waste reduction.

Table 5. Green Production Assessment

Indicator	Field Findings	Score
Energy Efficiency	No specific energy-saving programs are currently in place	2
Water Management	PDAM water usage is managed simply by the village	4
Waste Reduction	Tourism waste is collected and sorted before transportation	5
Local Methods	Traditional methods (banana leaf wraps, charcoal stoves) are used	5
Total Score		16
Average		4.0

### 3.7. Green Logistics

Green Logistics focuses on distribution and mobility management. This includes parking zoning and pedestrian paths to reduce emissions and enhance comfort.

Table 6. Green Logistics Assessment

Indicator	Field Findings	Score
Vehicle Control	Visitors are still free to use private vehicles to the site	2
Parking Zoning	Tourists Park at one point and continue on foot	5
Delivery Scheduling	No integrated schedule; vendors bring supplies independently	2
Waste Facilities	Trash cans are provided at specific points in the tourism area	5
Total Score		14
Average		3.5

### 3.8. Reverse Logistics

Reverse Logistics represents the management of material residues and waste from tourism activities. This process includes collection, sorting, reuse, and eco-friendly final disposal.

Table 7. Reverse Logistics Assessment

Indicator	Field Findings	Score
Sorting System	The area has independent organic and inorganic sorting facilities	5
Packaging Education	Managers collect used packaging and educate tourists	5
Waste Utilization	Organic waste is processed into fertilizer	5
Waste Partnership	A partnership is established with the Klungkung Waste Bank	5
Total Score		20
Average		5.0

### 3.9. GSCM Scorecard Matrix and Visualization

The GSCM implementation matrix consists of five levels, ranging from "not considering" (level one) to "implementing successfully" (level five). Based on the overall GSCM Scorecard calculation, Aan Tourism Village achieved a total average score of 4.3.

Table 8. Overall GSCM Scorecard Calculation

GSCM Segmentation	Total Score	Average Score
Internal Management	25	5.0
Green Design	23	4.6
Green Purchasing	15	3.7
Green Production	16	4.0
Green Logistic	14	3.5
Reverse Logistic	20	5.0
Total GSCM Average Score		4.3

Based on the score range, the village is classified into the "Green" category (score 3.5-4.4), meaning GSCM practices are applied consistently across most activities. The performance across dimensions is visualized using a radar diagram in Figure 5.

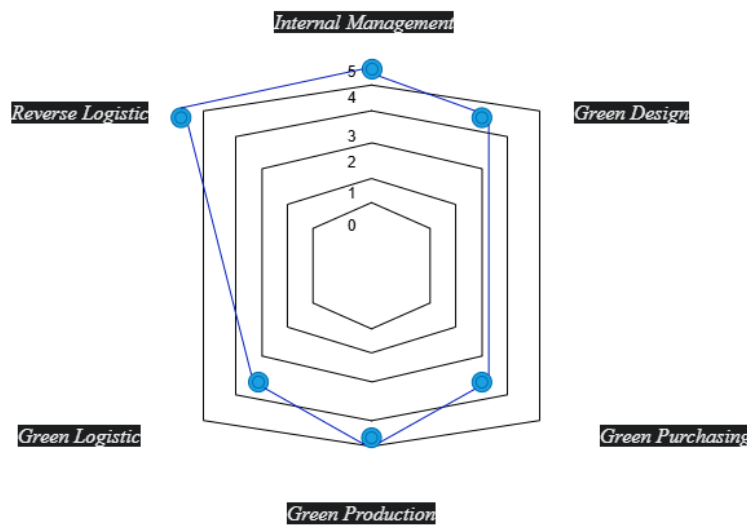


Figure 5. GSCM Scorecard Spider Chart

The radar diagram in Figure 5 indicates that the highest achievements are in Internal Management and Reverse Logistics, while Green Logistics is the lowest dimension. This suggests that green logistics is a priority area for improvement. Based on the GSCM scorecard results, Aan Tourism Village has demonstrated implementation levels ranging from green to very green. This indicates that environmental management practices are not merely in the early stages but are running consistently. Therefore, the future direction should focus on strengthening and continuously improving existing GSCM practices (Heriyanto & Noviardy, 2019). Dimensions in the "Very Green" category require standardization through the preparation of guidelines, while dimensions in the "Green" category require gradual enhancement through operational policies and resource efficiency. The relatively low score for Green Logistics (3.5) can be attributed to three interconnected barriers. First, infrastructural limitation: Aan Village lacks a dedicated shuttle or non-motorized transport system, meaning visitors continued to arrive by private vehicles directly to the attraction site. Second, budgetary constraints: establishing a managed vehicle free zone or scheduled delivery system requires capital investment that has not been prioritized in the village budget cycle. Third, behavioural factors: both vendors and tourists have not yet internalized emission reduction norms as part of their experience (Agustin & Basuki, 2025; Shams, 2024). Addressing these barriers requires not only policy instruments but also community behaviour change program aligned with Tri Hita Karana philosophy. The integration of Tri Hita Karana provides a culturally grounded rationale for GSCM practices across each dimension. The Parahyangan principle (harmony with divine) underpins the strong performance in internal Management, where village adat (customary) regulations function as spiritual regulatory mandate for environmental cleanliness, reflecting findings by (Wiryanan, 2024). The Pawongan principle (harmony among people) directly supports the high Reverse Logistics score community-based sorting and consistent with the role of social capital in green supply chain governance (Sukaris, 2024). Most significantly, The Palemahan principle (harmony with nature) should theoretically drive the highest performance in Green Logistics and Green Purchasing dimensions concerned emissions reduction and ecofriendly procurement yet

these score comparatively lower (3,5 and 3,7, respectively). This Gap suggest that while Palembang. This gap suggests tha while Palembang is philosophically embraced, it has not been yet operationalized into systematic logistics and procurement standarts. Bridging this gap through explicit Palembang inspired SOPs for vendor delivery schedulibf and visitor mobility management represent a critical and culturally authentic pathway for improving these dimensions.

#### 4. CONCLUSION

This study aimed to analyze the implementation of sustainability principles in Aan Tourism Village, measure readiness for GSCM implementation using the GSCM Scorecard, and formulate a conceptual GSCM model relevant to local conditions. The findings indicate that environmental, social, and economic aspects have been applied effectively through cleanliness and waste management, active community involvement through Pokdarwis and local MSMEs, and the utilization of local potential as the village's main strength. However, sustainability practices have not been fully standardized, particularly in energy efficiency and eco-friendly logistics systems. The readiness measurement produced an average score of 4.3, placing Aan Tourism Village in the Green category. Internal Management and Reverse Logistics achieved Very Green status, while Green Logistics and Green Purchasing still require strengthening. The proposed conceptual model is based on an input-process-output-outcome framework that integrates village policies, the role of local communities and MSMEs, and the six primary dimensions of GSCM. This model can enhance village sustainability by balancing environmental, social, and economic aspects while strengthening green competitiveness in a sustainable manner.

Based on these findings, the management of Aan Tourism Village is encouraged to strengthen weaker areas, especially energy efficiency and eco-friendly logistics management, through more structured village policies and Standard Operating Procedures (SOPs). The GSCM Scorecard should also be used as a periodic evaluation tool to monitor implementation progress. Dimensions with lower scores, such as green logistics and green purchasing, should become priorities for capacity-building programs, distribution system restructuring, and the establishment of green procurement standards. The formulated model is recommended for gradual and adaptive implementation by involving Pokdarwis, MSMEs, village government, and the local community. Future research should test this model in other tourism villages to refine and strengthen its validity as a strategic reference for GSCM-based sustainable tourism village management (Wiredu et al., 2024).

Future Research should test this model in other tourism vilages to refine and strengthen its validity as a strategic reference for GSCM based sustainable tourism vilages management. In practical term, improving Green Logistics should be. Treated as the single most urgent intervention: introducing a centralized parking and shuttle system, regulating vendor delivery schedules to off peak hours, and installing adequate waste collection infrastructure at all visitors' touchpoints would directly raise the logistics score and reduce the village's carbon footprint. For Green purchasing, the immediate priority is formalizing sustainability criteria for supplier selection beginning with a simple checklist for eco friendly packaging and local sourcing that can be integrated ito existing MSME operating agreements. These targeted improvements, guided by the Palembang principle of The Tri Hita Karana Philoshopy, can realistically elevate both dimensions to the very greeb category within one to two annual evaluation cycles (Khan et al., 2024; Widiartanto et al., 2022).

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