The Roles of
Multi-stakeholder Networks
in Planning Organisational Change
towards Sustainable Tourism

Sustainable Tourism in Lombok, Indonesia

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Abstract

Tourism has grown significantly becomes one of the promising sectors to develop the economy. Meanwhile, tourism's continued progress has led to negative environmental and social effects. These adverse consequences have called for a planning organisational change from tourism as usual to a more sustainable oriented. In addition, a multi-stakeholder engagement has been needed to achieve sustainable tourism goals.

The question that arises is: what are the roles of a multi-stakeholder network in planning organisational change for sustainable tourism? Many scholars attempted to explore change management within the multi-stakeholder network towards sustainable tourism, but most of them described the roles of each stakeholder within the multi-stakeholder network in achieving sustainable tourism. This paper aimed to investigate the roles of a multi-stakeholder network in planning organisational change for sustainable tourism. In order to achieve the research objective, the paper used the qualitative approach by analysing the case study area in Lombok Island, as one of famous tourist destinations in Indonesia. A series of interviews were conducted with various stakeholders related to sustainable tourism in Lombok, ranging from the experts, governments, local communities, tourism operators, tourists, and collaborative institutions.

The findings showed that the recognition of types of change, drivers to change, barriers to change and strategies to overcome them, the roles of each stakeholder, and the roles of stakeholders' experiences in sustainable tourism uncovered the roles of a multi-stakeholder network in planning organisational change for sustainable tourism. The multi-stakeholder network bridged the ideas of various stakeholders to solve the sustainable tourism barriers that were not able to be overcome by the established institutions. Therefore, the multi-stakeholder network is expected to help a better institutionalisation process of sustainable tourism.

Keywords: sustainable tourism, organisational change, planned change, stakeholder, network

Executive Summary

Sustainability awareness is growing in the tourism sector. The tourism stakeholders start to apply sustainability in the tourist destination areas. To be noticed, the development of sustainable tourism is not only about 'hard infrastructure', such as facilities and accessibilities, but also about 'soft infrastructure', such as people's awareness and willingness to implement sustainable tourism. Meanwhile, some tourism stakeholders still struggled to achieve sustainable tourism goals. Thus, a multi-stakeholder network was needed in developing sustainable tourism.

This research attempted to give inputs for strengthening the roles of a multi-stakeholder network in managing sustainable tourism in Lombok, Indonesia. The multi-stakeholder network was expected to be a coordinator for developing sustainable tourism, both in planning and implementation process. In the planning process, the network coordinated the stakeholders to develop a shared common vision about sustainable tourism. The vision was represented in a sustainable tourism master plan that covered the synchronisation of sustainable tourism programmes and budgets among stakeholders. Subsequently, the network disseminated the master plan to broader communities to increase the stakeholders' awareness about sustainable tourism. The use of social media spread the vision of sustainable tourism in wider areas. The network was also as a facilitator and trainer for the stakeholders in implementing sustainable tourism. When the stakeholders found cross-cutting issues in applying sustainable tourism, the network gave inputs for solving the issues. The network should also provide some incentives for the stakeholders who actively participated in developing sustainable tourism. Monitoring and evaluation systems should be developed by the network to give a holistic view of the implementation of sustainable tourism in tourist destination areas.

In general, the multi-stakeholder network had a role in bridging the ideas of various stakeholders to solve the sustainable tourism barriers that were not able to be overcome by the established institutions. Some factors fostered the development of sustainable tourism, for instance, the synergy among stakeholders within the network and leadership. A religious leader was identified as one of the main actors in Lombok who was able to increase people's awareness on sustainable tourism. Thus, each stakeholder had his/her roles benefiting to balance the dynamism of the network. The experienced stakeholders within the network could give advantages for the network in developing sustainable tourism. As a result, the multi-stakeholder network could help to better manage sustainable tourism in a tourist destination area.

The data for this research was collected by conducting a series of interviewees, including 29 tourism stakeholders in Lombok. The stakeholders represented experts, governments, local communities, tourism operators, tourists, and collaborative institutions, including primary and secondary stakeholders. The data was analysed by using a coding method. The results of the data analysis were explained as findings leading to some recommendations for the multi-stakeholder network in managing sustainable tourism.

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1. Introduction

Since 1950 tourism has grown significantly becoming one of the promising sectors in developing the economy (Jóhannesson & Huijbens, 2010). The number of international tourist arrivals increased exponentially from 25 million in 1950 to 1,133 million in 2014 (World Tourism Organization, 2015b). The direct contribution of tourism to world Gross Domestic Product (GDP) grew from 2.9 percent of total GDP in 2013 to 3.1 percent of total GDP in 2014 (World Travel & Tourism Council, 2014, 2015). It was followed by the growth of export earnings, the amount of money spent by international tourists, from US$ 1.4 trillion in 2013 to US$ 1.5 trillion in 2014 (World Tourism Organization, 2015a). The tourism employment also increased from 3.4 percent of total employment in 2013 to 3.6 percent of total employment in 2014 (World Travel & Tourism Council, 2014, 2015).

However, tourism's continued progress has led to negative environmental and social impacts (Budeanu, 2005). Tourism activities have caused habitat loss, massive pressure on endangered species, land pollution, and the contamination of marine and coastal areas (Neto, 2003). Local identities have been lost when local people have adopted tourists' lifestyles (Stronza, 2001). Neto (2003) also highlighted that tourism contributed to a comparatively high rate of child worker and other social exploitation.

As a result, a paradigm shift to sustainable tourism, which "takes full account of its current and future economic, social, and environmental impacts", should be developed (United Nations Environment Programme & World Tourism Organization, 2005, p.12). Sustainable tourism can create a more sustainable future that promotes nature conservation, engages local communities (Hardy, Beeton, & Pearson, 2002), and reduces inequality and poverty in tourist destinations (Mbaiwa, 2005). Cucculelli & Goffi (2016) indicated that sustainable tourism improved the competitiveness of tourist destinations leading to regional economic development. These contributions of sustainable tourism on sustainable development have driven United Nations (2015) to adopt sustainable tourism as a part of Sustainable Development Goals in 2030.

Changes towards sustainable tourism were unplanned and hasty to obtain short-term impacts (Briassoulis, 2002). The unplanned changes may lead to conflict among sustainable tourism stakeholders (McDonald, 2009). The protracted conflict has generated the inability of stakeholders to achieve sustainable tourism (Svendsen, 2005). Therefore, planning organisational changes (Lozano, 2012) in a more holistic approach that engage multi-stakeholders (Hardy & Beeton, 2001) towards sustainable tourism should be addressed.

Optimal collaboration between sustainable tourism stakeholders, such as experts, governments, local communities, tourism operators, and tourists, in planning organisational change could be reached by setting up a multi-stakeholder network (Fadeeva, 2004b; Hardy & Beeton, 2001; Waligo, Clarke, & Hawkins, 2013). The multi-stakeholder network is primary and secondary stakeholders come together to achieve shared common goals (Fadeeva, 2004b). Cater, Garrod, & Low (2015) defined primary stakeholders as stakeholders who have direct influences on sustainable tourism development or are directly affected by sustainable tourism development, while secondary stakeholders are who have indirect leverages on sustainable tourism development or are indirectly affected by

sustainable tourism development. The multi-stakeholder network could also be recognised as the organisational structure of a sustainable tourism destination (Waligo et al., 2013).

Change management within the multi-stakeholder network towards sustainable tourism has been studied (Hardy et al., 2002; Hatipoglu, Alvarez, & Ertuna, 2016; Law, De Lacy, Lipman, & Jiang, 2016). The roles of each stakeholder within the multi-stakeholder network in achieving sustainable tourism have also been discussed (Batta, 2000; Nyaupane, Morais, & Dowler, 2006; Sigala, 2008; Timur & Getz, 2009). Meanwhile, there have been few studies investigating the roles of the multi-stakeholder network in planning organisational change towards sustainable tourism. Therefore, this research focused on this gap, by aiming to answer the following research question:

What are the roles of a multi-stakeholder network in planning organisational change for sustainable tourism?

The following sub-questions were formulated to help answer the research question:
1. What types of organisational change for sustainable tourism have taken place in the multi-stakeholder network?
2. What have been drivers for sustainable tourism in the multi-stakeholder network?
3. What barriers to change to sustainable tourism have appeared in the multi-stakeholder network, and how have they been overcome?
4. What are the roles of each stakeholder in planning organisational change management of the multi-stakeholder network towards sustainable tourism?
5. How can the experiences of stakeholders help better plan a transition towards more sustainable tourism?

This research is structured as follows. Firstly, literature is reviewed in Chapter 2 to develop a framework that can help to answer the research question. Secondly, the methods to conduct this research, including data collection, data analysis, and limitations of the methods, are described in Chapter 3. Chapter 4 contains the findings of the study. Next, the findings are critically discussed in Chapter 5. Finally, the conclusions of the research that cover description of innovations, limitations of the research, and the recommendations for better implementing sustainable tourism are developed in Chapter 6.

2.   Literature Review

The section is aimed at reviewing the literature and developing a framework by which to uncover the roles of multi-stakeholder networks in planning organisational change for sustainable tourism.

2.1.   Sustainable tourism

Awareness to minimise social and environmental impacts of tourism has led to sustainable tourism development (Neto, 2003). As mentioned in the introduction, sustainable tourism is defined as tourism that "takes full account of its current and future economic, social, and environmental impacts" (United Nations Environment Programme & World Tourism Organization, 2005, p.12). Thus, the dimensions of sustainable tourism were an economic sustainability, ecological sustainability, social sustainability, and a time dimension. Timur & Getz (2009) described the economic sustainability was the efficient resource management for supporting future generations, while the ecological sustainability was the compatible maintenance of environmental processes. The social sustainability was explained as activities to strengthen local communities in accessing resources (Dempsey, Bramley, Power, & Brown, 2011). Lozano (2008b) further pointed out the time dimension as long-term benefits gained from the implementation of sustainability. Due to the complexity of sustainable tourism aspects that should be achieved, a transition towards sustainable tourism has been recognised as a never-ending process (Farrell & Twining-Ward, 2005).

International awareness of sustainable tourism has increased since the launching of *Agenda 21 for the Travel and Tourism Industry: Toward Environmentally Sustainable Development* by the World Tourism Organization (WTO), in cooperation with the World Travel and Tourism Council (WTTC) and Earth Council in 1996 (Neto, 2003). The agenda contained priority areas for action-oriented international programmes on sustainable tourism (Batta, 2000). The action plans were followed up by the formulation of the Global Sustainable Tourism Council (GSTC) Criteria in 2008, which offered global baseline standards for sustainable tourism in tourist destinations, hotels and tour operators (Global Sustainable Tourism Council, 2015). The United Nations (2015) also adopted sustainable tourism in the agenda for Sustainable Development Goals (SDGs) that stimulated action to achieve sustainable tourism targets in 2030 by addressing sustainable economic growth, sustainable consumption and production, and sustainable use of oceans and marine resources.

Sustainable tourism policies have encouraged public participation and collaborative partnership among tourism stakeholders (Fadeeva, 2004b). As can be seen in Agenda 21, the public participation was needed to solve the strategic issues concerning sustainability (Fadeeva, 2004a). The United Nations (2015) has also recognised that multi-stakeholder partnerships can enhance the implementation of sustainable development to reach the 2030 goals. As a result, a multi-stakeholder engagement has been critical in managing sustainable tourism (Liu, 2003; United Nations, 2015).

2.2.   Multi-stakeholder networks in sustainable tourism

To develop partnerships and collaboration in sustainable tourism, tourism stakeholders should be correctly identified (Hardy & Beeton, 2001). An understanding of their attitudes towards sustainability has also been necessary (Hardy & Beeton, 2001) to be

mapped that can help to provide strategies for better implementing sustainability (Lozano, 2012).

2.2.1. The identification of multi-stakeholder in sustainable tourism

Using Freeman's (1984) definition as cited by Hardy & Beeton (2001), tourism stakeholders are defined as any organisations, groups, or individuals who can affect or are affected by the tourism service. Cater et al. (2015) further divided sustainable tourism stakeholders into primary stakeholders, who had direct influences on sustainable tourism development or were directly affected by sustainable tourism development, and secondary stakeholders, who had indirect leverages on sustainable tourism development or were indirectly affected by sustainable tourism development. Actors with any interest in the sustainable tourism, but who did not have the power to influence sustainable tourism development have been categorised as interested parties (inspired by Garvare & Johansson, 2010).

Sustainable tourism stakeholders were identified by Fadeeva (2004b) and Waligo et al. (2013) as experts, governments, local communities, tourism operators, and tourists. Experts provided ideas to overcome sustainability problems (Fadeeva, 2004b), for example, academics and Non-Governmental Organisations (NGOs). Local communities were defined as those living in tourism areas (Hardy & Beeton, 2001). Governments had the power to formulate policies of further sustainable tourism development (Farrell & Twining-Ward, 2005). Tourism operators were those who operated businesses in tourism areas, while tourists were those people who visited tourism areas (Hardy & Beeton, 2001). Meanwhile, the sustainable tourism stakeholders have been challenging to be classified because sustainable tourism has been a complex and dynamic system (Peric, Durkin, & Lamot, 2014).

The complexity of the sustainable tourism system could also be seen by its different stakeholder levels, which were individuals, groups, and organisations (Fadeeva, 2004b; Timur & Getz, 2009). "The smallest element in societies was the individual, who by 'allying' and interacting with other individuals created or became part of groups, which in turn were part of or created organisations" (Lozano, 2008a, p.501). The stakeholders were consistently interlinked each other throughout learning processes leading to an alignment amongst the individuals, groups, and organisations (Lozano, 2009).

The effective alignment among sustainable tourism stakeholders could be achieved through the connectedness of stakeholders within a multi-stakeholder network (Timur & Getz, 2008). As mentioned in the introduction, the multi-stakeholder network was primary and secondary stakeholders come together to achieve shared common goals (Fadeeva, 2004b). The network was able to deal with some issues that were too complicated to be effectively solved without collaboration and exchange information (Roloff, 2008b).

The network mechanisms for sharing information amongst stakeholders within the network could be identified through network structures (Pavlovich, 2001). Fadeeva (2004b) indicated two network structures: 1) administrative structure, which had roles, rules and responsibilities to reach specified tasks, and 2) interactive structure, which did not necessarily correspond to the prescribed lines of the formal structure. In contrast to the interactive structure that was not able to develop permanent solutions, the administrative structure in the network was considered to construct more structured strategies to overcome complex problems (Roloff, 2008b).

Identifying the structure of the network in addressing issues has uncovered the characteristics of the network through the examination of social relationships amongst stakeholders within the network (Pavlovich, 2001). Roloff (2008b) indicated two network characteristics, which were *density*, as the degree of effective interactions among stakeholders within the network, and *centrality*, as the amount of power to define ideas and to access other members of the network independently. Highly dense networks have generated efficient communication within the network (Timur & Getz, 2008). Meanwhile, relatively passive stakeholders within the networks appeared about the presence of powerful stakeholders have caused inefficient networks hindering the achievement of the goals (Fadeeva, 2004a).

2.2.2. The multi-stakeholder perceptions and attitudes towards sustainable tourism

In order to balance the stakeholder power within the networks, an understanding of the perception of each stakeholder in sustainable tourism is necessary (Hardy & Beeton, 2001). Perception has been related to cognition in psychological terms that has led to human awareness and understanding (Hardy & Beeton, 2001). The perception of the sustainable tourism stakeholders has been varied and changed over time (Ioannides, 2008).

Examining stakeholder perceptions of sustainable tourism could be used to assess the shifting attitudes of sustainable tourism stakeholders (Ioannides, 2008). Attitude has been identified as "a psychological tendency expressed by evaluating a particular entity with some degree of favour or disfavour" (Choi & Sirakaya, 2005, p.385). According to Lozano (2008a), attitudes were divided into informational (what has been learnt), emotional (what has been thought), and behavioural (what has been done). The interconnection of respective attitudes has created the congruence of attitudes (Lozano, 2009).

2.2.3. Multidimensional Sustainability Influence Change (MuSIC) memework within multi-stakeholder networks

Congruence amongst informational, emotional, and behavioural attitudes has been crucial towards sustainability (Lozano, 2012). Lack of congruence among the attitudes has caused a dissatisfaction of sustainability implementation (Lozano, 2009). In order to better-implementing sustainability, the alignment among individuals, groups, organisations (Lozano, 2008a), and multi-stakeholder networks (Ioannides, 2008) should also be developed. Without the alignment among stakeholder levels the sustainability process has become disoriented (Lozano, 2008a). Therefore, the interrelatedness between congruence of the three attitudes and alignment of all stakeholder levels should be addressed to achieve sustainability (Lozano, 2009).

The interrelatedness of individuals, groups, and organisational stakeholders and their respective attitudes can be illustrated by the Multidimensional Sustainability Influence Change (MuSIC) memework (Lozano, 2008a). It can help to map and understand the implementation of change for sustainability and the implications of decisions for sustainability that have taken at any stakeholder level (Lozano, 2012). The memework could also increase collaboration among stakeholders in achieving sustainability (Lozano, 2008a).

Due to the importance of a multi-stakeholder engagement in reaching sustainable tourism (Fadeeva, 2004b), the multi-stakeholder networks is added to the MuSIC memework as part of stakeholder levels, creating MuSIC memework within multi-

stakeholder networks, as shown in Figure 1. The memework consists of twelve squares that present particular dimensions, for example, multi-stakeholder's informational attitude from one dimension illustrating how much multi-stakeholder networks know what 'sustainable' refers to. It proposes a balance interaction between congruence the attitudes and alignment of all stakeholder levels (Lozano, 2008a). Because of that, the memework is designed to address the entire system instead of each of the stakeholder levels or any of the attitudes (Lozano, 2009).
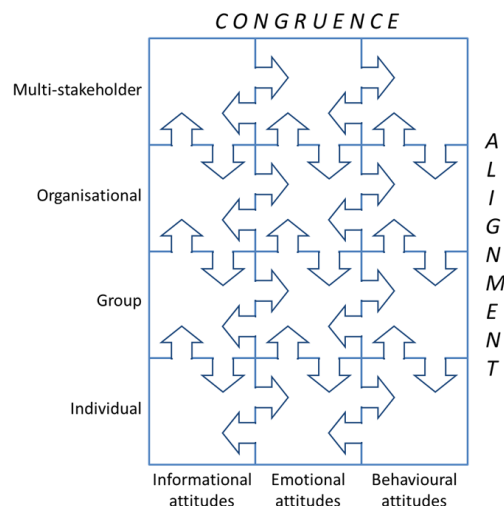
Figure 1. Multidimensional Sustainability Influence Change (MuSIC) memework within multi-stakeholder networks (Adapted from Lozano, 2008a).

2.3.   Organisational change management for sustainability

When the internalisation of sustainability has happened at the same time in the whole system of the MuSIC memework, all stakeholder levels have learnt sustainability and have internalised change towards sustainability in their attitudes (Lozano, 2008a). As a result, organisational change for sustainability, aiming to move the organisation from the current state or status quo (SQ) to a more sustainability-oriented state (MSOS), has become effective (Lozano, 2009). In order to achieve sustainability more effectively, the organisational change has required the identification of types of organisational change, drivers to change, barriers to change and strategies to overcome them, and institutionalisation (Lozano, 2012).

2.3.1. Types of organisational change

Change towards sustainable tourism has provided many opportunities in conserving environment and preserving social and cultural diversity (Budeanu, 2005). However, the change process engaging multi-stakeholders has been full of uncertainties (Fadeeva, 2004b). According to Bordia, Hunt, Paulsen, Tourish, & DiFonzo (2004), uncertainties about the aim, process, and expected results of the change have been widespread during organisational change. Consequently, the change process has had to be properly managed (Bordia, Hobman, Jones, Gallois, & Callan, 2004).

The stakeholders were allowed to be more proactive when they had a higher degree to control the change that affected and/or were affected by primary stakeholders, which was defined as an internal change (Lozano, 2012). Meanwhile, the stakeholders led to being

more reactive and late in response, when the stakeholders had a lower effective control to the change that came from external factors, which was defined as an external change (Holmes & Walker, 2010). Bennis, Benne, & Chin (1969) as cited in Lozano (2012, p.277) added that change could be managed through: "1) non-intervention, where has been little or no direction or guidance; 2) radical intervention, which might restrict the freedom of individuals or groups; and 3) planned change, which has been concerned with the identification of mission and values, collaboration, leadership, resistance to change, and management development". A planned change may be a more appropriate approach to achieve sustainable tourism because it has engaged multi-stakeholders who have been able to develop goals and to diagnose needed changes (Timur & Getz, 2009).

In managing planned change, Judson (1991) as cited by Armenakis & Bedeian (1999, p.301) proposed five phases, which were "analysing and planning the change, communicating the change, gaining acceptance of new behaviour, changing from status quo to a desired state, and institutionalising the new state". During the planned change process, the stakeholders should control the process and give room for flexibility to change the plans (Smith, 2006). Readiness for change has also been necessary to achieve successful change (Smith, 2005).

2.3.2. Drivers to change

In creating readiness for change towards sustainable tourism, driving factors should be recognised (Buckley, 2012). Driving factors, catalysing change towards sustainability, have been categorised as external, internal, and connecting drivers (Lozano, 2013), shown in Figure 2.

External drivers to change have been related with factors from external stakeholders (Todnem, 2005). The external drivers have often resulted in reactive measures and thus have been less likely to support change for sustainability (Lozano, 2009). Some examples of external drivers for sustainability have been social legitimacy, generate/restore trust, raising student awareness, political lobbies, alliances and partnerships, international treaties, ease regulatory pressure, polluter pays, national government policies and regulations, competitors benchmarking, customer satisfaction, market expectations, and future sustainability markets (Lozano, 2013).

Internal drivers to change have tended to deal with process inside an organisation (Todnem, 2005). The organisation has been more proactive in managing internal drivers because it has had the power to control the drivers (Lozano, 2012). Productivity, quality, ethics, risks, precautionary principle, innovation, pollution prevention, resources and cost savings, profits and growth, leadership, employees' shared values, attracting maintaining labour, personal engagement, shareholder value, business case, trust, and culture have been examples of internal drivers for sustainability (Lozano, 2013).

Lozano (2009) added connecting drivers as a new category of drivers in managing organisational change towards sustainability because the organisation can be considered as a semi-open or semi-closed system, where there have been resources that entered, left, and stayed in the system. Some examples of the connecting drivers have been corporate and brand reputation, license to operate, access natural resources, limited operation areas, stakeholders' expectations, sustainability reports, shareholder activism, environmental and social crises, and access to markets and customers (Lozano, 2013).
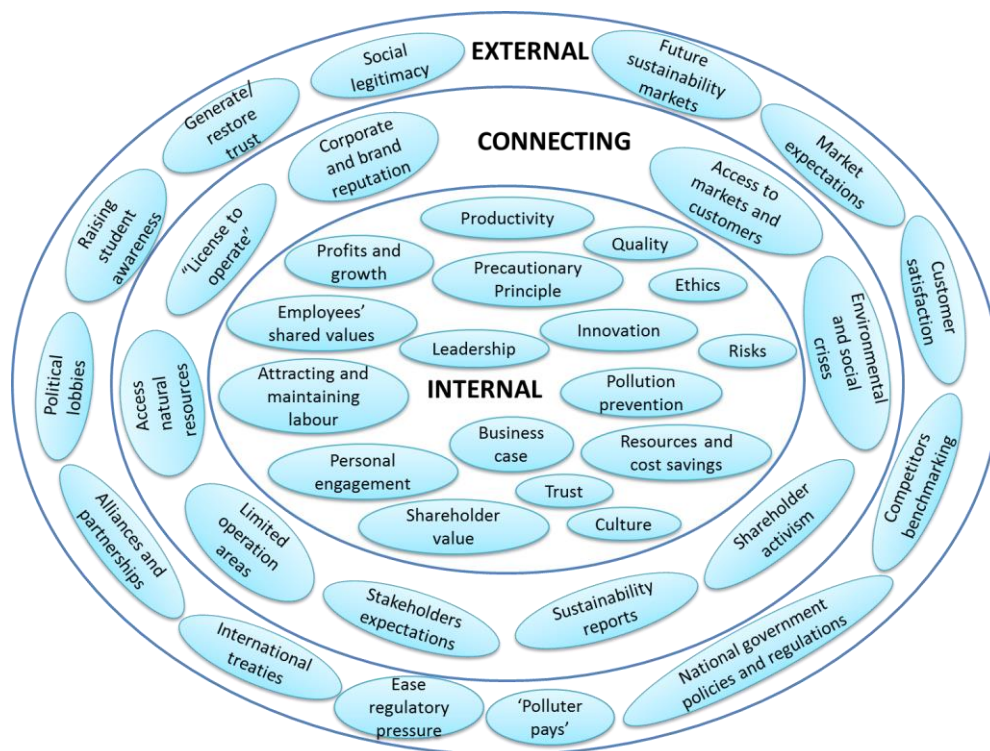
Figure 2. The sustainability driver model (Lozano, 2013).

External, internal, and connecting drivers have also been recognised to manage organisational change towards sustainable tourism within the multi-stakeholder network, as shown in Figure 3. In this context, external drivers can be explained by factors from outside the network towards sustainable tourism. An award can be categorised as an external driver that was able to push the implementation of sustainability inside the alliances of tourism stakeholders in tourism areas as explained by Mihalič (2000). International treaties have also been identified as the external factor towards sustainable tourism, in particular, the 2030 agenda for SDGs (United Nations, 2015). Meanwhile, national government policies and regulations can be moved from the external drivers to connecting drivers because it has influenced both the stakeholders of the network and the interested parties outside the network. As the collaboration among stakeholders has been the core of the network and satisfied customers have been a part of the network, alliances and partnerships as well as customer satisfactions could be categorised as internal drivers.

Internal drivers within the network can be described as factors from inside the network towards sustainable tourism. A stronger network densities have been an example of internal drivers within the network for sustainable tourism (Pallotti & Lomi, 2011). Strong leadership in the network, the ability to coordinate diverse stakeholders, has also been recognised as the internal driver (Fadeeva, 2004b). Timur & Getz (2009) highlighted that the government could be the leader candidate in the network towards sustainable tourism. The roles of champions in persuading the idea to other stakeholders have also been important as the internal driver within the network (Simon & Tellier, 2011).

Because the multi-stakeholder network has been considered as a semi-open or semi-closed system, where the members have changed over time (Roloff, 2008a), connecting drivers can be identified in the network. Standards and certifications as "benchmarks for appropriate practices and bases to convey credibility" to external stakeholders (Strambach

& Surmeier, 2013, p.736) could be examples of connecting drivers within the network towards sustainable tourism. The recognition of connecting drivers complementing external and internal drivers has provided a holistic perspective (Lozano, 2012) to be more proactive in managing organisational change towards sustainable tourism.
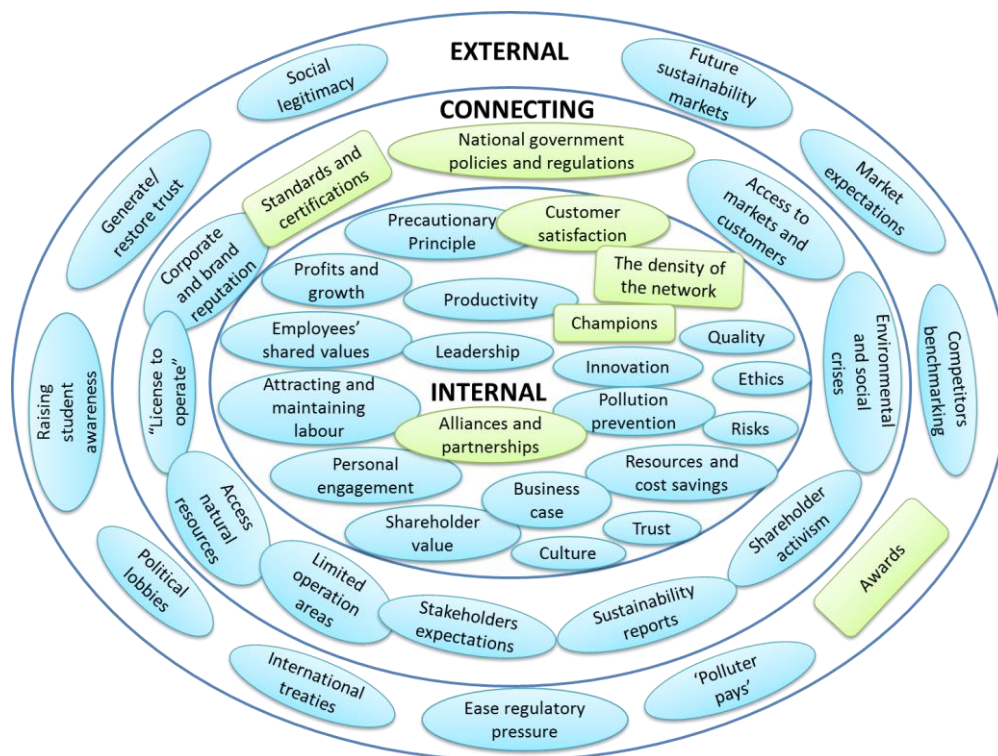
Figure 3. The sustainability driver model in the multi-stakeholder network.
Blue drivers are generic drivers in an organisation (Lozano, 2013) and green drivers are drivers in the multi-stakeholder network.

2.3.3. Barriers to change and strategies to overcome them

In order to become more holistic in addressing change for sustainability, barriers to change have been identified at the different stakeholder levels and different attitudes. The identification of barriers to change has been able to help to apply appropriate strategies to overcome them (Lozano, 2012).

The barriers to change in managing organisational change towards sustainability in an organisation at individual, group, and organisational levels have been recognised in Table 1. At the individual level, there have been some barriers to change that can be distinguished by their attitudes. Lozano (2009) identified ignorance of sustainability, lack of ability to face problems, and misunderstanding the information as individual-informational barriers to change. Velazquez, Munguia, & Sanchez (2005) further added lack of awareness and lack of information as individual-informational barriers to change. Surprise, fear of a poor outcome, perceived lack of relevance, dislike the change, slight negative image of the sustainability concept, not invented here syndrome, difficult to see the connection or relate it everyday activities or jobs, denial about operations' effects on the environment and societies, sustainability seen as a threat to company core values, emotional side effects, lack of motivation, fear of failure fear about needed changes and how to deal with them, perceived threat to job status/ security, uncertainty (Lozano, 2009), fear of losing core values, and fear

of not belonging (Lozano, 2012) have been recognised as emotional barriers to change at individual level. Individual-behavioural barriers to change can be seen in natural human resistance towards change, people do not understand how to incorporate it, lack of empowerment towards the change (Lozano, 2009), and laziness to implement sustainability (Lozano, 2012).

At the group level, the difficulties in seeing the connection of the change with everyday activities have been an example of the emotional barrier to change for sustainability (Lozano, 2009). Keeping feuds and a conflict between individual and group can be seen as behavioural barriers to change at the group level (Lozano, 2012).

There have been several informational barriers to change at the organisational level, including not yet seen as adding value to the organisation, not seen as related to the financial bottom line, no clear business case, insufficient mechanisms for learning (Lozano, 2009), lack of knowledge (Winston, 2010), and lack of policies to promote sustainability (Velazquez et al., 2005). Lozano (2009) highlighted no clear vision of sustainability threat, a threat of diminishing resources to keep on sustainability efforts, seen as a threat to organisation's core values, and too many field changes as organisational-emotional barriers to change for sustainability. Lack of resources (Winston, 2010), lack of top management commitment (Walker & Brammer, 2009), purely managerial change efforts, considered as a fad, and lack of available technologies to produce more sustainable products (Lozano, 2009) have been identified as behavioural barriers to change at the organisational level.

Table 1. Barriers to change in managing organisational change towards sustainability in an organisation

Barrier to change	Stakeholder level	Attitude
Ignorance	Individual	Informational
Lack of ability to face the problems	Individual	Informational
Misunderstanding the information	Individual	Informational
Lack of awareness	Individual	Informational
Lack of information	Individual	Informational
Surprise	Individual	Emotional
Fear of a poor outcome	Individual	Emotional
Perceived lack of relevance	Individual	Emotional
Dislike the change	Individual	Emotional
Slight negative image of the sustainability concept	Individual	Emotional
Not invented here syndrome	Individual	Emotional
Difficult to see the connection or relate it everyday activities or jobs	Individual	Emotional
Denial about operations' effects on the environment and societies	Individual	Emotional
Sustainability seen as a threat to company core values	Individual	Emotional
Emotional side effects	Individual	Emotional
Lack of motivation	Individual	Emotional
Fear of failure	Individual	Emotional
Fear about needed changes and how to deal with them	Individual	Emotional
Perceived threat to job status/security	Individual	Emotional
Uncertainty	Individual	Emotional
Fear of losing core values	Individual	Emotional
Fear of not belonging	Individual	Emotional
Considered likely to incur cost/price premiums	Individual	Emotional
Lack of time	Individual	Emotional
Natural human resistance towards change	Individual	Behavioural
People do not understand how to incorporate it	Individual	Behavioural
Lack of empowerment towards the change	Individual	Behavioural
Laziness	Individual	Behavioural

Barrier to change	Stakeholder level	Attitude
It is difficult to see the connection or relate it everyday activities	Group	Emotional
Keeping feuds	Group	Behavioural
Individual – group conflict	Group	Behavioural
Not yet seen as adding value to the organisation	Organisational	Informational
Not seen as related to the financial bottom line	Organisational	Informational
No clear business case	Organisational	Informational
Insufficient mechanisms for learning	Organisational	Informational
Lack of knowledge	Organisational	Informational
Lack of policies to promote sustainability	Organisational	Informational
No clear vision of sustainability threat	Organisational	Emotional
Threat of diminishing resources to keep on sustainability efforts	Organisational	Emotional
Too many fields change	Organisational	Emotional
Seen as a threat to organisation's core values	Organisational	Emotional
Purely managerial change efforts	Organisational	Behavioural
Considered as a fad	Organisational	Behavioural
Lack of available technologies to produce more sustainable products	Organisational	Behavioural
Lack of resources	Organisational	Behavioural
Lack of top management commitment	Organisational	Behavioural

Source: Adapted from Lozano (2009, 2012), Velazquez et al. (2005), Walker & Brammer (2009), and Winston (2010)

In order to overcome the barriers to change in managing organisational change towards sustainability in an organisation, some strategies have been identified in Table 2. There have been several strategies to solve resistances to change at the individual level in each attitude. Lozano (2009) explained that education and training, communication to employees, discussion, and providing information were identified as individual-informational strategies to overcome barriers to change for sustainability. Banister (2008) added education and awareness-raising campaigns, as well as examples and local activities, were included as informational strategies to overcome resistance to change for sustainability. Furthermore, Nill & Kemp (2009) recognised facilitation can solve the informational sustainability problems at the individual level. Resolving discrepancies, manipulation, use of fear (Lozano, 2009), acceptability, social pressure, emphasise the benefits of sustainability (Banister, 2008) can be used to deal with individual emotional barriers to change for sustainability. Persuasion (Banister, 2008), negotiation (Wiek, Withycombe, Redman, & Mills, 2011), and convincing people (Lozano, 2009) were recognised as strategies to solve individual-behavioural barriers to change.

At the group level, group meetings and communication were identified as informational strategies to overcome obstacles to change for sustainability (Lozano, 2009). Individual-group interaction was significant to be developed in order to cope with group-emotional barriers to change (Lozano, 2012), while restructuring the group was used to solve group-behavioural resistances to change (Lozano, 2009).

At the organisational level, Banister (2008) highlighted that regulations and assessment of risks could be used to deal with informational barriers to change. Educated workers and lifelong learning were also tools for overcoming organisational-informational barriers to change (Lozano, 2012). Organisational-emotional barriers to change were overcome with internalising environmental and social costs, changing organisational paradigms, changing mental models, and increasing of urgency (Lozano, 2009). According to Banister (2008), use of technology and consistency were some strategies to overcome organisational-behavioural barriers to change. Nill & Kemp (2009) further added strong

political pressure and transition management as organisational-behavioural strategies to solve resistances to change. Changes in governance, profit sharing and share ownership schemes, reporting and showing progress on goals, transparency, firing people, adapting external models, incentives, rewards, and compensations, pressure from customers (Lozano, 2009), developing new strategies, using power and authority, and identifying champions (Lozano, 2012) were also necessary to be used in dealing with organisational-behavioural barriers to change for sustainability in an organisation.

Table 2. Strategies to overcome barriers to change in managing organisational change towards sustainability in an organisation

Strategy to overcome barrier to change	Stakeholder level	Attitude
Education and awareness raising campaigns	Individual	Informational
Examples and local activities	Individual	Informational
Education and training	Individual	Informational
Communication to employees	Individual	Informational
Discussion	Individual	Informational
Providing information	Individual	Informational
Facilitation	Individual	Informational
Resolving discrepancies	Individual	Emotional
Manipulation	Individual	Emotional
Use of fear	Individual	Emotional
Acceptability	Individual	Emotional
Social pressure	Individual	Emotional
Emphasise the benefits of sustainability	Individual	Emotional
Persuasion	Individual	Behavioural
Negotiation	Individual	Behavioural
Convincing people	Individual	Behavioural
Group meetings and communication	Group	Informational
Individual – group interaction	Group	Emotional
Restructuring	Group	Behavioural
Educated workers	Organisational	Informational
Lifelong learning	Organisational	Informational
Regulations	Organisational	Informational
Assessment of risks	Organisational	Informational
Internalising environmental and social costs	Organisational	Emotional
Changing organisational paradigms	Organisational	Emotional
Changing mental models	Organisational	Emotional
Increasing sense of urgency	Organisational	Emotional
Changes in governance	Organisational	Behavioural
Profit sharing and share ownership scheme	Organisational	Behavioural
Reporting and showing progress on goals	Organisational	Behavioural
Transparency	Organisational	Behavioural
Firing people	Organisational	Behavioural
Adapting external models	Organisational	Behavioural
Incentives, rewards, and compensations	Organisational	Behavioural
Pressure from customers	Organisational	Behavioural
Developing new strategies	Organisational	Behavioural
Using power and authority	Organisational	Behavioural
Champions	Organisational	Behavioural
Use of technology	Organisational	Behavioural
Consistency	Organisational	Behavioural
Strong political pressure	Organisational	Behavioural
Transition management	Organisational	Behavioural

Sources: Adapted from Banister (2008), Lozano (2009, 2012), Nill & Kemp (2009), and Wiek et al. (2011)

In order to manage organisational change towards sustainable tourism within the multi-stakeholder network, some barriers to change have also been identified, as shown in Table 3. Missing information links and unclear or differently interpreted goals were added as individual-informational barriers to change for sustainable tourism (Fadeeva, 2004a). Lack of willingness to implement sustainability was identified by Law et al. (2016) as an individual-emotional barrier to change. Fadeeva (2004a) further added lack of trust and lack of interests as individual-emotional barriers to change, while neglect of critical partners was included as individual-behavioural barriers to change. A short-term perspective (Ioannides, 2008) was recognised as an organisational-informational barrier to change, while the focus on economic profits (Hatipoglu et al., 2016), inability to adjust strategy, and insufficient use of resources (Fadeeva, 2004a) were included as organisational-behavioural barriers to change.

The recognition of resistances to change at the multi-stakeholder level has completed the barriers to change in managing organisational change towards sustainable tourism within the multi-stakeholder network (Table 3). Lack of coordination (Timur & Getz, 2009), lack of monitoring (Fadeeva, 2004b), lack of data (Law et al., 2016), lack of a shared vision, lack of a long-term strategy, lack of a holistic approach, lack of planning, and lack of financial resources were identified as informational barriers to change at the multi-stakeholder level. Fadeeva (2004a) highlighted too ambitious targets as a multi-stakeholder-emotional barrier to change. Moreover, Timur & Getz (2008) added conflict of interests as a barrier to change for sustainable tourism at the multi-stakeholder level. Lack of commitment, decline of activities, inability to deliver specific results, lack of incentives and sanctions (Fadeeva, 2004a), lack of leadership (Timur & Getz, 2009), lack of accessibility, lack of facilities, power inequalities (Hatipoglu et al., 2016), overlapping roles (Roome, 2001) and changes of the network's members (Roloff, 2008b) were recognised as behavioural barriers to change towards sustainable tourism at the multi-stakeholder level.

Table 3. Barriers to change in managing organisational change towards sustainable tourism within the multi-stakeholder network based on literature

Barrier to change	Stakeholder level	Attitude
Ignorance	Individual	Informational
Lack of ability to face the problems	Individual	Informational
Misunderstanding the information	Individual	Informational
Lack of awareness	Individual	Informational
Lack of information	Individual	Informational
Missing information links	Individual	Informational
Unclear or differently interpreted goals	Individual	Informational
Surprise	Individual	Emotional
Fear of a poor outcome	Individual	Emotional
Perceived lack of relevance	Individual	Emotional
Dislike the change	Individual	Emotional
Slight negative image of the sustainability concept	Individual	Emotional
Not invented here syndrome	Individual	Emotional
Difficult to see the connection or relate it everyday activities or jobs	Individual	Emotional
Denial about operations' effects on the environment and societies	Individual	Emotional
Sustainability seen as a threat to company core values	Individual	Emotional
Emotional side effects	Individual	Emotional
Lack of motivation	Individual	Emotional
Fear of failure	Individual	Emotional
Fear about needed changes and how to deal with them	Individual	Emotional
Perceived threat to job status/security	Individual	Emotional

Barrier to change	Stakeholder level	Attitude
Uncertainty	Individual	Emotional
Fear of losing core values	Individual	Emotional
Fear of not belonging	Individual	Emotional
Considered likely to incur cost/price premiums	Individual	Emotional
Lack of time	Individual	Emotional
Lack of trust	Individual	Emotional
Lack of interests	Individual	Emotional
Lack of willingness	Individual	Emotional
Natural human resistance towards change	Individual	Behavioural
People do not understand how to incorporate it	Individual	Behavioural
Lack of empowerment towards the change	Individual	Behavioural
Laziness	Individual	Behavioural
Neglect of critical partners	Individual	Behavioural
It is difficult to see the connection or relate it everyday activities	Group	Emotional
Keeping feuds	Group	Behavioural
Individual – group conflict	Group	Behavioural
Not yet seen as adding value to the organisation	Organisational	Informational
Not seen as related to the financial bottom line	Organisational	Informational
No clear business case	Organisational	Informational
Insufficient mechanisms for learning	Organisational	Informational
Lack of knowledge	Organisational	Informational
Lack of policies to promote sustainability	Organisational	Informational
Short-time perspective	Organisational	Informational
No clear vision of sustainability threat	Organisational	Emotional
Threat of diminishing resources to keep on sustainability efforts	Organisational	Emotional
Too many fields changes	Organisational	Emotional
Seen as a threat to organisation's core values	Organisational	Emotional
Purely managerial change efforts	Organisational	Behavioural
Considered as a fad	Organisational	Behavioural
Lack of available technologies to produce more sustainable products	Organisational	Behavioural
Lack of resources	Organisational	Behavioural
Lack of top-management commitment	Organisational	Behavioural
Inability to adjust strategy	Organisational	Behavioural
Insufficient use of resources	Organisational	Behavioural
Focus on economic profits	Organisational	Behavioural
Lack of coordination	Multi-stakeholders	Informational
Lack of monitoring	Multi-stakeholders	Informational
Lack of a shared vision	Multi-stakeholders	Informational
Lack of long-term strategy	Multi-stakeholders	Informational
Lack of a holistic approach	Multi-stakeholders	Informational
Lack of planning	Multi-stakeholders	Informational
Lack of financial resources	Multi-stakeholders	Informational
Lack of data	Multi-stakeholders	Informational
Conflict of interests	Multi-stakeholders	Emotional
Too ambitious targets	Multi-stakeholders	Emotional
Lack of commitment	Multi-stakeholders	Behavioural
Decline of activities	Multi-stakeholders	Behavioural
Inability to deliver specific results	Multi-stakeholders	Behavioural
Lack of incentives and sanctions	Multi-stakeholders	Behavioural
Lack of leadership	Multi-stakeholders	Behavioural
Lack of accessibility	Multi-stakeholders	Behavioural
Lack of facilities	Multi-stakeholders	Behavioural
Power inequalities	Multi-stakeholders	Behavioural

Barrier to change	Stakeholder level	Attitude
Overlapping roles	Multi-stakeholders	Behavioural
Changes of the network's members	Multi-stakeholders	Behavioural

Source: Adapted from Fadeeva (2004a), Hatipoglu et al. (2016), Ioannides (2008), Law et al. (2016), Lozano (2009, 2012), Roloff (2008b), Roome (2001), Timur & Getz (2009), Velazquez et al. (2005), Walker & Brammer (2009), and Winston (2010)

All strategies to overcome the barriers to change in managing organisational change towards sustainability in an organisation can also be used to overcome resistances to change towards sustainable tourism within the multi-stakeholder network at individual, group, and organisational levels. Moreover, pooling resources (Ladkin & Bertramini, 2002) and community engagement (Law et al., 2016) were added as organisational-behavioural strategies to overcome barriers to change for sustainable tourism.

In order to solve resistances to change at the multi-stakeholder level, several strategies have been identified. Law et al. (2016) recognised better communication, integrated planning, and coherent policies as multi-stakeholder-informational strategies to overcome barriers to change. Fadeeva (2004a) also highlighted the importance of better information within the network as informational strategies to solve resistances to change. Sharing a common vision was identified as a strategy to cope with a multi-stakeholder-emotional barrier to change (Ladkin & Bertramini, 2002). Effective leadership, facilities, improvement of accessibility (Hatipoglu et al., 2016), and champions (Fadeeva, 2004a) were recognised as multi-stakeholder-behavioural strategies to overcome barriers to change for sustainable tourism.

Table 4. Strategies to overcome barriers to change in managing organisational change towards sustainable tourism within the multi-stakeholder network based on literature

Strategy to overcome barrier to change	Stakeholder level	Attitude
Education and awareness raising campaigns	Individual	Informational
Examples and local activities	Individual	Informational
Education and training	Individual	Informational
Communication to employees	Individual	Informational
Discussion	Individual	Informational
Providing information	Individual	Informational
Facilitation	Individual	Informational
Resolving discrepancies	Individual	Emotional
Manipulation	Individual	Emotional
Use of fear	Individual	Emotional
Acceptability	Individual	Emotional
Social pressure	Individual	Emotional
Emphasise the benefits of sustainability	Individual	Emotional
Persuasion	Individual	Behavioural
Negotiation	Individual	Behavioural
Convincing people	Individual	Behavioural
Group meetings and communication	Group	Informational
Individual – group interaction	Group	Emotional
Restructuring	Group	Behavioural
Champions	Group	Behavioural
Educated workers	Organisational	Informational
Lifelong learning	Organisational	Informational
Regulations	Organisational	Informational
Assessment of risks	Organisational	Informational
Knowledge sharing	Organisational	Informational

Strategy to overcome barrier to change	Stakeholder level	Attitude
Internalising environmental and social costs	Organisational	Emotional
Changing organisational paradigms	Organisational	Emotional
Changing mental models	Organisational	Emotional
Increasing sense of urgency	Organisational	Emotional
Changes in governance	Organisational	Behavioural
Profit sharing and share ownership scheme	Organisational	Behavioural
Reporting and showing progress on goals	Organisational	Behavioural
Transparency	Organisational	Behavioural
Firing people	Organisational	Behavioural
Adapting external models	Organisational	Behavioural
Incentives, rewards, and compensations	Organisational	Behavioural
Pressure from customers	Organisational	Behavioural
Developing new strategies	Organisational	Behavioural
Using power and authority	Organisational	Behavioural
Champions	Organisational	Behavioural
Use of technology	Organisational	Behavioural
Consistency	Organisational	Behavioural
Strong political pressure	Organisational	Behavioural
Transition management	Organisational	Behavioural
Pooling resources	Organisational	Behavioural
Community engagement	Organisational	Behavioural
Better information within multi-stakeholder network	Multi-stakeholders	Informational
Better communication	Multi-stakeholders	Informational
Integrated planning	Multi-stakeholders	Informational
Coherent policies	Multi-stakeholders	Informational
Sharing a common vision	Multi-stakeholders	Emotional
Effective leadership	Multi-stakeholders	Behavioural
Providing sustainable tourism facilities	Multi-stakeholders	Behavioural
Improving accessibility	Multi-stakeholders	Behavioural
Identifying champions	Multi-stakeholders	Behavioural

Sources: Adapted from Banister (2008), Fadeeva (2004a), Hatipoglu et al. (2016), Ladkin & Bertramini (2002), Law et al. (2016), Lozano (2009, 2012), Nill & Kemp (2009), and Wiek et al. (2011)

The MuSIC memework has been able to map each barrier to change and each strategy to solve it (Lozano, 2008a). Inspired by Lozano (2012), a relative percentage of the perceived barriers and strategies to overcome them on the total barriers to change and strategies to overcome them in each stakeholder level and its attitudes were used to analyse the memework. The comparison between both the memework for identified barriers to change and the memework for proposed strategies to overcome them has been able to be used to see the incongruity between barriers to change and strategies to overcome them (Lozano, 2009). The discrepancy between barriers to change and strategies to overcome them in current state has limited the achievement of new desirable state (Lozano, 2012).

2.3.4. Incorporation and Institutionalisation

In managing change from SQ to MSOS, sustainability initiatives should pass through a transition period (Farrell & Twining-Ward, 2005). An institutional framework (i.e. vision) has been developed as a guideline for managing planned change to maintain stability during the change process in the transition period (Lozano, 2009). Stability has been achieved when different forces of sustainability have adjusted to each other and have become balanced causing an incorporation of sustainability (Lozano, 2012).

Inspired by Lozano (2006), incorporation in this study is defined as an adoption of sustainability initiatives as innovations within the multi-stakeholder network. However, a successfully incorporating change has not been meaning successful changes because resistances to change, which have been mapped using the MuSIC memework, could be appeared during the process (Armenakis & Bedeian, 1999). Overcoming the resistances to change using the MuSIC memework and recognising driving factors to change could help to better incorporate sustainability (Lozano, 2012).

Sustainability changes have needed to be institutionalised (Lozano, 2012). Changes have had to become part of organisation's culture (Buchanan et al., 2005) and everyday activities of the organisation (Jacobs, 2002). Once the new structure and goals have been set as a result of the incorporation, the MSOS has started becoming the new SQ and has led to the new change process because of the dynamism of sustainability (Lozano, 2009). This process can be shown in Figure 4 as the Orchestrating Change for Organisational Sustainability model (Lozano, 2012).
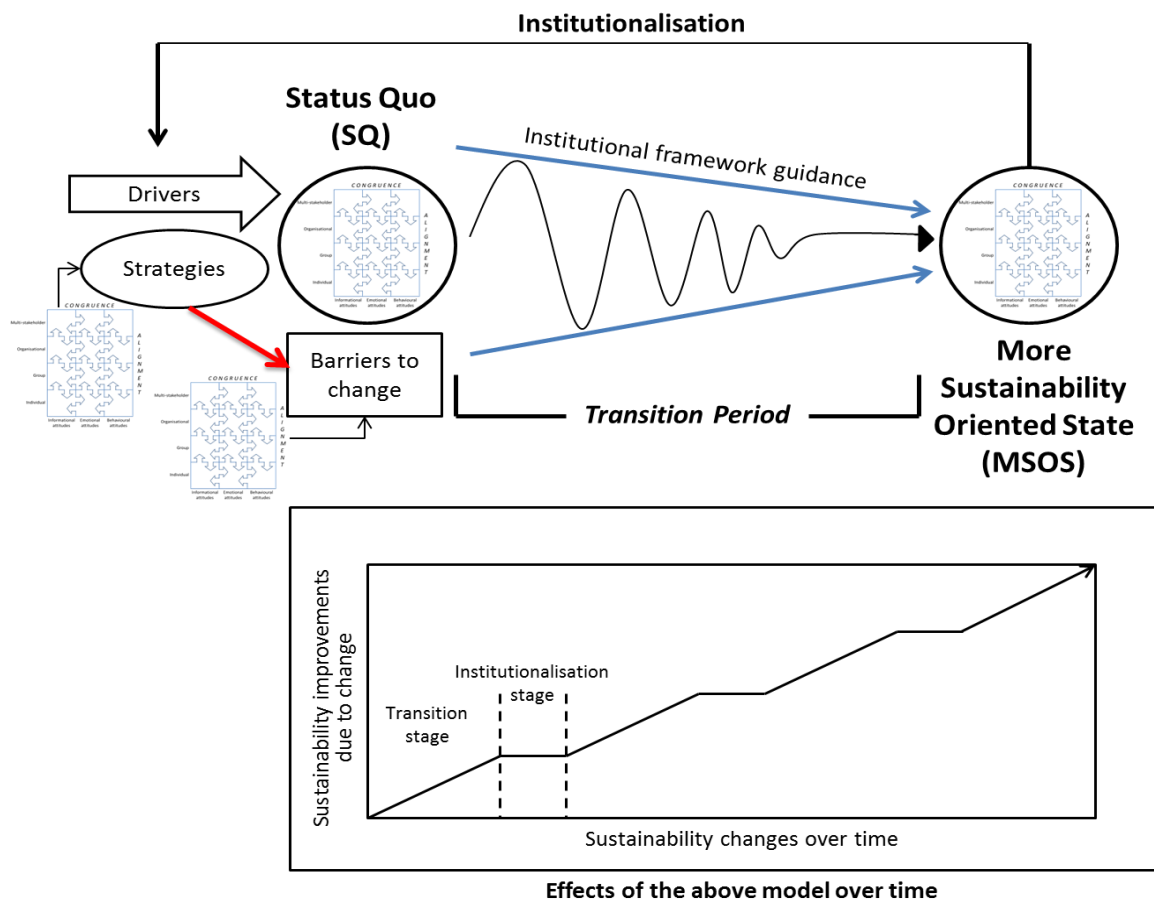
Figure 4. Orchestrating change for organisational sustainability model (Adapted from Lozano, 2012)

The incorporation and institutionalisation of changes within the multi-stakeholder network can take a long period (Fadeeva, 2004b). The most powerful stakeholders within the network have been able to determine the process towards sustainable tourism (Roloff, 2008b). The process can be faster by embedding the change in the network structures and operations (Fadeeva, 2004b).

2.4. The role of multi-stakeholder network in organisational change for sustainable tourism

Successfully institutionalising change required encouraging all stakeholders (Armenakis & Bedeian, 1999), who have had various roles to enact new attitudes (Fadeeva, 2004b). The collaboration among stakeholders has been successful when the stakeholders have recognised their interdependent roles (Svendsen, 2005). Therefore, the role of each stakeholder within the multi-stakeholder network should be defined to balance the dynamism of the network (Fadeeva, 2004b).

Due to the complexities of the sustainable tourism problems that should be solved within the network, idea-bearers, bringing the ideas to overcome problems, have become significant roles (Fadeeva, 2004a, 2004b). The idea-bearers have generated novel solutions for whole-system innovations that no one stakeholder within the network could achieve on their own (Svendsen, 2005). They have commonly been represented by academics and Non-Governmental Organisations (NGOs) as experts (Batta, 2000; Fadeeva, 2004b). In some cases, the idea-bearers have established a process for networking and have suggested the ways to work with the ideas to other stakeholders within the network (Fadeeva, 2004b).

In order to turn the ideas into realistic ventures, governments have provided financial resources (Fadeeva, 2004b). Governments can help to facilitate sustainable tourism activities through their programmes, for instance, to upgrade the quality of tourism facilities in improving the attractiveness of tourism areas (Briassoulis, 2002). Simpson (2008) added that governments have been able to support tourism development by increasing stakeholders' knowledge and skills through educations and training. The governments' capabilities to formulate policies of further sustainable tourism development have also convinced the important roles of government in managing change towards sustainability (Farrell & Twining-Ward, 2005).

The roles of local communities, who have directly been benefited from sustainable tourism development (Timur & Getz, 2009), have also been vital to be involved in the tourism management (Cater, 1993). Local communities can accelerate tourism development when they have had a sense of belonging, responsibility, and practical involvement in tourism initiatives in their surrounding areas (Simpson, 2008). Nyaupane et al. (2006) also argued that local communities had a historical capability to adapt change leading to becoming an integral part of the new tourism product because they were the ones closely overwhelmed by tourism. Sustainable tourism performance has been higher where local communities have been hostile (Fadeeva, 2004a).

Higher sustainability performances can also be reached by a higher social and environmental integrity of tourism operators in their operations (Cater, 1993). It can be seen that tourism operators have created business and job opportunities for local people by developing tourism facilities and services (Timur & Getz, 2009). They have incorporated environmental values in their management operations to achieve sustainable tourism (Batta, 2000). Simpson (2008) highlighted that tourism operators have been able to provide market information and have assisted small, medium, and micro tourism enterprises in sustainability. Tourism operators have also had a responsibility to provide complete and incredible sustainability information to tourists that could influence tourists' attitudes to be more sustainable (Budeanu, 2005).

Consequently, sustainability awareness among tourists has grown up leading to massive market pressures towards sustainable tourism (Fadeeva, 2004b). It can be seen that "perceptions of sustainability aspects" have increasingly influenced the tourist destination choices (Cottrell, van der Duim, Ankersmid, & Kelder, 2004, p.410). This phenomenon has confirmed that tourists have been able to pay "a socially acceptable price for sustainable tourism" (Kastenholz, 2004, p.389).

Experiences of the stakeholders in managing change of tourism development have been necessary to be identified. Doyle, Claydon, & Buchanan (2000) explained that benefits of change experiences have influenced the stakeholders in welcoming further changes, while damaging change experiences have been more likely to attract antipathy and pessimism for further changes in tourism development. Inspired by King & Tucci (2002), experiences, which have created routines, have been able to limit benefits of the sustainability changes if they would not have reorganised their activities towards sustainability. Therefore, reviewing beneficial experiences through organisational learning mechanisms have contributed to further changes in tourism development (Doyle et al., 2000).

Finally, the multi-stakeholder network has had a significant role to engage all stakeholders in filling the existing sustainability gaps that have not been able to be solved by the established institution (Fadeeva, 2004b). Within the network, the stakeholders have been able to discuss shared problems and proposed strategies to overcome them complementing a governmental policy-making process (Roloff, 2008b). Roome (2001) highlighted that the network has also been required to facilitate learning and change processes towards sustainability.

2.5.   Theoretical framework

Integrating the organisational change concepts to the multi-stakeholder networks leads to the developed framework of Organisational Change Management for Sustainability within Multi-stakeholder Network (Figure 5). The framework is aimed to illustrate the multi-stakeholder network as a stakeholder system that can be distinguished based on the degree of stakeholder influences (primary and secondary stakeholders) and the function of each stakeholder (experts, governments, local communities, tourism operators, and tourists). This multi-stakeholder network is expected to move tourism development from SQ to MSOS through a transition period.

During the change process, the recognition of drivers to change could leverage stakeholders to be more sustainable. The identification of barriers to change based on MuSIC memework within the network leads to the strategies to overcome them. The roles of each stakeholder can be identified in order to balance the dynamism of organisational change process. The experiences of each stakeholder have contributed to further organisational changes. Afterwards, the institutionalisation framework is developed to guide a planned change. Once the sustainability goals are set, the MSOS can institutionalise within the network starting the new SQ and leads to the new change process. Finally, the roles of multi-stakeholder networks could be defined to manage organisational change towards sustainability.
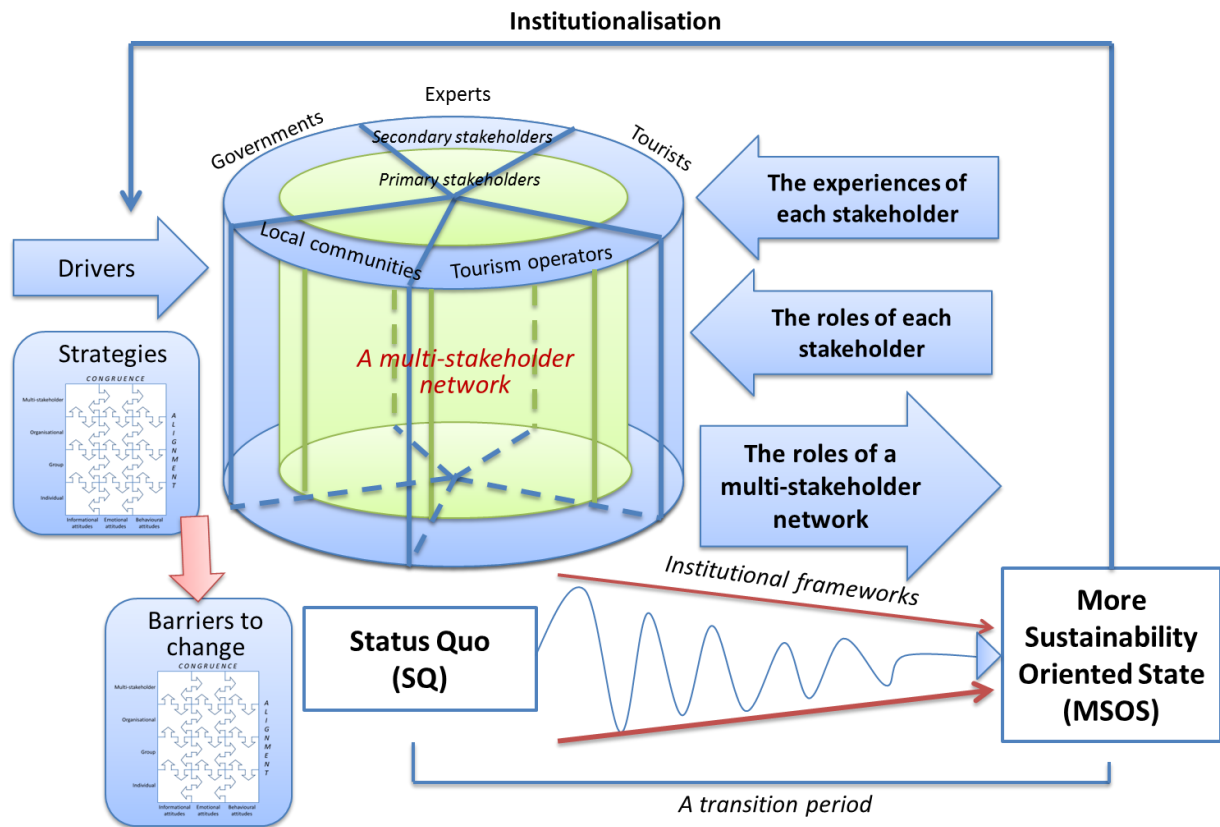
Figure 5. Organisational Change Management for Sustainability within Multi-stakeholder Network Framework

3. Methods

The section describes research methods to discover the roles of multi-stakeholder networks in planning organisational change for sustainable tourism.

3.1. Research design

In this study, a qualitative research was conducted because the roles of multi-stakeholder networks in planning organisational change towards sustainable tourism have not been thoroughly explored. Hoepfl (1997) explained that the qualitative method could be used to collect more in-depth information. A case study, the detailed examination of a single example (Flyvbjerg, 2006), was carried out that "allows researchers to focus on a case and retain a holistic and real-world perspective" (Yin, 2013, p.4).

Sustainable tourism in Lombok Island, Indonesia was chosen as the case study in this research. An access to interview sustainable tourism stakeholders in Lombok that was facilitated by the Government of Indonesia represented by Directorate of Urban and Rural Affairs, National Development Planning Agency (BAPPENAS) and GIZ (a German NGO), who have initiated Sustainable Regional Economic Growth and Investment Programme (SREGIP), was a primary reason to conduct this study in Lombok.

According to BAPPEDA NTB & BPS (2015), Lombok as a part of West Nusa Tenggara Province has been administratively divided into four regencies (North Lombok Regency, West Lombok Regency, Central Lombok Regency, and East Lombok Regency) and one city (Mataram City). The island has become an important tourist destination in Indonesia (Kamsma & Bras, 2002). It offers natural attractions, such as Rinjani Mountain, waterfalls, and beautiful beaches, as well as cultural attractions, for instance, traditional villages, traditional textiles, and culinary (BAPPEDA NTB, 2015). In 2014 the number of international and domestic tourists grown up about 20 percent from 2013 (BAPPEDA NTB & BPS, 2015).

Although Lombok had has many tourism resources, it has faced some social and environmental issues in tourism development. Due to lack of local engagement, Lombok riots happened in 2000 leading to the decrease in tourist arrivals (Fallon, 2004). In addition to the social challenge, poor waste management, freshwater scarcity, and destructive fishing operations threatened natural ecosystem in Lombok (Charlie, Pearlman, & King, 2014). The Lombok's tourism challenges influenced the tourism stakeholders to review Lombok tourism's strategies (Fallon, 2004).

As a result, Sustainable Tourism Master Plan for Lombok 2015-2019 that integrated sustainability in the tourism planning was developed (BAPPEDA NTB, 2015). The master plan identified some activities that could be done by the sustainable tourism stakeholders (BAPPEDA NTB, 2015). In order to increase collaboration among the stakeholders, a sustainable tourism stakeholder forum has also being developed as a multi-stakeholder network in Lombok (SREGIP, 2015). The development of the sustainable tourism master plan and stakeholder forum have shown that Lombok's tourism has being changed from unsustainable practices to a more sustainability-oriented. The investigation of organisational change management for sustainable tourism in Lombok will lead to better understanding of the roles of the multi-stakeholder network in planning organisational change towards sustainable tourism.

3.2. Data collection

In this research, data were collected by doing interviews to discover the perceptions of stakeholders on sustainable tourism and the multi-stakeholder network, types of change, drivers to change, barriers to change and strategies to overcome them, the roles of each stakeholder, the roles of the stakeholders' experiences, and the roles of multi-stakeholder networks in planning organisational change towards sustainable tourism. In order to continuously gain the interviewees' thought on some specific issues, semi-structured interviews were conducted (Bryman, 2012). An interview outline consisting 21 open-ended questions was developed based on literature review.

In total, 29 tourism stakeholders, as shown in Table 5, were interviewed between 24 March – 29 May 2016 taking between 15 and 80 minutes, in *Bahasa Indonesia* or English. Because of the busy schedule of some interviewees, three interviews were held by email and phone. The rest of the interviews were conducted in person. These interviews were recorded, and notes were taken as a back-up. Subsequently, the recordings were transcribed.

The interviewees represented experts, governments, local communities, tourism operators, and tourists as the stakeholders of sustainable tourism in Lombok. Experts were defined as stakeholders who provided ideas to overcome sustainable tourism problems, for instance, academics and Non-Governmental Organisations (NGOs). Local communities were those people who lived in tourism areas. Governments were individuals who had the power to formulate policies of further sustainable tourism development at national and regional levels. Tourism operators were those who operated businesses in tourism areas, while tourists were those people who visited tourism areas. During the interview process, collaborative institutions that had various stakeholders who have concerned on sustainable tourism had roles in developing sustainable tourism in Lombok. Therefore, the collaborative institutions along with experts, governments, local communities, tourism operators, and tourists were defined as the stakeholders of the sustainable tourism network in Lombok.

The interviewees were selected based on the lists of stakeholders who joined the sustainable tourism discussions conducted by GIZ. Afterwards, the stakeholders' institutions were identified to be grouped based on their functions, such as experts, governments, local communities, tourism operators, and collaborative institutions. Because tourists have not involved yet in the discussions, they were randomly selected as interviewees when they visited tourist destinations in Lombok. Next, these functional-based stakeholders were distinguished as primary and secondary stakeholders. The stakeholders who had direct influences on sustainable tourism development or were directly affected by sustainable tourism development were grouped as primary stakeholders, for instance, stakeholders who involved in planning process and/or joined the sustainable tourism activities. In contrast, the stakeholders who had indirect influences to sustainable tourism development or were indirectly affected by sustainable tourism development were grouped as secondary stakeholders. All stakeholders were asked to describe the attitudes (informational, emotional, and behavioural) of different stakeholder levels (individual, group, organisational, and multi-stakeholder).

Table 5. Interview details

No	Functional-based stakeholder group	Influenced-based stakeholder group	Total Interviewee	Detail
1.	Expert	Primary Stakeholder	4	3 representatives of NGOs and 1 representative of academics
2.	Expert	Secondary Stakeholder	2	1 representative of academics and 1 representative of NGOs
3.	Government	Primary Stakeholder	4	2 representatives of national governments, 1 representative of regional governments, and 1 representative of local governments
4.	Government	Secondary Stakeholder	2	1 representative of national governments and 1 representative of regional governments
5.	Local Community	Primary Stakeholder	2	1 community leader and 1 religious leader
6.	Local Community	Secondary Stakeholder	3	1 founder of a community and 2 Lombok inhabitants
7.	Tourism Operator	Primary Stakeholder	2	1 representative of hotel associations, and 1 travel agent
8.	Tourism Operator	Secondary Stakeholder	2	1 representative of insurance companies and 1 representative of transportation associations
9.	Tourist	Primary Stakeholder	2	1 domestic tourist and 1 international tourist
10.	Tourist	Secondary Stakeholder	3	1 domestic tourist and 2 international tourists
11.	Collaborative Institution	Primary Stakeholder	3	1 representative of the Regional Tourism Promotion Board, 1 representative of Destination Management Organisation (DMO), and 1 representative of the Management Board of Rinjani Geopark

3.3. Data analysis

In order to assess the theoretical framework in answering the research question "*what could be the roles of multi-stakeholder networks in planning organisational change for sustainable tourism*", Grounded Theory constructed by Corbin & Strauss (1990) was used. The data collected through interviews were analysed using comparative analysis through three types of coding method: open, axial, and selective coding (Strauss & Corbin, 1994).

In open coding, conceptually similar data were grouped into five categories: interviewee, functional-based stakeholder, influence-based stakeholder, theme, and quote number (Table 6). The categorised data were consistently compared to determine consistency in coding method. Afterwards, the categorised data were written as the findings of the research.

The findings described the perception of the stakeholders on sustainable tourism and the multi-stakeholder network, types of change, drivers to change, barriers to change, strategies to overcome barriers to change, the roles of each stakeholder, and the roles of stakeholder's experiences for better planning organisational change in the multi-stakeholder network towards sustainable tourism. The perception of the stakeholders on sustainable tourism, the multi-stakeholder network, and types of change can be found by analysing the coded data on the first, second, and third themes, respectively. The coded data in the fourth theme were analysed to find the drives to change. Each stakeholder group identified its drivers to change that were categorised into internal, external, and connecting drivers. The integration of each stakeholder group's drivers was recognised as the drivers of the multi-stakeholder network towards sustainable tourism.

The barriers to change and strategies to overcome them were assessed from the coded data in the fifth and sixth themes, respectively. A comparison table of recognised barriers to change and applied strategies were developed to formulate short-term strategies to overcome unsolved barriers to change. The awareness of stakeholders in barriers to change and strategies were identified by using the MuSIC memeworks within multi-stakeholder networks. A relative percentage of the recognised barriers and strategies to overcome them on the total barriers to change and strategies to overcome them in each stakeholder level and its attitudes were used to analyse the memework and then coded in different colours. The comparison between both the memework for recognised barriers to change and the memework for proposed strategies to overcome them has been analysed to see the incongruity between the two memeworks resulting to the development of long-term strategies to overcome barriers to change.

The roles of each stakeholder and the roles of stakeholder's experiences were also identified by assessing the coded data in seventh and eighth themes, respectively, for better planning organisational change in the multi-stakeholders network towards sustainable tourism. Subsequently, a comprehensive framework was developed to illustrate the organisational change management for sustainable tourism within the multi-stakeholder network.

The findings were tested in axial coding method to determine how they were related to each other (Hoepfl, 1997). In the selective coding method, the findings were assessed by linking them to the theoretical framework to answer the research question (Corbin & Strauss, 1990). The assessment process and results were told in the discussion and conclusion parts of the study to respond to the research question.

Table 6. Interview coding scheme

Interviewee code	Functional-based stakeholder code	Influence-based stakeholder code	Theme code	Quote code
1. . . . 29.	1. Experts 2. Governments 3. Local communities 4. Tourism operators 5. Tourists 6. Collaborative Institutions	1. Primary stakeholders 2. Secondary stakeholders	1. Perception on sustainable tourism 2. Perception on multi-stakeholder networks 3. Types of change 4. Drivers to change 5. Barriers to change 6. Strategies to overcome barriers to change 7. Roles of each stakeholder 8. Roles of stakeholder's experiences	1. "…" 2. "…" n. "…"

3.4. Limitations of the methods

During the research, several limitations were identified. The limitations were found in the processes of data collection and data analyses. These limitations could be identified regarding reliability, validity, and generalizability. Some strategies to tackle the limitations were also recognised.

3.4.1. Reliability

Reliability related to the consistency of findings when a research procedure or method was replicated to other researches (Bush, 2007). Subject or participant error and subject or participant bias affected the reliability of the research (Saunders, Lewis, & Thornhill, 2009). The limited time in interviewing some expert-primary stakeholders was an example of subject or participant error that may be led to limited information gained from the viewpoints of expert-primary stakeholders. Adding information from other expert-primary stakeholders as the interviewees was expected to solve this problem. A subject or participant bias was seen when the interviewees provided the answer before the interviews were conducted based on the open-ended questions that were prepared by the interviewer. Adding some new questions that were still relevant with the prepared questions could be used to confirm the interviewees' answers.

The reliability of the research could also be affected by observer error and observer bias (Saunders et al., 2009). Because the majority of the interviews were conducted in *Bahasa Indonesia*, observer error may occur in the translation process of the interview transcripts that led to misinterpretation of the transcripts. It can be overcome by regularly checking the original transcripts when analysing the data to make sure the meaning of the interviewees' statements. Different educational and practical backgrounds between the interviewees and the interviewer could create observer bias in interpreting the interviewees' thought. Discussing the data with local experts helped the researcher to find appropriate findings for enhancing the quality of the research.

3.4.2. Validity

The quality of the research could also be checked by investigating the validity of the study. Validity referred to the accuracy of the findings to describe the studied phenomenon (Bush, 2007). The researcher found that it was hard to categorise interviewees into the appropriate influence-based stakeholder groups because the dynamism of their capability to influence the multi-stakeholder network. Holding discussions with the local experts could give some overviews about the current interviewees' ability in affecting the network. There was also another difficulty encountered by the researcher to classify the identified barriers to change and the applied strategies into different stakeholder levels (individual, group, organisational, and multi-stakeholder) and different stakeholder attitudes (informational, emotional, and behavioural). The lists of the barriers to change and strategies to overcome them that were been developed by Lozano (2009) helped the researcher when analysing the data.

3.4.3. Generalizability

Another limitation of the quality research could be generalizability of the research. Generalizability concerned to the conclusions of the research that could be applicable to the other researches (Saunders et al., 2009). As explained by Bush (2007), a replication study in another similar research setting can minimise the problems of the generalisation. This research, which conducted a case study in the developing country that has had specific backgrounds, for example, the strong Islamic religious background and the high potential resources of both natural and cultural tourist attractions, could be replicated in other case studies with almost similar specifications leading to wider acceptance of the generalizability of the conclusions drawn from this research.

4.   Findings

This section shows the results acquired from the interviews. In the beginning, the perceptions of stakeholder on sustainable tourism and the multi-stakeholder network are presented as an overview of stakeholder's knowledge on both topics. These perceptions are followed by the types of change, drivers to change, barriers to change and strategies to overcome the barriers to change, roles of each stakeholder for sustainable tourism, and roles of stakeholders' experiences to help better plan a transition towards sustainable tourism. The final part of this section illustrates the integration process of organisational change management for sustainable tourism within the multi-stakeholder network in Lombok.

4.1.   Perceptions on sustainable tourism

Almost all tourism stakeholders in Lombok understood the balance of economic, social, and environmental aspects of managing tourist destinations for receiving long-term benefits (26 stakeholders out of 29 stakeholders). The stakeholders highlighted the importance of environmental conservation, cultural preservation, and local people empowerment to develop the tourism industry. However, not each stakeholder knew the 'sustainable tourism' term as one of Lombok inhabitants indicated that:

> "… not everyone knew about the sustainable tourism term, although he knew to conserve the environment and preserve culture in tourism areas."

Most of the primary tourism stakeholders agreed that Lombok implemented sustainable tourism (13 primary stakeholders out of 17 primary stakeholders). According to a representative of the Destination Management Organisation (DMO), some national and international sustainable tourism awards were received by Rinjani as a part of Lombok tourist attractions, such as the best of Destination Stewardship from the World Legacy Award sponsored by International Conservation and National Geographic Traveller in 2004, as the nomination of Destination Award in Tourism for Tomorrow from World Travel and Tourism Council in 2005 and 2008, and as the best community-based tourism destination in 2010-2012 from the Government of Indonesia through Ministry of Tourism. Meanwhile, one of government representatives assessed that the implementation of sustainable tourism in Lombok "… was still about 20-30 percent because only limited efforts were made to achieve sustainable tourism goals". The limited application of sustainable tourism affected a little acknowledgement of secondary stakeholders for the development of sustainable tourism in Lombok (4 secondary stakeholders out of 12 secondary stakeholders).

Some experts emphasised that it could take years to fully apply sustainable tourism because sustainable tourism is a never ending process. One of expert-primary stakeholders explained that:

> "… sustainability in which every aspect is always in on-going process. It is never something where I can say that it is done. It is a never ending process. You need to think about it again … to think where we stand today, what it means to us today and how we continue later. So, it is not something that will finish immediately."

4.2.   Perceptions on a multi-stakeholder network

In order to successfully manage sustainable tourism, a multi-stakeholder network as a collaboration among various sustainable tourism stakeholders has been needed. The members of the network were experts, governments, local communities, tourism operators, and tourists, including primary and secondary stakeholders. According to an expert, collaborative institutions, which have had various stakeholder members, have also been part of the network, such as Regional Tourism Promotion Board, Destination Management Organisation of Rinjani, and the Management Board of Rinjani Geopark. The collaborative institutions in Lombok were identified as primary stakeholders, who had direct influences and/or were directly affected by sustainable tourism, because they had specific assignments to develop sustainable tourism in Lombok, for instance, the synchronisation of the sustainable tourism programmes in Rinjani as the sustainable tourist destination.

The interviews showed many sustainable tourism networks in managing Lombok's sustainable tourism, for instance, Gili Trawangan Forum, Rinjani Forum, Regional Tourism Management Forum in city or town level, West Nusa Tenggara Tourism Discussion Forum, West Nusa Tenggara Sustainable Tourism Stakeholder Forum, and National Sustainable Tourism Forum. The goal of the networks was to deal with some cross-cutting issues of sustainable tourism in Lombok, in particular, waste management and security issues. The members of the networks were NGOs, academics, national governments, provincial governments, local governments, tourism operators, local communities, and religious leaders, including primary and secondary stakeholders.

Government officers have been selected as the leaders in the majority of the networks, while only few tourism operators have been assigned as the leaders of the networks. Both governments and tourism operators have advantages and disadvantages in managing the multi-stakeholder network. The representative of DMO said that:

> "… although governments may be better in collaborating stakeholders for sustainable tourism development, it would have been better if the leaders of the networks had been tourism operators because they have been able to understand tourism problems and tourism markets deeply."

In order to find a good leader for the network, an expert highlighted that it has become important to select somebody that has created the 'energy' into the network as the leader.

Most of the networks have not had some legal basis and regularly scheduled meetings. When the interviews were conducted, a Governor Decree was being developed as a legal base of West Nusa Tenggara Tourism Stakeholder Forum. The Governor Decree was designed as a guideline for the stakeholder tourism network to manage sustainable tourism in West Nusa Tenggara Province, including Lombok. However, one of regional government officers argued that a formal basis for the network was not urgent as long as the network can actually solve sustainable tourism problems. An expert also emphasised that instead of the legal basis of the network, the improvement of engagement among the stakeholders was more important to be developed within the network because:

> "… if the network is formalised with a decree of the Governor or whatever, we cannot assume that automatically people will come to join meetings. It is still a lot of work need to be done on a daily basis of looking into how the network can be held

the life, how the network can be kept interesting, and how the proper incentives for the various stakeholders can be kept the life".

4.3.   Types of change for sustainable tourism in the multi-stakeholder network

At the beginning of tourism development in Lombok, local people were not involved in the tourism development. A tourism researcher investigated that local population assumed activities related with tourism as unacceptable activities for Islam as the dominant religion in Lombok, for example, beach parties that provided alcohol. This condition led to the Lombok Riot in 2000 that affected in the declining of Lombok's tourist numbers for several years. It took years for regional governments and local communities to realise the importance of local involvement in tourism development as studied by the researcher.

Although local people were engaged in Lombok's tourism industry, the tourism researcher highlighted that:

"… there was still a lack of direction and lack of collaboration among tourism stakeholders, such as collaboration between regional governments and local people, as well as collaboration between local people and tourism operators."

Subsequently, a Sustainable Tourism Master Plan in Lombok 2015-2019 was developed as a guideline for all tourism stakeholders in developing Lombok's sustainable tourism.

The Sustainable Tourism Master Plan was initiated by GIZ, an international NGO, along with the Government of Indonesia through Sustainable Regional Economic Growth and Investment Programme (SREGIP). A field trip to New Zealand as one of favourite sustainable tourism destinations in the world was arranged to gain many inputs for developing the master plan. A series of discussions with various stakeholders were also conducted to complete the sustainable tourism master plan.

According to the Sustainable Tourism Master Plan in Lombok 2015-2019, the vision of Lombok's tourism development has been "Lombok as a competitive and sustainable nature-based and culture-based tourism destination". In order to achieve the Lombok's sustainable tourism vision, action plans have been designed to be implemented by the collaboration among tourism stakeholders within the multi-stakeholder network. Some stakeholder meetings to disseminate and discuss the sustainable tourism action plans have also been arranged.

4.4.   Drivers to change for sustainable tourism in the multi-stakeholder network

In order to catalyse the implementation of sustainable tourism within the multi-stakeholder network in Lombok, drivers to change were identified that could be divided into internal, connecting, and external drivers. Those drivers were recognised by both primary and secondary stakeholders in all functional-based stakeholder groups (experts, governments, local communities, tourism operators, tourists, and collaborative institutions).

4.4.1.   Expert drivers to change for sustainable tourism in the multi-stakeholder network

Both expert-primary and expert-secondary stakeholders recognised self-awareness that tourism destinations had limited carrying capacity of nature for tourism development as the main internal driver to change for sustainable tourism within the multi-stakeholder

network, as shown in Figure 6. Another main internal driver identified by both influence-based stakeholders of experts was leadership from governors and village heads.

Expert-secondary stakeholders also added leadership from mayors or regents, business leaders, and community leaders as internal drivers, while expert-primary stakeholders emphasised the importance role of religious leaders and champions to push the implementation of sustainable tourism in tourism areas. The stakeholders' commitment and the stakeholders' trust that sustainable tourism as an innovation provided long-term benefits encouraged the application of sustainable tourism. Expert-secondary stakeholders highlighted the stakeholders' knowledge and potential resources as the internal drivers. They further explained that the synergy among stakeholders within the network was critical during the development of sustainable tourism. The expert-primary stakeholders mentioned that the synergy within the network could be achieved by developing an integrated sustainable tourism master plan. The satisfaction of tourists as one of the network members also necessary to be created, explained by the tourism researcher as one of expert-primary stakeholders that:

> "… tourist satisfaction influenced the possibility of repeat visitation, extended length of stay, and increased tourist spending".

Tourists who satisfied with the sustainable tourism destinations spread their positive testimonies through social media, as mentioned by one of expert-primary stakeholders that "… social media, such as Trip Advisor, provided … positive … comments of tourist destinations". Furthermore, social media encouraged the awareness of people outside the network to conserve the environment, to preserve culture, and to engage local people in tourism areas. Some testimonies and the improvement of sustainability awareness affected the branding of sustainable tourism destinations. Meanwhile, lack of sustainability awareness led to the social and environmental crises, for example, the Lombok Riot in 2000. Therefore, one of expert-primary stakeholders highlighted that some incentives for the stakeholders within the network and outside the network should be developed as rewards for developing sustainable tourism.

Expert-primary stakeholders also observed that market expectations about sustainable tourism destinations also influenced the implementation of sustainable tourism as external drivers. It could be understood because sustainability has become a global trend, as mentioned by one of the expert-secondary stakeholders. Thus, sustainable tourism was necessary to be developed.

Figure 6. Expert drivers to change for sustainable tourism in the multi-stakeholder network.
Blue drivers are the main drivers mentioned by both primary and secondary stakeholders.

4.4.2. Government drivers to change for sustainable tourism in the multi-stakeholder network

Almost similar with experts, governments, both primary and secondary stakeholders, agreed that leadership from governors and mayors or regents was the main internal driver to change towards sustainable tourism in the multi-stakeholder network, as shown in Figure 7. Innovations and the synergy among stakeholders within the network were also identified as the main internal drivers. The synergy within the network should be supported with an integrated master plan, as explained by one of the government-secondary stakeholders. In order to develop the master plan, the stakeholders' awareness and knowledge about sustainable tourism should be improved, as explained by the government-primary stakeholders. Religious leaders could increase the awareness of the stakeholders to implement sustainable tourism, as described by one representative of national governments that "… religious leaders motivated their followers to discover the innovations that were relevant to the religious values." Government-primary stakeholders also recognised the potential resources in tourism areas as the internal driver, while government-secondary stakeholders highlighted the resource efficiency in implementing sustainable tourism as the internal driver.

The primary stakeholders of the government also identified that global trend on sustainability as the external driver influenced the application of sustainability in the tourism areas. As a result, international sustainable tourism standards, for example, standards developed by Global Sustainable Tourism Council (GSTC), should be fulfilled becoming the connecting driver. Moreover, one representative of national governments highlighted that sustainable tourism certification, in particular, Earth Check's certification, was necessary to develop credibility of sustainable tourism destinations. In order to effectively implement sustainable tourism, national and regional policies and regulations

related to sustainable tourism were developed as connecting drivers. The policies and regulations gave directions to the stakeholders and other interested parties to develop sustainable tourism in tourism areas.
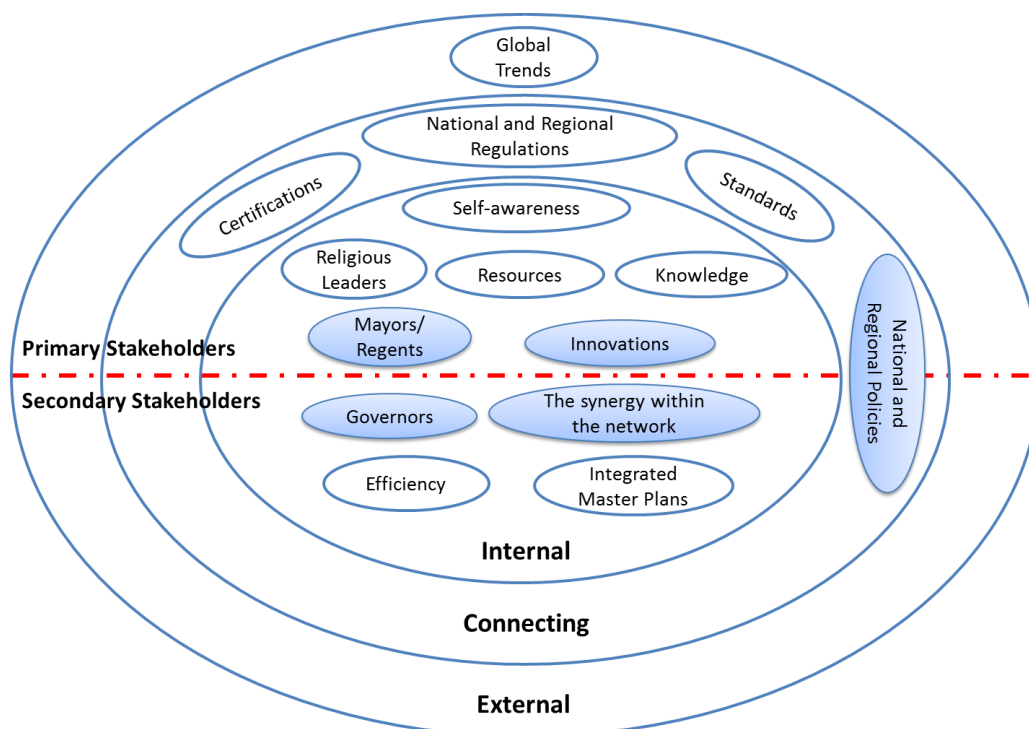
Figure 7. Government drivers to change for sustainable tourism in the multi-stakeholder network. Blue drivers are the main drivers mentioned by both primary and secondary stakeholders.

4.4.3. Local community drivers to change for sustainable tourism in the multi-stakeholder network

Local communities, primary and secondary stakeholders, recognised the importance roles of community leaders to increase people's awareness as the main internal drivers, as can be seen in Figure 8. Many natural and cultural resources in the tourism destinations, identified as other main internal drivers, also influenced people to develop sustainable tourism.

The tourism resources created potential economic benefits that were recognised as the internal drivers. Tourism could improve local economy, as emphasised by a community leader that "… tourism is an alternative sector to agriculture in developing the economy in the village." However, local community-primary stakeholders highlighted that unmanaged resources could create conflicts among stakeholders. Therefore, the synergy among stakeholders and the sense of collective belonging within the network should be developed through the stakeholder engagement as the internal drivers to change towards sustainable tourism within the network. A primary stakeholder of the local community also added another internal driver which was the Islamic religion, as the majority religion in Lombok, to influence the implementation of sustainable tourism.

As a result, local community-secondary stakeholders emphasised that the religious leaders were necessary to guide local people to conserve the environment and preserve culture as the internal drivers. One of Lombok inhabitants further explained that:

> "… the role of religious leaders in Lombok was critical because local people tended to follow their recommendations in comparing to the recommendations of regional leaders."

The religious leaders should be supported by the village heads, mayors or regents, and governors. Champions also had important roles to achieve sustainable tourism as the internal drivers. One Lombok inhabitant highlighted that champions created some innovations supporting the application of sustainable tourism, for example, waste banks. Local community-secondary stakeholders also recognised indigenous regulations or *awig-awig* as the internal drivers that could enforce local people to implement sustainability in local tourism areas, for instance, regulations to not cut down the trees in the particular location.

In order to create wider impacts of sustainable tourism, national and regional policies should be developed as connecting drivers to change for sustainable tourism both inside and outside the network. The policies that concerned on conserving the environment and engaging local people helped to solve social and environmental crises, such as drought and mass starvation. The successful implementation of sustainability in tourism areas was spread to the world through social media as the connecting driver to inspire more people.
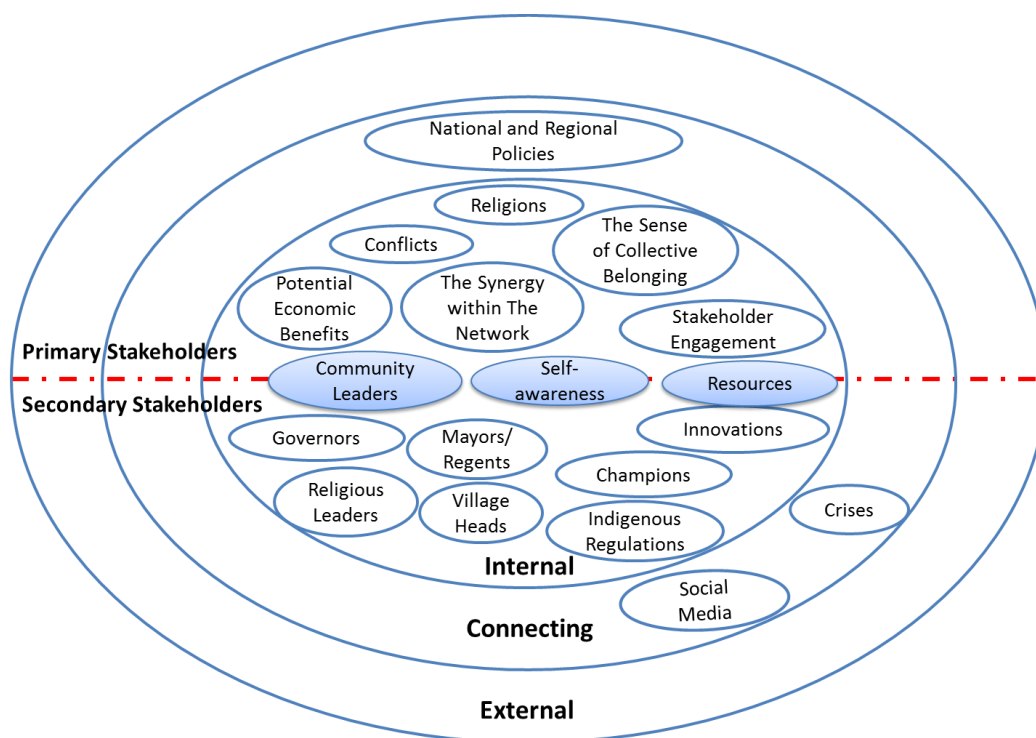
Figure 8. Local community drivers to change for sustainable tourism in the multi-stakeholder network. Blue drivers are the main drivers mentioned by both primary and secondary stakeholders.

4.4.4. Tourism operator drivers to change for sustainable tourism in the multi-stakeholder network

People were also inspired by mayors or regents that were identified by both tourism operator-primary and tourism operator-secondary stakeholders as the main internal drivers to change for sustainable tourism in the multi-stakeholder network, as shown in Figure 9. Furthermore, tourism operator-secondary stakeholders added community leaders and village heads as the internal drivers to motivate people in implementing sustainable tourism that can be done through the development of indigenous regulations. The community and village leaders were supported by governors, national leaders, and business leaders to conserve the environment and preserve culture in tourism areas as recognised by tourism operator-primary stakeholders. The leaders tried to increase people awareness and to create some innovations on sustainability in tourism areas that can improve tourist satisfactions. In addition to leaders, other stakeholders within the network also had roles in developing sustainable tourism leading to the synergy among stakeholders in the network.

In order to continue sustainable tourism development, the network required complying with national and regional policies and regulations about sustainability in tourism areas as the connecting drivers. A representative of hotel associations explained an example of Provincial Regulation concerning on sustainable tourism at the beginning of Gili Trawangan tourism development that:

"… stated 500 rooms as the maximal number of rooms in Gili Trawangan."

The enforcement of sustainable tourism policies and regulations can fulfil market expectations for sustainable tourism. Tourism operator-primary stakeholders recognised the market expectations as the external drivers. A consistency of the tourist destinations in implementing sustainable tourism can be rewarded by some awards, in particular, World Legacy Awards, as mentioned by the representative of hotel associations.
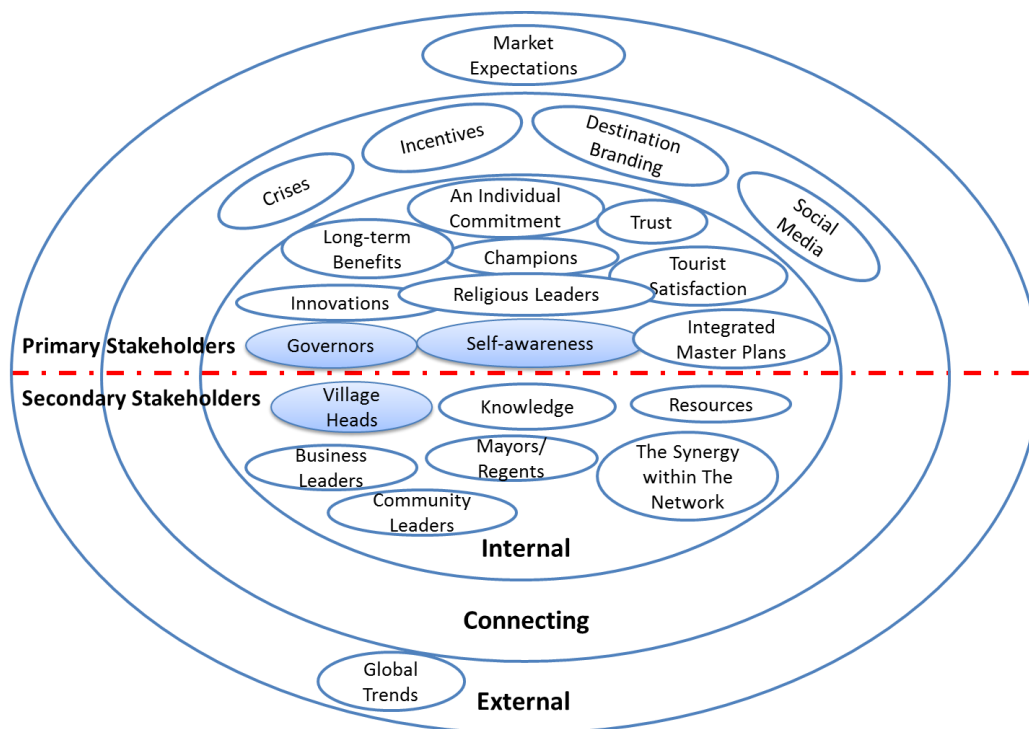

Figure 9. Tourism operator drivers to change for sustainable tourism in the multi-stakeholder network. Blue drivers are the main drivers mentioned by both primary and secondary stakeholders.

4.4.5. Tourist drivers to change for sustainable tourism in the multi-stakeholder network

According to both tourist-primary and tourist-secondary stakeholders, culture as the main internal driver influenced people daily activities in conserving the environment and preserving heritage, as shown in Figure 10. Socially and environmentally friendly culture increased sustainability awareness among stakeholders. One tourist-primary stakeholder highlighted that the self-awareness of the stakeholders should be supported by the synergy among stakeholders within the network as the internal driver. The synergy within the network has been expected by one tourist-secondary stakeholder to improve the sustainable tourism facilities as the internal driver to change towards sustainable tourism within the network.

Complete facilities in sustainable tourist destinations could increase the attractiveness of tourist destinations. The attractive destinations were disseminated to other people through social media as the connecting driver explained by one tourist-primary stakeholder that "… social media was used by tourists to get information about sustainable tourism destinations." The number of tourists who were eager to find much information about sustainability in tourism areas showed the increase of market expectations on sustainable tourism. As a result, market expectations were included as the external drivers to change for sustainable tourism within the network.

Figure 10. Tourist drivers to change for sustainable tourism in the multi-stakeholder network.
Blue drivers are the main drivers mentioned by both primary and secondary stakeholders.

4.4.6. Collaborative institution drivers to change for sustainable tourism in the multi-stakeholder network

Although collaborative institutions in Lombok were identified only as primary stakeholders because they had specific assignments in developing sustainable tourism in Lombok, they recognised all types of drivers to change for sustainable tourism in the multi-stakeholder network, which were internal, connecting, and external drivers, as shown in

Figure 11. The collaborative institutions recognised self-awareness on sustainable tourism as the internal driver. In order to create the stakeholder awareness, sustainability knowledge should be provided. The role of religious leaders and champions, such as tourism volunteers, were necessary to encourage the implementation of sustainable tourism, as explained by a representative of the Regional Tourism Promotion Board:

> "… tourism volunteers as champions were needed to persuade people … to have self-belonging on tourism in their areas."

Together with other stakeholders, the religious leaders developed the multi-stakeholder network concerning on sustainable tourism. The sense of collective belonging and the synergy within the network were needed to strengthen the collaboration among stakeholders. The stakeholders further created some innovations that can provide economic benefits not only for the tourism operators, but also for local communities. The safety condition for tourism as the internal driver was required to develop the innovations related to sustainable tourism.

According to the representative of the Regional Tourism Promotion Board, the use of digital marketing has been growing up as the innovation that can be implemented in sustainable tourism. Social media as the connecting driver was one of digital marketing tools. Social media promoted the branding of sustainable tourism destinations. It was also used as a tool for developing sustainability campaigns both inside the network and outside the network. National and regional policies should support the sustainability campaigns. The regional policy that stated to use local tour guides in tourist destinations as explained by a representative of DMO was one of the policies engaging local people in sustainable tourism activities. The support of national and regional policies for sustainable tourism was reviewed based on international sustainable tourism standards, for example, GSTC standards. The fulfilment of sustainable tourism standards led to the achievement of a sustainable tourism certification as the connecting driver, in particular, the Earth Check certification.

In addition to the certification, competitors as the external drivers were used to enhance the competitiveness of the sustainable tourism destination. According to the representative of the Management Board of Rinjani Geopark, the tourist destination did many sustainable tourism activities to be more success in compare to its competitors. The stakeholder generous efforts to develop the sustainable tourism destination could be recognised by getting some national and international awards. The representative of the Management Board of Rinjani Geopark further explained that membership in the international network gave a chance for stakeholders to contribute to sustainable tourism development in wider areas.
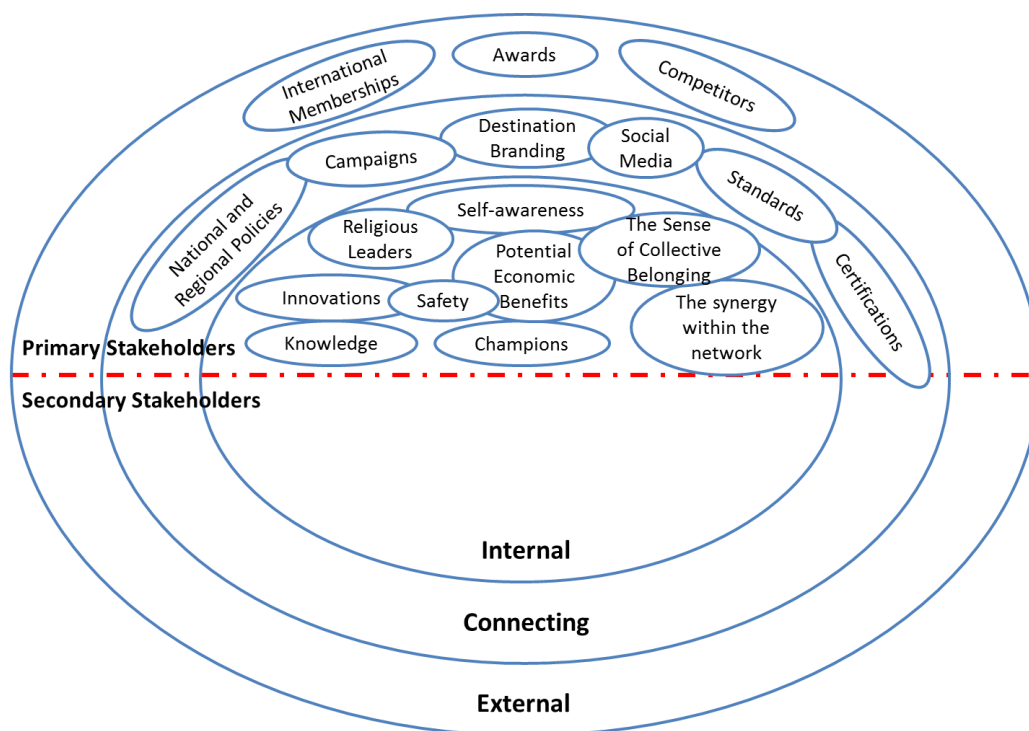
Figure 11. Collaborative institution drivers to change for sustainable tourism in the multi-stakeholder network. Note: Secondary stakeholder drivers were unrecognised because collaborative institutions that had specific assignments in developing sustainable tourism in Lombok were identified only as primary stakeholders.

4.4.7. All stakeholder drivers to change for sustainable tourism in the multi-stakeholder network

In general, there were 42 drivers to change for sustainable tourism in the multi-stakeholder network were recognised by all stakeholders in developing sustainable tourism, including internal, connecting, and external drivers (Figure 12). 18 drivers were identified as new drivers that have not been mentioned yet by other researchers, as shown in Figure 12 with red letters.

The findings revealed that all functional-based stakeholder groups identified self-awareness that tourism destinations have had limited carrying capacity of nature for tourism development as the most important internal driver to change. They further explained that the synergy among stakeholders within the network or the density of the network influenced the sustainable tourism development inside the multi-stakeholder network. According to the representative of the Regional Tourism Promotion Board, the synergy among stakeholders within the network was seen as:

"… no overlapping programmes between the institutions inside the network".

Innovations in waste treatment technologies and marketing strategies were also recognised as the internal drivers in implementing sustainable tourism. Leadership in national levels, provincial levels, city or town levels, village levels, communities, and business units was also able to drive sustainable tourism within the network. In Lombok, Islamic religious leaders had significant power to influence people in applying sustainable tourism because local people who were Muslim tended to follow religious leader's recommendations. Indigenous regulations or *awig-awig* and culture had roles to enforce Lombok inhabitants in conserving nature and preserving culture. The inhabitants

emphasised that tourism resources that were managed efficiently for sustainable tourism provided many long-term economic benefits. The roles of champions were necessary to encourage people to have self-belonging on sustainable tourism development in their surrounding areas leading to the sense of collective belonging within the network. Stakeholder's knowledge about sustainable tourism was also necessary to develop integrated sustainable tourism master plans. Trust and commitment of the stakeholders were needed in implementing the master plans to reduce conflicts among stakeholders and to enhance stakeholder engagement. However, inappropriate tourism facilities and less safety condition limited the application of sustainable tourism. Therefore, a comprehensive sustainable tourism implementation was needed to enhance tourist satisfactions.

In order to get people's attention in wider areas, the sustainable tourism activities were spread through social media. Social media as the main connecting driver mentioned by the majority of functional-based stakeholder groups was also used as a sustainability campaign tool to encourage the members of the network in conserving the environment, preserving culture, and engaging local people. Those efforts boosted people's awareness and reduced the potential social and environmental crises. In raising awareness of sustainable tourism issues within the network and outside network, national and regional policies and regulations were also developed as the connecting drivers. The policies and regulations explained the stakeholder incentives when implementing sustainable tourism. The policies and regulations also supported the achievement of sustainable tourism certifications from Earth Check that fulfilled a set of minimum sustainable tourism standards, in particular, GSTC standards. Thus, the sustainable tourism certification can be used to improve the branding of sustainable tourism destinations.

The sustainable tourism branding in a tourist destination was able to accomplish market expectations about sustainable tourist destinations in a recent global trend. Market expectations were identified as the main external drivers towards sustainable tourism mentioned by the majority of functional-based stakeholder groups. The national and international awards were also able to encourage the sustainable tourism implementation within the network. The representative of the Management Board of Rinjani Geopark further explained that the membership of Rinjani in Global Geopark Network (GGN) from UNESCO as the external driver gave benefit to compete with the competitors and to be known as a sustainable tourist destination.

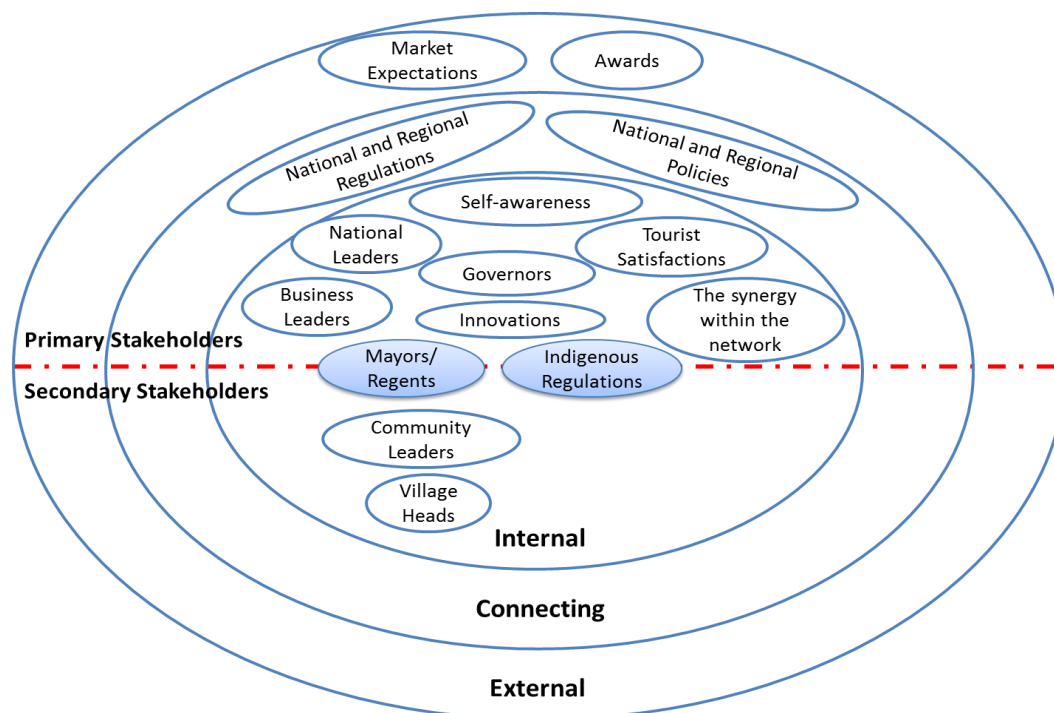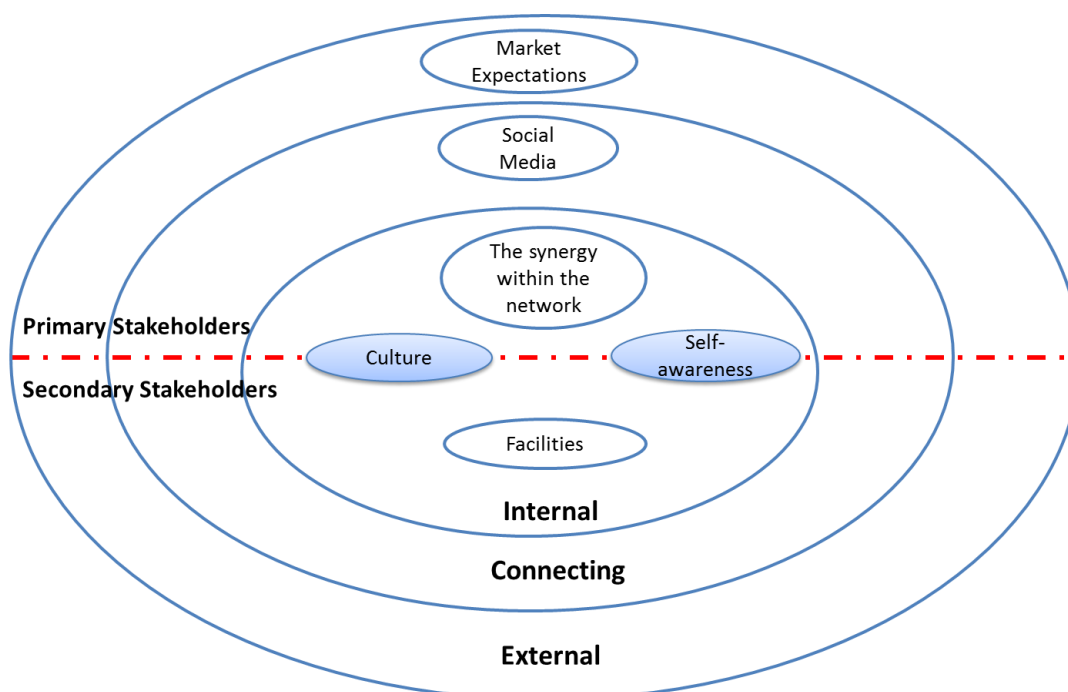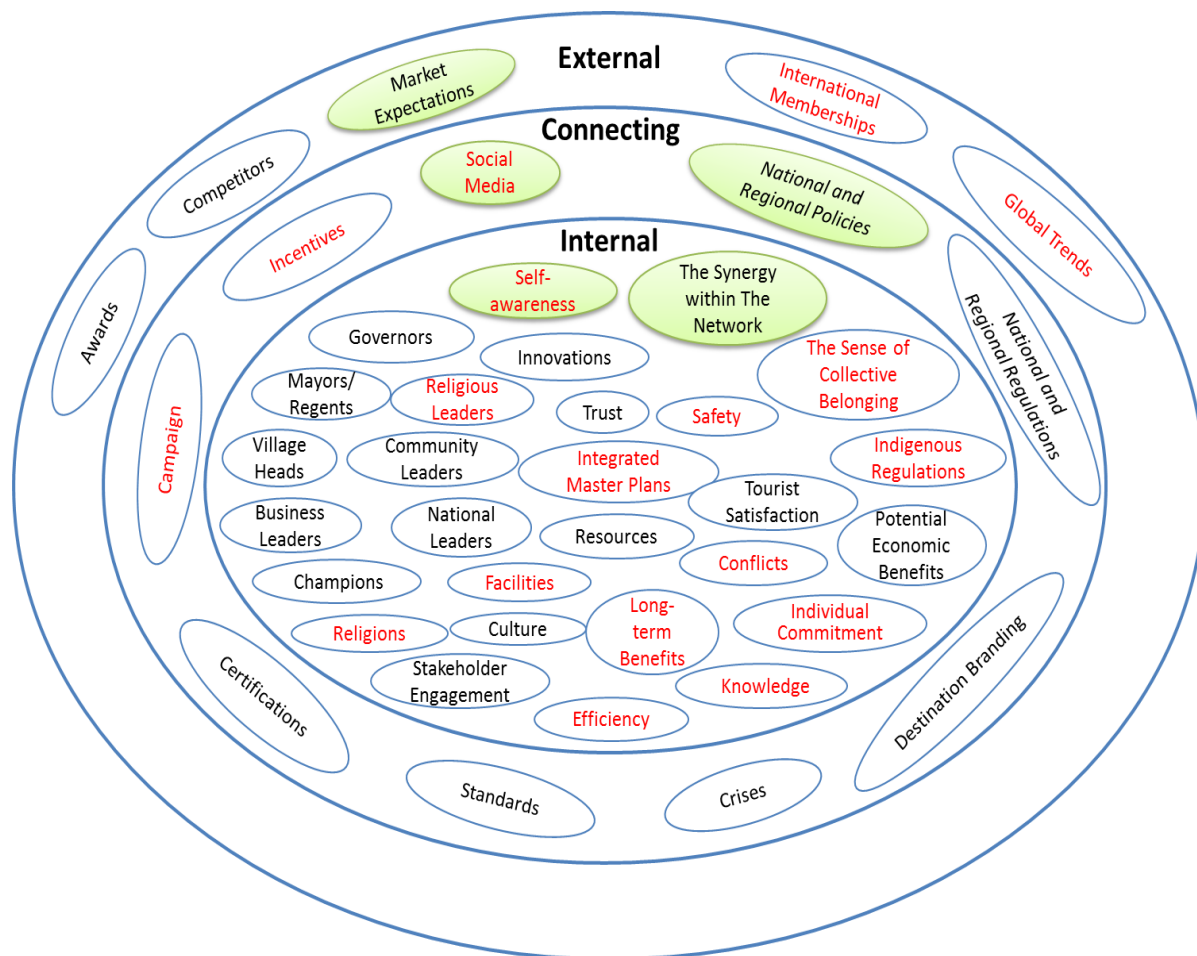**Figure 12.** Drivers to change for sustainable tourism in the multi-stakeholder network.
Green drivers are the main drivers mentioned by the majority of functional-based stakeholder groups in each type of drivers to change (internal, connecting, and external drivers), while drivers in red letters are new drivers to change for sustainable tourism in the multi-stakeholder network.

4.5. Barriers to change for sustainable tourism and strategies to overcome them in the multi-stakeholder network

Some barriers to change and strategies to address them were recognised in the development of sustainable tourism in Lombok. In order to assess the stakeholders' awareness in a holistic overview of identified barriers to change and strategies to overcome them, MuSIC memeworks were developed. The memeworks used a relative percentage of the findings during interviews in compare to the total barriers to change and overall strategies to overcome them identified and collected from the literature and during interviews for all functional-based stakeholders in each stakeholder level and its attitudes (see Appendix I).

4.5.1. Expert barriers to change for sustainable tourism and strategies to overcome them in the multi-stakeholder network

Some barriers to change were faced by experts at the individual and multi-stakeholder levels, as shown in Table 7. Experts saw a lack of understanding about sustainable tourism as an informational barrier to change at the individual level. Some experts also still thought sustainable tourism as a luxury product.

At the multi-stakeholder level, lack of communication and lack of synergy within the network were identified as informational barriers to change for sustainable tourism. Experts further highlighted that lack of data, missing plans, and lack of monitoring and evaluation prevented the sustainable tourism implementation. Unsafe conditions in sustainable tourist destinations hindered the development of sustainable tourism. Older people domination, different interests, income inequality, and lack of sense of collective belonging were seen as emotional barriers to change within the multi-stakeholder network. An expert emphasised a lack of financial supports as one of the behavioural barriers to change at the multi-stakeholder level. Mismanagement, lack of facilities, and lack of accessibility to sustainable tourist destinations delayed the implementation of sustainable tourism. Lack of commitment to continue the programme was also seen as an issue for sustainable tourism leading to incomplete applications of sustainable tourism plans. The limited commitment of stakeholders was affected by the difficulties of getting and keeping people in the network as explained by the expert that:

> "... if I were a business person and had the alternative of going to a meeting or to look into bringing my business forward, I have to have a clear understanding what is the benefits for me to join meetings of the network. That is what I see as well in Lombok. It is hard to get people to meetings."

In order to solve the barriers to change, several strategies were identified by experts, as shown in Table 7. At the individual level, a series of discussions about sustainable tourism were conducted to improve the understanding of stakeholders, including experts. Communication among stakeholders was developed by arranging many meetings to solve informational barriers to change at the multi-stakeholder level. A database was also developed to support the sustainable tourism plans. An expert initiated a programme synchronisation matrix that:

> "… described some programmes that would be implemented by relevant stakeholders to enhance the synergy among stakeholders for achieving sustainable tourism".

The expert further explained that financial contributions to sustainable tourism were shared among stakeholders based on the programme synchronisation matrix to deal with the financial problems as the multi-stakeholder-behavioural barriers to change. Security improvement, regenerations of network's members, and sharing a common vision were identified as strategies to solve multi-stakeholder-emotional barriers to change.

Although experts applied some strategies, many barriers to change still existed. The experts were difficult to cope with the individual-emotional barrier to change. They also overcome only one multi-stakeholder-behavioural barrier to change by sharing financial contribution among stakeholders. Some informational and emotional barriers to change at the multi-stakeholder level needed to be solved.

Table 7. Expert barriers to change and strategies to overcome them in managing organisational change towards sustainable tourism within the multi-stakeholder network in Lombok

Identified barrier to change	Applied strategy	Stakeholder level	Attitude
Lack of understanding about sustainable tourism	Discussion	Individual	Informational
Sustainable tourism is still luxury	-	Individual	Emotional

Identified barrier to change	Applied strategy	Stakeholder level	Attitude
Lack of communication among stakeholders	Communication by arranging meetings among stakeholders	Multi-stakeholders	Informational
Lack of the synergy among stakeholders within the network	The programme synchronisation matrix	Multi-stakeholders	Informational
Lack of data	Database development	Multi-stakeholders	Informational
Missing plans	-	Multi-stakeholders	Informational
Lack of monitoring and evaluation	-	Multi-stakeholders	Informational
Unsafe conditions in sustainable tourist destinations	Security improvement	Multi-stakeholders	Emotional
Older people domination in the network	Regenerations of network's members	Multi-stakeholders	Emotional
Different interests among stakeholders	Sharing a common vision	Multi-stakeholders	Emotional
Income inequality among stakeholders	-	Multi-stakeholders	Emotional
Lack of a sense of collective belonging	-	Multi-stakeholders	Emotional
Lack of financial support	Sharing financial contribution among stakeholders	Multi-stakeholders	Behavioural
Mismanagement in sustainable tourist destinations	-	Multi-stakeholders	Behavioural
Lack of sustainable tourism facilities	-	Multi-stakeholders	Behavioural
Lack of accessibility	-	Multi-stakeholders	Behavioural
Plans are not fully implemented	-	Multi-stakeholders	Behavioural
To get and keep people in the network for developing sustainable tourism	-	Multi-stakeholders	Behavioural
Lack of commitment to continue the programme	-	Multi-stakeholders	Behavioural

The awareness of expert barriers to change and applied strategies to overcome them were reviewed and compared by developing MuSIC memeworks, as shown in Figure 13. The memeworks were developed using a percentage of the number of identified expert barriers to change and applied strategies on the total number of barriers to change and strategies collected during this research (Table 8).

Table 8. Expert barriers to change and strategies to overcome them compared with the total collected in this research

Stakeholder level	Stakeholder attitude	Barrier to change				Strategy to overcome barrier to change			
		Number	Total	% of total	Category	Number	Total	% of total	Category
Individual	Informational	1	8	12.5%	Very low	1	7	14.3%	Very low
	Emotional	1	24	4.2%	Very low	-	6	-	Non-existent
	Behavioural	-	6	-	Non-existent	-	4	-	Non-existent
Group	Informational	-	-	-	-	-	1	-	Non-existent
	Emotional	-	1	-	Non-existent	-	1	-	Non-existent
	Behavioural	-	2	-	Non-existent	-	3	-	Non-existent

Stakeholder level	Stakeholder attitude	Barrier to change				Strategy to overcome barrier to change			
		Number	Total	% of total	Category	Number	Total	% of total	Category
Organisational	Informational	-	11	-	Non-existent	-	8	-	Non-existent
	Emotional	-	6	-	Non-existent	-	4	-	Non-existent
	Behavioural	-	9	-	Non-existent	-	18	-	Non-existent
Multi-stakeholder	Informational	5	9	55.6%	Medium	3	6	50%	Medium
	Emotional	5	7	71.4%	High	3	3	100%	Very high
	Behavioural	7	13	53.8%	Medium	1	5	20%	Very low

Figure 13. MuSIC memeworks in the multi-stakeholder network comparison of expert barriers to change and strategies to overcome barriers to change towards sustainable tourism recognised in Lombok

According to the memeworks, experts only focused on individual and multi-stakeholder levels because they did not recognised any barriers to change and strategies to overcome them at the group and organisational levels. At the individual level, informational and emotional barriers to change faced by experts with relatively very low percentages, while applied strategies only overcame informational barriers to change in very low percentages. At the multi-stakeholder level, barriers to change and strategies to overcome them were seen in all attitudes in different percentages. Expert behavioural strategies at the multi-stakeholder levels had the lowest awareness. The comparison between the two memeworks revealed that there was an incongruity between expert barriers to change and strategies to overcome them. The experts may be aware of other barriers to change and strategies to overcome them, but they did not mention them leading to the very low identification of barriers to change and applied strategies.

4.5.2. Government barriers to change for sustainable tourism and strategies to overcome them in the multi-stakeholder network

Barriers to change for sustainable tourism and strategies to overcome them were also encountered by both national and regional governments at individual, organisational, and multi-stakeholder levels, as shown in Table 9. At the individual level, the government officers were assessed to have a lack of awareness, lack of understanding, and ignorance of

sustainable tourism. Lack of trust of the government officers about the positive side of sustainable tourism led to a lack of their willingness to implement it. The government also thought that sustainable tourism is an expensive tourism. An expert added laziness of the government officers as a behavioural barrier to change for sustainable tourism, as explained that "… the local government do not collect rubbish every day in Gili Trawangan".

At the organisational level, limited governments' knowledge and skills organisation prevented the development of sustainable tourism. The lack of communication inside the government organisations was recognised as the informational barrier to change. Overlapping regulations also hindered the implementation of sustainable tourism, for example overlapping regulations between mining regulations and sea conservation regulations, as explained by one representative of regional governments. Incompetent regional leaders led to the limited achievement of sustainable tourism. The regional leader short-term constraint was also recognised as another informational barrier to change causing lack of political commitment. Lack of political commitment was also seen by a representative of national governments when:

> "… the regional leader transferred the government officers to new positions based on their loyalty, instead of their capabilities".

An economic focus to destroy environment and societies was identified as the behavioural barrier to change by governments. It could be because the governments thought that the development of sustainable tourism still needed much cost. Some regional governments were also not seen sustainable tourism as a priority programme, as described by a representative of national governments that:

> "… tourism is one of optional government tasks, based on Law of the Republic of Indonesia No. 23/ 2014 about Regional Government. This fact leads to limited tourism development in the regional level because it maybe a non-priority development sector in some regions in Indonesia".

At the multi-stakeholder level, the governments recognised lack of communication, lack of data, and missing plans as the informational barriers to change. A lack of programme synergy between government and tourism operators, as well as among governmental organisations limited the sustainable tourism development, for example, overlapping sustainable tourism programmes among governmental bodies, such as the Ministry of Tourism, the Ministry of Cooperatives and SMEs, the Ministry of Village, Development of Disadvantaged Regions, and Transmigration, the Ministry of Marine Affairs and Fisheries, and the Ministry of Environment and Forestry. A lack of monitoring and evaluation was also identified as one of the informational barriers to change faced by governments, as explained by an expert that:

> "… the local governments rarely monitored the tourism development in Gili Trawangan."

Governments identified unsafe conditions in sustainable tourist destinations, older people domination within the network, different interests and income inequality, and lack of sense of collective belonging as emotional barriers to change. The governments further recognised the lack of financial support, mismanagement, lack of facilities, lack of accessibility, incomplete implementation of the plans, keeping people in the network, and lack of commitment to continue the programme as the behavioural barriers to change.

Some strategies were identified to overcome the barriers to change. Education, discussion, and facilitations were developed to solve individual emotional barriers to change. A government officer in the regional government office told that a pilot project development emphasising the benefits of sustainability increased stakeholders' trust about sustainability. Training and field trips, meeting in organisations, and one map policy to make integrated regulations were recognised as organisational-informational strategies to overcome barriers to change. One Lombok inhabitant indicated that the governments internalised environmental and social costs in the sustainable tourism to reduce sustainability costs by increasing the entrance ticket prices of tourist destinations. National policies and regulations concerning about sustainable tourism were developed to encourage political commitment from regional leaders. At the multi-stakeholder level, security improvement, regenerations of the network's members, sharing a common vision, communication, and database development were identified to deal with informational and emotional barriers to change. The representative of national governments added the division of roles among stakeholders to improve the synergy within the network. The role divisions and sharing financial contribution among stakeholders were explained in the programme synchronisation matrix.

A comparison between identified barriers to change and applied strategies to overcome them showed that the governments were still difficult to solve emotional and behavioural barriers to change at the individual level. The laziness of government officers to implement sustainable tourism was needed to be reduced. The governments should also find solutions for solving some barriers to change at the organisational and multi-stakeholder levels, for example developing monitoring and evaluation systems. Together with other stakeholders, the governments should develop an incentive system to keep people in the network.

Table 9. Government barriers to change and strategies to overcome them in managing organisational change towards sustainable tourism within the multi-stakeholder network in Lombok

Identified barrier to change	Applied strategy	Stakeholder level	Attitude
Lack of awareness of sustainable tourism	Education	Individual	Informational
Lack of understanding about sustainable tourism	Discussion	Individual	Informational
Ignorance of sustainable tourism	Facilitations	Individual	Informational
-	Doing by examples	Individual	Informational
Lack of trust about the positive side of sustainable tourism	Emphasise the benefits of sustainability	Individual	Emotional
Lack of willingness to implement sustainable tourism	-	Individual	Emotional
Sustainable tourism is still luxury	-	Individual	Emotional
Lazy to implement sustainable tourism	-	Individual	Behavioural
Lack of sustainable tourism knowledge and skills in the organisations	Trainings and field trips	Organisational	Informational
Lack of communication inside the organisations	Meetings in organisations	Organisational	Informational
Overlapping regulations	One map policy to make integrated regulations	Organisational	Informational

Identified barrier to change	Applied strategy	Stakeholder level	Attitude
Incompetent regional leaders	-	Organisational	Informational
The regional leader short-term constrains	-	Organisational	Informational
Higher cost to implement sustainable tourism	Internalising environmental and social costs	Organisational	Emotional
Sustainable tourism not seen as a priority programme	-	Organisational	Emotional
Economic focus that destroys environment and societies	-	Organisational	Behavioural
Lack of political commitment from regional leaders	National policies and regulations	Organisational	Behavioural
Lack of communication among stakeholders	Communication by arranging meetings among stakeholders	Multi-stakeholders	Informational
Lack of the synergy among stakeholders within the network	The programme synchronisation matrix	Multi-stakeholders	Informational
Lack of data	Database development	Multi-stakeholders	Informational
Missing plans	-	Multi-stakeholders	Informational
Lack of monitoring and evaluation	-	Multi-stakeholders	Informational
Unsafe conditions in sustainable tourist destinations	Security improvement	Multi-stakeholders	Emotional
Older people domination in the network	Regenerations of network's members	Multi-stakeholders	Emotional
Different interests among stakeholders	Sharing a common vision	Multi-stakeholders	Emotional
Income inequality among stakeholders	-	Multi-stakeholders	Emotional
Lack of a sense of collective belonging	-	Multi-stakeholders	Emotional
Lack of financial support	Sharing financial contribution among stakeholders	Multi-stakeholders	Behavioural
Mismanagement in sustainable tourist destinations	-	Multi-stakeholders	Behavioural
Lack of sustainable tourism facilities	-	Multi-stakeholders	Behavioural
Lack of accessibility	-	Multi-stakeholders	Behavioural
Plans are not fully implemented	-	Multi-stakeholders	Behavioural
To get and keep people in the network for developing sustainable tourism	-	Multi-stakeholders	Behavioural
Lack of commitment to continue the programme	-	Multi-stakeholders	Behavioural

In order to review the stakeholders' awareness of government barriers to change and applied strategies to solve them, MuSIC memeworks were developed, as shown in Figure 14. The memeworks were based on the number of government barriers to change and applied strategies on the total number of barriers to change and strategies collected during this research (Table 10).

Table 10. Government barriers to change and strategies to overcome them compared with the total collected in this research

Stakeholder level	Stakeholder attitude	Barrier to change				Strategy to overcome barriers to change			
		Number	Total	% of total	Category	Number	Total	% of total	Category
Individual	Informational	3	8	37.5%	Low	4	7	57.1%	Medium
	Emotional	3	24	12.5%	Very low	1	6	16.7%	Very low
	Behavioural	1	6	16.7%	Very low	-	4	-	Non-existent
Group	Informational	-	-	-	-	-	1	-	Non-existent
	Emotional	-	1	-	Non-existent	-	1	-	Non-existent
	Behavioural	-	2	-	Non-existent	-	3	-	Non-existent
Organisational	Informational	5	11	45.5%	Medium	3	8	37.5%	Low
	Emotional	2	6	33.3%	Low	1	4	25%	Low
	Behavioural	2	9	22.2%	Low	1	18	5.6%	Very low
Multi-stakeholder	Informational	5	9	55.6%	Medium	3	6	50%	Medium
	Emotional	5	7	71.4%	High	3	3	100%	Very high
	Behavioural	7	13	53.8%	Medium	1	5	20%	Very low
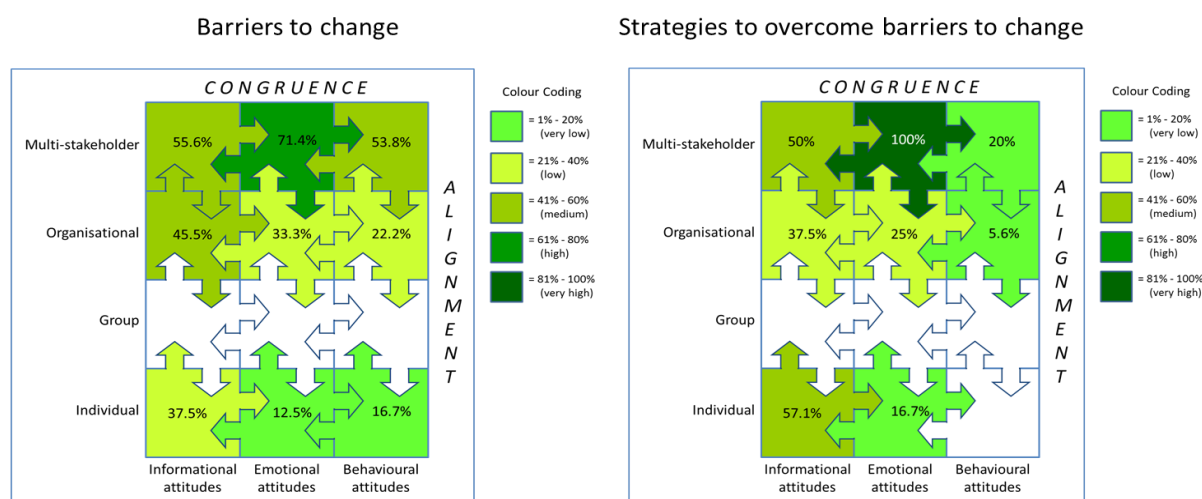
Figure 14. MuSIC memeworks in the multi-stakeholder network comparison of government barriers to change and strategies to overcome barriers to change towards sustainable tourism in Lombok

Figure 14 presented that government barriers to change and strategies to overcome them at individual, organisational, and multi-stakeholder levels were recognised, while barriers to change and strategies at the group level were not identified. Unrecognised barriers to change and strategies at the group level implied that governments still focused on individual, organisational, and multi-stakeholder levels. However, the governments' awareness of barriers to change and applied strategies at the individual level were very low. The strategies to overcome behavioural barriers to change at the individual level were not identified. At the organisational level, the government barriers to change and the strategies were identified in relatively low percentage. The governments' awareness of barriers to change and strategies at the multi-stakeholder level was better in compare to other levels. The stakeholders successfully recognised all governments' emotional strategies and half number of informational strategies to overcome barriers to change, while only low

percentages of governments' behavioural strategies were identified. The different percentages between barriers to change and applied strategies in the same levels uncovered the discrepancy between them. The governments may recognise of other barriers to change and strategies to overcome them, but they did not mention them resulting in the incongruity between barriers to change and applied strategies.

4.5.3. Local community barriers to change for sustainable tourism and strategies to overcome them in the multi-stakeholder network

Local community barriers to change and strategies to overcome them were identified at all stakeholder levels, as shown in Table 11. At individual levels, lack of awareness and lack of understanding about sustainable tourism were recognised as the informational barriers to change. One community leader highlighted that people did not care about sustainable tourism. A representative of an insurance company also told that "… due to low income, local people chose a job that can give instant money, for example, mining". The lack of trust, motivation, willingness and readiness, as well as fear of the outcome, prevented the implementation of sustainable tourism as the emotional barriers to change. Some people still thought that sustainable tourism was a luxury product. Moreover, they also saw sustainable tourism as a threat to a commonly accepted way of life.

Conflicts among members of the community were recognised as the behavioural barriers to change at the group level. As explained by the leader of a community, a group of people did not agree with the sustainable tourism development in the village. They thought that sustainable tourism brought negative effects for the village economy.

At the organisational level, the lack of knowledge and skills, as well as the narrow viewpoint of local communities towards sustainable tourism, hindered the sustainable tourism development, as described by a founder of a community, for example, lack of waste management skill. Sustainable tourism was still not seen as a priority programme of local people for improving their economy. Lack of technology for implementing sustainability in the tourism industry was also identified as behavioural barriers to change. A lack of local people engagement, for example, most of the tour guides are foreigners, prevented the implementation of sustainable tourism, as explained by one Lombok inhabitants.

At the multi-stakeholder level, local communities had resistances to change almost similar with other functional-based stakeholders, such as experts and governments. Lack of communication and synergy among stakeholders, lack of data, missing plans, and lack of monitoring and evaluation were identified as the informational barriers to change. An unsafe condition in sustainable tourist destinations was a threat for increasing the number of tourists. The lack of facilities and accessibility, as well as mismanagement in sustainable tourist destinations, also prevented the development of sustainable tourist destinations. Tourism became worse when different interests, income inequality, older people domination, and lack of sense of collective belonging existed in the network. Lack of financial supports, incomplete implementations of sustainable tourism plans, changing network's members, and lack of commitment to continue sustainable tourism programme were also identified as the behavioural barriers to change for sustainable tourism in the network.

Some strategies were applied to solve local community barriers to change for sustainable tourism. Education, discussion, and facilitations were developed to overcome

informational barriers to change at the individual level, while emphasising the benefits of sustainability improved people trust about sustainable tourism. One Lombok inhabitant highlighted that a warning motivated people in implementing sustainable tourism. He further indicated that a social pressure can increase the willingness of local communities to implement sustainable tourism, as explained that:

> "… people sneered to others who did not join in conserving the environment leading to social pressure in implementing sustainability".

A group consolidation by sharing a common vision successfully solved the group conflict. The leader of a community described the consolidation process by:

> ".. arranging many meetings to brainstorm the vision what the group want to improve the understanding of the group members".

Local empowerment by developing local technology and innovation for sustainability was recognised to overcome organisational-behavioural barriers to change for sustainable tourism. The founder of a community showed that:

> "… a valued handicraft created from waste as an innovation made by local people produced profits leading to encourage local communities to manage the waste".

Education about waste and sustainability also increased the knowledge of people. Meanwhile, the founder of a community noticed that the education should deliver in interactive ways based on the audiences, for example using educational toys to educate children and creating a valued handicraft to improve women's knowledge about sustainability.

At the multi-stakeholder level, database development, communication among stakeholders, and the programme synchronisation matrix were identified as strategies to overcome the informational barriers to change, while sharing financial contribution among stakeholder was applied to solve the behavioural barrier to change. The domination of older people in the network as an emotional barrier to change can be reduced by a regeneration of network's members while sharing a shared vision was used to deal with different interests among stakeholders. One Lombok inhabitant told that the development of police offices in unsafe areas improved security of sustainable tourist destination as one of strategies to overcome emotional barriers to change.

According to Table 11, the strategies recognised by local communities were not able to solve identified barriers to change for sustainable tourism. Some emotional barriers at individual, organisational, and multi-stakeholder levels, as well as informational and behavioural barriers to change, at the multi-stakeholder level were still existed. The existence of those barriers can be because the limited number of interviewees who recognised the applied strategies for sustainable tourism development.

Table 11. Local community barriers to change and strategies to overcome them in managing organisational change towards sustainable tourism within the multi-stakeholder network in Lombok

Identified barrier to change	Applied strategy	Stakeholder level	Attitude
Lack of awareness of sustainable tourism	Education	Individual	Informational
Lack of understanding about sustainable tourism	Discussion	Individual	Informational
Ignorance of sustainable tourism	Facilitations	Individual	Informational

Identified barrier to change	Applied strategy	Stakeholder level	Attitude
Due to low income, people choose a job that can make money quickly	Job trainings and certifications	Individual	Informational
-	Doing by examples	Individual	Informational
Lack of trust about the positive side of sustainable tourism	Emphasise the benefits of sustainability	Individual	Emotional
Lack of motivation to implement sustainable tourism	Use of fear	Individual	Emotional
Lack of willingness to implement sustainable tourism	Social pressure	Individual	Emotional
Lack of readiness to implement sustainable tourism	-	Individual	Emotional
Sustainable tourism is still luxury	-	Individual	Emotional
Fear of sustainable tourism outcome	-	Individual	Emotional
Sustainable tourism seen as a threat to a commonly accepted way of life	-	Individual	Emotional
Conflict among the group members	Group consolidation by sharing a common vision	Group	Behavioural
Narrow viewpoint towards sustainable tourism	Knowledge transfer	Organisational	Informational
Lack of sustainable tourism knowledge and skills in the organisations	Trainings and field trips	Organisational	Informational
Sustainable tourism not seen as a priority programme	-	Organisational	Emotional
Lack of community empowerment	Local empowerment	Organisational	Behavioural
Lack of technology	Technology development	Organisational	Behavioural
Lack of communication among stakeholders	Communication by arranging meetings among stakeholders	Multi-stakeholders	Informational
Lack of the synergy among stakeholders within the network	The programme synchronisation matrix	Multi-stakeholders	Informational
Lack of data	Database development	Multi-stakeholders	Informational
Missing plans	-	Multi-stakeholders	Informational
Lack of monitoring and evaluation	-	Multi-stakeholders	Informational
Unsafe conditions in sustainable tourist destinations	Security improvement	Multi-stakeholders	Emotional
Older people domination in the network	Regenerations of network's members	Multi-stakeholders	Emotional
Different interests among stakeholders	Sharing a common vision	Multi-stakeholders	Emotional
Income inequality among stakeholders	-	Multi-stakeholders	Emotional
Lack of a sense of collective belonging	-	Multi-stakeholders	Emotional
Lack of financial support	Sharing financial contribution among stakeholders	Multi-stakeholders	Behavioural
Mismanagement in sustainable tourist destinations	-	Multi-stakeholders	Behavioural
Lack of sustainable tourism facilities	-	Multi-stakeholders	Behavioural
Lack of accessibility	-	Multi-stakeholders	Behavioural
Plans are not fully implemented	-	Multi-stakeholders	Behavioural

Identified barrier to change	Applied strategy	Stakeholder level	Attitude
To get and keep people in the network for developing sustainable tourism	-	Multi-stakeholders	Behavioural
Lack of commitment to continue the programme	-	Multi-stakeholders	Behavioural

The awareness of local community barriers to change and applied strategies to overcome them were assessed by developing MuSIC memeworks, as shown in Figure 15. A relative percentage of the number of local communities' barriers to change and applied strategies on the total number of barriers to change and strategies collected during this research were counted to develop the memeworks (Table 12).

Table 12. Local community barriers to change and strategies to overcome them compared with the total collected in this research

Stakeholder level	Stakeholder attitude	Barrier to change				Strategy to overcome barriers to change			
		Number	Total	% of total	Category	Number	Total	% of total	Category
Individual	Informational	4	8	50%	Medium	5	7	71.4%	High
	Emotional	7	24	29.2%	Low	3	6	50%	Medium
	Behavioural	-	6	-	Non-existent	-	4	-	Non-existent
Group	Informational	-	-	-	-	-	1	-	Non-existent
	Emotional	-	1	-	Non-existent	-	1	-	Non-existent
	Behavioural	1	2	50%	Medium	1	3	33.3%	Low
Organisational	Informational	2	11	18.2%	Very low	2	8	25%	Low
	Emotional	1	6	16.7%	Very low	-	4	-	Non-existent
	Behavioural	2	9	22.2%	Low	2	18	11.1%	Very low
Multi-stakeholder	Informational	5	9	55.6%	Medium	3	6	50%	Medium
	Emotional	5	7	71.4%	High	3	3	100%	Very high
	Behavioural	7	13	53.8%	Medium	1	5	20%	Very low
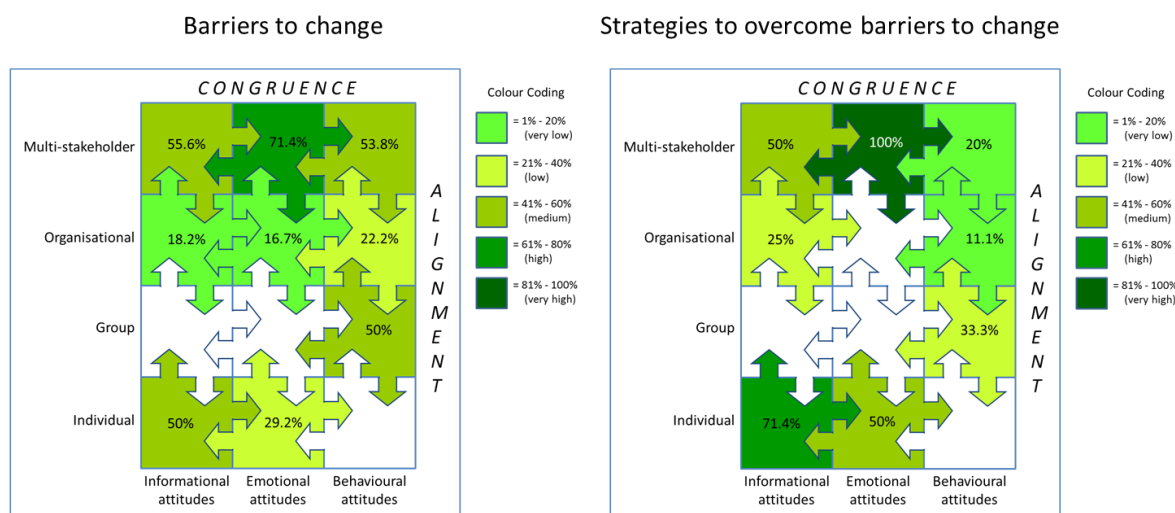
Figure 15. MuSIC memeworks in the multi-stakeholder network comparison of local community barriers to change and strategies to overcome barriers to change towards sustainable tourism in Lombok

The memeworks showed that local community barriers to change and strategies to overcome them were identified at the whole levels, which were the individual, group, organisational, and multi-stakeholder levels. At the individual level, the stakeholders were recognised less local community barriers to change for sustainable tourism than strategies to overcome them. In contrast to the individual level, local communities identified more barriers to change than strategies to overcome them at the group level. However, at the group level local communities still only focused on barriers to change and strategies in the behavioural attitude and did not recognise informational and emotional barriers to change and strategies. There were also non-existent strategies to solve emotional barriers to change at the organisational level. At the multi-stakeholder level, there was a higher awareness of local community emotional barriers to change and strategies to overcome them, while limited percentages of both emotional and behavioural barriers to change and strategies were identified. The memework comparison between local community barriers to change and applied strategies informed that there was the incongruity between them. This condition may be because only a few local communities who recognised the barriers to change and applied strategies for sustainable tourism development.

4.5.4. Tourism operator barriers to change for sustainable tourism and strategies to overcome them in the multi-stakeholder network

Tourism operator barriers to change for sustainable tourism were recognised at individual, organisational, and multi-stakeholder levels, as shown in Table 13. At the individual level, limited tourism operators' awareness and understanding of sustainable tourism hindered the development of sustainable tourism. Some tourism operators ignored the sustainable tourism application and chose a job that can make money quickly. The lack of trust, motivation, willingness, and readiness to implement sustainable tourism were faced some tourism operators as emotional barriers to change. Some tourism operators still thought that sustainable tourism was a luxury product, yet it was out of date. They were also fear about sustainable tourism outcomes. The founder of a community recognised that some tourism operators denied about the effects of their business on the environment and societies.

At the organisational level, the tourism operators were challenged to improve their knowledge and skills for developing sustainable tourism. Higher cost to implement sustainability in tourism was recognised by tourism operators as the emotional barrier to change. An expert also identified that tourism operators still destroyed the environment.

Tourism operators encountered some barriers to change at the multi-stakeholder level. Lack of communication among stakeholders, missing plans, and lack of monitoring and evaluation for sustainable tourism were recognised as informational barriers to change. A representative of hotel association highlighted that lack of validated visitor arrivals data hindered the development of right policies. The lack of synergy among stakeholders within the network also identified as another informational barrier to change, as explained by one travel agent that:

> "… many stakeholders wanted to manage tourism, but they had overlapping activities leading to un-optimal results".

The lack of sense of collective belonging, older people domination, different interests and income inequality among stakeholders within the network were recognised as

the emotional barriers to change. The unsafe condition in sustainable tourist destinations was added as the emotional barrier to change. Mismanagement and lack of facilities and accessibility prevented the development of sustainable tourist destinations. The lack of financial support, incomplete implementation of plans, the network's member change, and lack of commitment to continue sustainable tourism programme were faced by the network as the behavioural barriers to change.

Some strategies were applied by tourism operators to overcome the barriers to change. Education, discussion, facilitations, job training and certifications were developed to solve tourism operator informational barriers to change at the individual level. One representative of a transportation association added that a beach clean-up movement could be a project example to encourage people in implementing sustainable tourism. The movement showed the benefits of sustainability in the tourism industry. A social pressure also enhanced the implementation of sustainable tourism, as described by the representative of a transportation association that:

"… hotel owners blocked small horse-drawn carriages to pass the road in front of their hotels when the drivers did not pick up horse manure on roads".

Training and field trips were arranged to improve tourism operators' knowledge and skills about sustainable tourism. Internalising environmental and social costs were identified as strategies to overcome an emotional barrier to change for sustainable tourism at the organisational level.

At the multi-stakeholder level, a security improvement was necessary to increase the attractiveness of sustainable tourist destinations. It should be followed by a good communication among stakeholders, the development of the programme synchronisation matrix, and sharing financial contribution for developing sustainable tourism within the network. The representative of hotel association added that the weekly and monthly publication of validated arrivals data were important to create integrated sustainable tourism policies.

According to Table 13, the tourism operators were not able to solve all the barriers to change that they faced. Many emotional barriers to change at both the individual and multi-stakeholder levels were important to be overcome. Tourism operators also needed solutions to overcome some behavioural barriers to change at the organisational and multi-stakeholder levels.

Table 13. Tourism operator barriers to change and strategies to overcome them in managing organisational change towards sustainable tourism within the multi-stakeholder network in Lombok

Identified barrier to change	Applied strategy	Stakeholder level	Attitude
Lack of awareness of sustainable tourism	Education	Individual	Informational
Lack of understanding about sustainable tourism	Discussion	Individual	Informational
Ignorance of sustainable tourism	Facilitations	Individual	Informational
Due to low income, people choose a job that can make money quickly	Job trainings and certifications	Individual	Informational
-	Doing by examples	Individual	Informational
Lack of trust about the positive side of sustainable tourism	Emphasise the benefits of sustainability	Individual	Emotional
Lack of motivation to implement sustainable tourism	-	Individual	Emotional

Identified barrier to change	Applied strategy	Stakeholder level	Attitude
Lack of willingness to implement sustainable tourism	Social pressure	Individual	Emotional
Lack of readiness to implement sustainable tourism	-	Individual	Emotional
Sustainable tourism is still luxury	-	Individual	Emotional
Sustainable tourism is out of date	-	Individual	Emotional
Fear of sustainable tourism outcome	-	Individual	Emotional
Selfishness in denial about operations' effects on the environment and societies	-	Individual	Emotional
Lack of sustainable tourism knowledge and skills in the organisations	Trainings and field trips	Organisational	Informational
Higher cost to implement sustainable tourism	Internalising environmental and social costs	Organisational	Emotional
Economic focus that destroys environment and societies	-	Organisational	Behavioural
Lack of communication among stakeholders	Communication by arranging meetings among stakeholders	Multi-stakeholders	Informational
Lack of the synergy among stakeholders within the network	The programme synchronisation matrix	Multi-stakeholders	Informational
Lack of data	Database development	Multi-stakeholders	Informational
Missing plans	-	Multi-stakeholders	Informational
Lack of monitoring and evaluation	-	Multi-stakeholders	Informational
Unsafe conditions in sustainable tourist destinations	Security improvement	Multi-stakeholders	Emotional
Older people domination in the network	Regenerations of network's members	Multi-stakeholders	Emotional
Different interests among stakeholders	Sharing a common vision	Multi-stakeholders	Emotional
Income inequality among stakeholders	-	Multi-stakeholders	Emotional
Lack of a sense of collective belonging	-	Multi-stakeholders	Emotional
Lack of financial support	Sharing financial contribution among stakeholders	Multi-stakeholders	Behavioural
Mismanagement in sustainable tourist destinations	-	Multi-stakeholders	Behavioural
Lack of sustainable tourism facilities	-	Multi-stakeholders	Behavioural
Lack of accessibility	-	Multi-stakeholders	Behavioural
Plans are not fully implemented	-	Multi-stakeholders	Behavioural
To get and keep people in the network for developing sustainable tourism	-	Multi-stakeholders	Behavioural
Lack of commitment to continue the programme	-	Multi-stakeholders	Behavioural

The comparison of stakeholders' awareness of tourism operator barriers to change and strategies to overcome them showed in the MuSIC memeworks, as can be seen in Figure 16. The memeworks were based on the number of tourism operator barriers to change and applied strategies in compare to the total number of barriers to change and strategies collected during this research (Table 14).

Table 14. Tourism operator barriers to change and strategies to overcome them compared with the total collected in this research

Stakeholder level	Stakeholder attitude	Barrier to change				Strategy to overcome barriers to change			
		Number	Total	% of total	Category	Number	Total	% of total	Category
Individual	Informational	4	8	50%	Medium	5	7	71.4%	High
	Emotional	8	24	33.3%	Low	2	6	33.3%	Low
	Behavioural	-	6	-	Non-existent	-	4	-	Non-existent
Group	Informational	-	-	-	-	-	1	-	Non-existent
	Emotional	-	1	-	Non-existent	-	1	-	Non-existent
	Behavioural	-	2	-	Non-existent	-	3	-	Non-existent
Organisational	Informational	1	11	9.1%	Very low	1	8	12.5%	Very low
	Emotional	1	6	16.7%	Very low	1	4	25%	Low
	Behavioural	1	9	11.1%	Very low	-	18	-	Non-existent
Multi-stakeholder	Informational	5	9	55.6%	Medium	3	6	50%	Medium
	Emotional	5	7	71.4%	High	3	3	100%	Very high
	Behavioural	7	13	53.8%	Medium	1	5	20%	Very low

Barriers to change   Strategies to overcome barriers to change
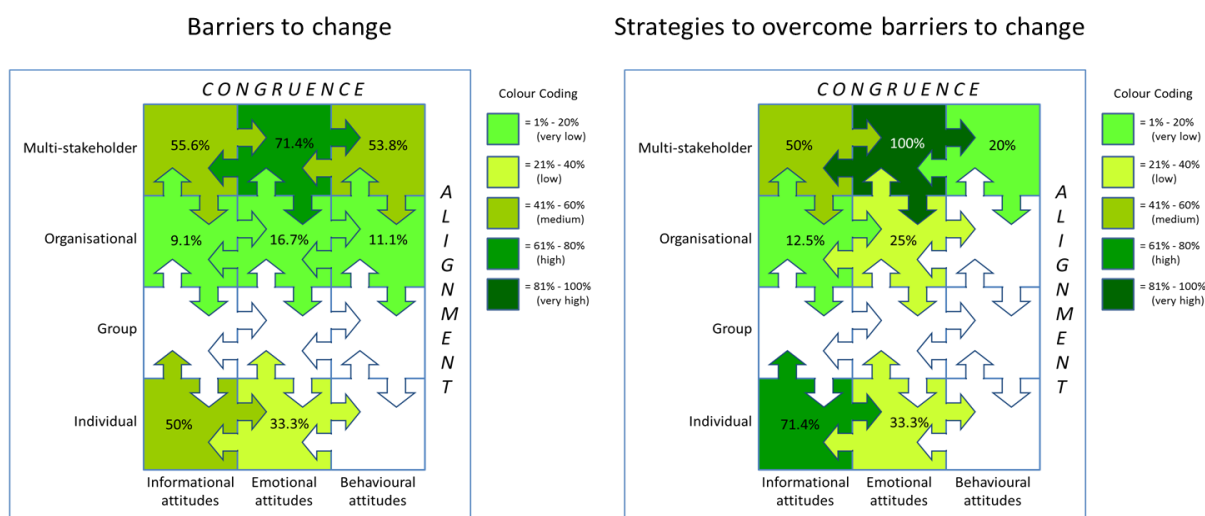
Figure 16. MuSIC memeworks in the multi-stakeholder network comparison of tourism operator barriers to change and strategies to overcome barriers to change towards sustainable tourism in Lombok

Figure 16 showed that tourism operators focused on the individual, organisational, and multi-stakeholder levels. They did not recognise barriers to change and applied strategies at the group level. At the individual level, both emotional barriers to change and applied strategies were recognised in relatively lower percentages in compare to both informational barriers to change and applied strategies. At the organisational level, all tourism operators' barriers to change were identified, while only informational and emotional strategies were developed to solve barriers to change. Unrecognised behavioural strategies could be due to the low number of interviewees knowing tourism operators' strategies or the strategies being taken for granted. The variety percentages of stakeholders' awareness of tourism operators' barriers to change and applied strategies

were showed at the multi-stakeholder levels. The memework comparison between tourism operator barriers to change and applied strategies revealed that there was the discrepancy between them. Therefore, the awareness of barriers to change and strategies to overcome them should be improved.

4.5.5. Tourist barriers to change for sustainable tourism and strategies to overcome them in the multi-stakeholder network

Tourists encountered barriers to change at individual and multi-stakeholder levels. At the individual level, tourists' awareness and understanding about sustainable tourism were limited, as described by one of the domestic tourists that:

> ".. some tourists tended to throw rubbish randomly anywhere more often than they threw rubbish in trash bins".

Some tourists also ignored to implement sustainable tourism, although they knew the sustainable tourism concepts and benefits. This could be because of the lack of trust, willingness, and readiness to apply sustainable tourism. Tourists also thought that sustainable tourism was a luxury product, but it was out of date. The Principal Advisor of GIZ SREGIP added that:

> "… there was a huge gap between what people were saying that they wanted sustainable products and what people were doing that they did not buy sustainable products".

At the multi-stakeholder level, there were many recognised tourist barriers to change divided into informational, emotional, and behavioural attitudes. Lack of synergy and communication among stakeholders, lack of data, missing plans, and lack of monitoring and evaluation were identified as the informational barriers to change. Tourists also faced the unsafe condition in a sustainable tourist destination. Older people domination, different interests and income inequality among stakeholders, and lack of a sense of collective belonging were identified as the emotional resistances to change for sustainable tourism within the network. The lack of financial support, incomplete implementation of plans, network's member changes, and lack of commitment to continue sustainable tourism programme were recognised as the behavioural barriers to change. Mismanagement, lack of facilities and accessibility to sustainable tourism destinations also hindered the application of sustainability in the tourism industry.

Several strategies were identified to deal with tourist barriers to change. At the individual level, one of the international tourists said that joining a beach clean-up movement improved the tourists' awareness to conserve the environment and engage with local people. One Mataram citizen added that use of fear was able to encourage the willingness of tourists to do sustainable tourism, as described that:

> "… if tourists did not bring any waste from the top of Rinjani Mountain, they had to pay some waste penalty".

A huge gap between what people were saying and what they were doing was able to be solved by identifying champions. The representative of Regional Promotion Board stated that using young people as tourism volunteers created a movement to save sustainable tourist destinations. He further explained that public figure involvement to campaign about

the benefits of sustainable tourism could drive the tourists' decision to choose sustainable tourist destinations. At the multi-stakeholder level, an expert highlighted that tourists influenced the sustainable tourism policies when they joined a visitor survey. Security improvement and sharing financial contribution were also identified as strategies to cope with tourist barriers to change at the multi-stakeholder level.

The comparison between tourist barriers to change and strategies to overcome them showed that only a few strategies were recognised to solve the barriers to change. The strategies spread out in each attitude at individual and multi-stakeholder levels. The efforts to find some solutions to overcome barriers to change faced by tourists were needed.

Table 15. Tourist barriers to change and strategies to overcome them in managing organisational change towards sustainable tourism within the multi-stakeholder network in Lombok

Identified barrier to change	Applied strategy	Stakeholder level	Attitude
Lack of awareness of sustainable tourism	Doing by examples	Individual	Informational
Lack of understanding about sustainable tourism	-	Individual	Informational
Ignorance of sustainable tourism	-	Individual	Informational
Lack of trust about the positive side of sustainable tourism	-	Individual	Emotional
Lack of willingness to implement sustainable tourism	Use of fear	Individual	Emotional
Lack of readiness to implement sustainable tourism	-	Individual	Emotional
Sustainable tourism is still luxury	-	Individual	Emotional
Sustainable tourism is out of date	-	Individual	Emotional
A huge gap between what people are saying and what people are doing	Champions	Individual	Behavioural
Lack of communication among stakeholders	-	Multi-stakeholders	Informational
Lack of the synergy among stakeholders within the network	-	Multi-stakeholders	Informational
Lack of data	Database development	Multi-stakeholders	Informational
Missing plans	-	Multi-stakeholders	Informational
Lack of monitoring and evaluation	-	Multi-stakeholders	Informational
Unsafe conditions in sustainable tourist destinations	Security improvement	Multi-stakeholders	Emotional
Older people domination in the network	-	Multi-stakeholders	Emotional
Different interests among stakeholders	-	Multi-stakeholders	Emotional
Income inequality among stakeholders	-	Multi-stakeholders	Emotional
Lack of a sense of collective belonging	-	Multi-stakeholders	Emotional
Lack of financial support	Sharing financial contribution among stakeholders	Multi-stakeholders	Behavioural
Mismanagement in sustainable tourist destinations	-	Multi-stakeholders	Behavioural
Lack of sustainable tourism facilities	-	Multi-stakeholders	Behavioural
Lack of accessibility	-	Multi-stakeholders	Behavioural
Plans are not fully implemented	-	Multi-stakeholders	Behavioural

Identified barrier to change	Applied strategy	Stakeholder level	Attitude
To get and keep people in the network for developing sustainable tourism	-	Multi-stakeholders	Behavioural
Lack of commitment to continue the programme	-	Multi-stakeholders	Behavioural

The stakeholders' awareness of tourist barriers to change and applied strategies to overcome them were assessed by developing MuSIC memeworks, as shown in Figure 17. The memeworks were developed using a relative percentage of the number of tourist barriers to change and applied strategies on the total number of barriers to change and strategies collected during this research (Table 16).

Table 16. Tourist barriers to change and strategies to overcome them compared with the total collected in this research

Stakeholder level	Stakeholder attitude	Barrier to change				Strategy to overcome barriers to change			
		Number	Total	% of total	Category	Number	Total	% of total	Category
Individual	Informational	4	8	50%	Medium	1	7	14.3%	Very low
	Emotional	5	24	20.8%	Low	1	6	16.7%	Very low
	Behavioural	1	6	16.7%	Very low	1	4	25%	Low
Group	Informational	-	-	-	-	-	1	-	Non-existent
	Emotional	-	1	-	Non-existent	-	1	-	Non-existent
	Behavioural	-	2	-	Non-existent	-	3	-	Non-existent
Organisational	Informational	-	11	-	Non-existent	-	8	-	Non-existent
	Emotional	-	6	-	Non-existent	-	4	-	Non-existent
	Behavioural	-	9	-	Non-existent	-	18	-	Non-existent
Multi-stakeholder	Informational	5	9	55.6%	Medium	1	6	16.7%	Very low
	Emotional	5	7	71.4%	High	1	3	33.3%	Low
	Behavioural	7	13	53.8%	Medium	1	5	20%	Very low
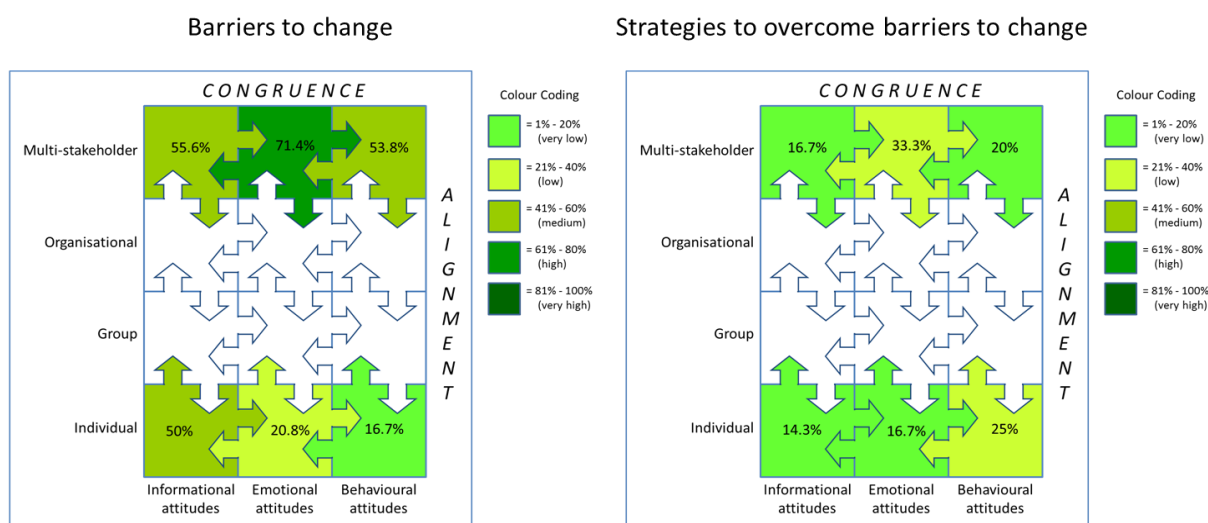
Figure 17. MuSIC memeworks in the multi-stakeholder network comparison of tourist barriers to change and strategies to overcome barriers to change towards sustainable tourism in Lombok

The memeworks presented that tourist barriers to change and strategies to solve them were identified in each attitude of individual and multi-stakeholder levels. However, tourists did not recognise any barriers to change and strategies to overcome them at group and organisational levels. The memework comparison between tourist barriers to change and applied strategies revealed the discrepancy between them. The strategy recognition was lower than the recognition of barriers to change, except the awareness of individual-behavioural strategies. The lower recognition of these identified strategies could be from the low number of interviewees knowing tourists' strategies or the strategies being taken for granted.

4.5.6. Collaborative institution barriers to change for sustainable tourism and strategies to overcome them in the multi-stakeholder network

Collaborative institutions identified barriers to change and strategies to overcome them at individual and multi-stakeholder levels, as shown in Table 17. A lack of understanding about sustainable tourism was recognised as the informational barrier to change at the individual level. Some collaborative institutions thought that sustainable tourism was still expensive.

At the multi-stakeholder level, barriers to change were identified in each attitude. A lack of communication and synergy among stakeholders, lack of data, and lack of monitoring and evaluation were found as the informational barriers to change. A representative of the Management Board of Rinjani Geopark described that:

"… some sustainable tourism issues were missed to be discussed in a discussion of sustainable tourism plans".

The representative of the Management Board of Rinjani Geopark further added that limited transportation and telecommunication infrastructures in remote areas leading to the lack of accessibilities were recognised as the behavioural barriers to change for sustainable tourism. A representative of DMO also explained that mismanagement and lack of sustainable tourism facilities, in particular, trash bins and clean toilets, prevented the development of sustainable tourist destinations. The lack of financial support, incomplete implementation of plans, the change of network's members, and lack of commitment to continue the programme hindered the development of sustainable tourism within the multi-stakeholder network. The unsafe conditions in sustainable tourism destinations, the domination of older people in the network, and different interests and income inequality among stakeholders were recognised as the emotional barriers to change. The representative of the Regional Tourism Promotion Board also identified that there was:

"… lack of a sense of collective belonging because most stakeholders assumed national governments as the owner of the sustainable tourism programme".

Some strategies were developed by collaborative institutions to overcome barriers to change. A series of discussions were arranged to increase stakeholders' understanding about sustainable tourism. It was followed by the development of a tourism management forum in each town to improve communication among stakeholders, as described by the representative of DMO. The development of programme synchronisation matrix and sustainable tourism database prevented the informational barriers to change. Improving security by developing collaboration among the army, police, and all population, as mentioned by the representative of the Regional Tourism Promotion Board, enhanced the

security condition in sustainable tourist destinations. Regeneration in the network was created when younger people had more responsibility to develop sustainable tourism, as explained by the representative of Management Board of Rinjani Geopark. Sharing a common vision and financial contribution also encouraged the implementation of sustainable tourism within the multi-stakeholder network.

The comparison between barriers to change and strategies to overcome them recognised by collaborative institutions, as can be seen in Table 17, showed that not all barriers to change were overcome. There was no recognised strategy to solve the emotional barrier to change at the individual level. Some informational, emotional, and behavioural barriers to change at the multi-stakeholder network were also needed to be solved.

Table 17. Collaborative institution barriers to change and strategies to overcome them in managing organisational change towards sustainable tourism within the multi-stakeholder network in Lombok

Identified barrier to change	Applied strategies	Stakeholder level	Attitude
Lack of understanding about sustainable tourism	Discussion	Individual	Informational
Sustainable tourism is still luxury	-	Individual	Emotional
Lack of communication among stakeholders	Communication by arranging meetings among stakeholders	Multi-stakeholders	Informational
Lack of the synergy among stakeholders within the network	The programme synchronisation matrix	Multi-stakeholders	Informational
Lack of data	Database development	Multi-stakeholders	Informational
Missing plans	-	Multi-stakeholders	Informational
Lack of monitoring and evaluation	-	Multi-stakeholders	Informational
Unsafe conditions in sustainable tourist destinations	Security improvement	Multi-stakeholders	Emotional
Older people domination in the network	Regenerations of network's members	Multi-stakeholders	Emotional
Different interests among stakeholders	Sharing a common vision	Multi-stakeholders	Emotional
Income inequality among stakeholders	-	Multi-stakeholders	Emotional
Lack of a sense of collective belonging	-	Multi-stakeholders	Emotional
Lack of financial support	Sharing financial contribution among stakeholders	Multi-stakeholders	Behavioural
Mismanagement in sustainable tourist destinations	-	Multi-stakeholders	Behavioural
Lack of sustainable tourism facilities	-	Multi-stakeholders	Behavioural
Lack of accessibility	-	Multi-stakeholders	Behavioural
Plans are not fully implemented	-	Multi-stakeholders	Behavioural
To get and keep people in the network for developing sustainable tourism	-	Multi-stakeholders	Behavioural
Lack of commitment to continue the programme	-	Multi-stakeholders	Behavioural

In order to review the collaborative institutions' awareness of barriers to change and applied strategies to solve them, MuSIC memeworks were developed, as shown in Figure 18. The memeworks were based on the number of barriers to change and applied strategies recognised by collaborative institutions on the total number of barriers to change and strategies collected during this research (Table 18).

Table 18. Collaborative institution barriers to change and strategies to overcome them compared with the total collected in this research

Stakeholder level	Stakeholder attitude	Barriers to change				Strategies to overcome barriers to change			
		Number	Total	% of total	Category	Number	Total	% of total	Category
Individual	Informational	1	8	12.5%	Very low	1	7	14.3%	Very low
	Emotional	1	24	4.2%	Very low	-	6	-	Non-existent
	Behavioural	-	6	-	Non-existent	-	4	-	Non-existent
Group	Informational	-	-	-	-	-	1	-	Non-existent
	Emotional	-	1	-	Non-existent	-	1	-	Non-existent
	Behavioural	-	2	-	Non-existent	-	3	-	Non-existent
Organisational	Informational	-	11	-	Non-existent	-	8	-	Non-existent
	Emotional	-	6	-	Non-existent	-	4	-	Non-existent
	Behavioural	-	9	-	Non-existent	-	18	-	Non-existent
Multi-stakeholder	Informational	5	9	55.6%	Medium	3	6	50%	Medium
	Emotional	5	7	71.4%	High	3	3	100%	Very high
	Behavioural	7	13	53.8%	Medium	1	5	20%	Very low

Barriers to change

Strategies to overcome barriers to change

Figure 18. MuSIC memeworks in the multi-stakeholder network comparison of collaborative institution barriers to change and strategies to overcome barriers to change towards sustainable tourism in Lombok

Figure 18 presented that collaborative institutions did not identify barriers to change and strategies to overcome them at the group and organisational levels. They only focused on barriers to change and applied strategies at the individual and multi-stakeholder level. However, the awareness of the individual barriers to change and strategies was in very low

percentages. There were also no existent strategies to solve emotional barriers to change. This could be because the low number of interviewees from collaboration institutions or the strategies being taken for granted. The memework comparison between collaborative institution barriers to change and strategies to overcome them revealed the discrepancy between them.

4.5.7. All barriers to change for sustainable tourism and strategies to overcome them in the multi-stakeholder network

Some barriers to change and strategies to overcome them for developing sustainable tourism within the multi-stakeholder network in Lombok were recognised by the stakeholders, as shown in Table 19. A total of 45 barriers to change were identified in all functional-based stakeholder groups, which were experts, governments, local communities, tourism operators, tourists, and collaborative institutions. In order to overcome the barriers to change, 25 strategies were recognised during the interviews. These barriers to change and strategies were divided into four stakeholder levels (individual, group, organisational, and multi-stakeholder) and their respective attitudes (informational, emotional, and behavioural).

The findings presented individual emotional barriers to change as the most barriers to change towards sustainable tourism recognised by all stakeholders in Lombok. Only one barrier to change was identified at the group level. At the organisational level, the stakeholders saw more informational barriers to change than emotional and behavioural barriers to change. The stakeholders also recognised many informational, emotional, and behavioural barriers to change at the multi-stakeholder level.

Although there were some strategies to change at the same level with barriers to change, not all barriers to change were solved by these strategies. The stakeholders applied strategies to overcome all individual-informational and group-behavioural barriers to change. However, only a few strategies were recognised to cope with the emotional barriers to change at the individual level. The stakeholders should also identify unrecognised strategies to deal with some barriers to change at the organisational and multi-stakeholder levels.

Table 19. Identified barriers to change and applied strategies to overcome them in managing organisational change towards sustainable tourism within the multi-stakeholder network in Lombok

Identified barrier to change	Applied strategy	Stakeholder level	Attitude
Lack of awareness of sustainable tourism	Education	Individual	Informational
Lack of understanding about sustainable tourism	Discussion	Individual	Informational
Ignorance of sustainable tourism	Facilitations	Individual	Informational
Due to low income, people choose a job that can make money quickly	Job trainings and certifications	Individual	Informational
-	Doing by examples	Individual	Informational
Lack of trust in the positive side of sustainable tourism	Emphasise the benefits of sustainability	Individual	Emotional
Lack of motivation to implement sustainable tourism	Use of fear	Individual	Emotional
Lack of willingness to implement sustainable tourism	Social pressure	Individual	Emotional

Identified barrier to change	Applied strategy	Stakeholder level	Attitude
Lack of readiness to implement sustainable tourism	-	Individual	Emotional
Sustainable tourism is still luxury	-	Individual	Emotional
Sustainable tourism is out of date	-	Individual	Emotional
Fear of sustainable tourism outcome	-	Individual	Emotional
Sustainable tourism seen as a threat to a commonly accepted way of life	-	Individual	Emotional
Selfishness in denial about operations' effects on the environment and societies	-	Individual	Emotional
A huge gap between what people are saying and what people are doing	Champions	Individual	Behavioural
Lazy to implement sustainable tourism	-	Individual	Behavioural
Conflict among the group members	Group consolidation by sharing a common vision	Group	Behavioural
Narrow viewpoint towards sustainable tourism	Knowledge transfer	Organisational	Informational
Lack of sustainable tourism knowledge and skills in the organisations	Trainings and field trips	Organisational	Informational
Lack of communication inside the organisations	Meetings in organisations	Organisational	Informational
Overlapping regulations	One map policy to make integrated regulations	Organisational	Informational
Incompetent regional leaders	-	Organisational	Informational
The regional leader short-term constrains	-	Organisational	Informational
Higher cost to implement sustainable tourism	Internalising environmental and social costs	Organisational	Emotional
Sustainable tourism not seen as a priority programme	-	Organisational	Emotional
Economic focus that destroys environment and societies	-	Organisational	Behavioural
Lack of community empowerment	Local empowerment	Organisational	Behavioural
Lack of technology	Technology development	Organisational	Behavioural
Lack of political commitment from regional leaders	National policies and regulations	Organisational	Behavioural
Lack of communication among stakeholders	Communication by arranging meetings among stakeholders	Multi-stakeholders	Informational
Lack of the synergy among stakeholders within the network	The programme synchronisation matrix	Multi-stakeholders	Informational
Lack of data	Database development	Multi-stakeholders	Informational
Missing plans	-	Multi-stakeholders	Informational
Lack of monitoring and evaluation	-	Multi-stakeholders	Informational
Unsafe conditions in sustainable tourist destinations	Security improvement	Multi-stakeholders	Emotional
Older people domination in the network	Regenerations of network's members	Multi-stakeholders	Emotional
Different interests among stakeholders	Sharing a common vision	Multi-stakeholders	Emotional
Income inequality among stakeholders	-	Multi-stakeholders	Emotional
Lack of a sense of collective belonging	-	Multi-stakeholders	Emotional
Lack of financial support	Sharing financial contribution among stakeholders	Multi-stakeholders	Behavioural

Identified barrier to change	Applied strategy	Stakeholder level	Attitude
Mismanagement in sustainable tourist destinations	-	Multi-stakeholders	Behavioural
Lack of sustainable tourism facilities	-	Multi-stakeholders	Behavioural
Lack of accessibility	-	Multi-stakeholders	Behavioural
Plans are not fully implemented	-	Multi-stakeholders	Behavioural
To get and keep people in the network for developing sustainable tourism	-	Multi-stakeholders	Behavioural
Lack of commitment to continue the programme	-	Multi-stakeholders	Behavioural

The awareness of barriers to change and applied strategies to overcome them were reviewed by developing MuSIC memeworks, as shown in Figure 19. The memeworks were developed using a relative percentage of the number of identified barriers to change and applied strategies on the total number of barriers to change and strategies collected during this research, including literature review and interviews (Table 20).

Table 20. Barriers to change for sustainable tourism in the multi-stakeholder network in Lombok and strategies to overcome them compared with the total collected in this research

| Stakeholder level	Stakeholder attitude	Barrier to change				Strategy to overcome barriers to change			
		Number	Total	% of total	Category	Number	Total	% of total	Category
Individual	Informational	4	8	50%	Medium	5	7	71.4%	High
	Emotional	9	24	37.5%	Low	3	6	50%	Medium
	Behavioural	2	6	33.3%	Low	1	4	25%	Low
Group	Informational	-	-	-	-	-	1	-	Non-existent
	Emotional	-	1	-	Non-existent	-	1	-	Non-existent
	Behavioural	1	2	50%	Medium	1	3	33.3%	Low
Organisational	Informational	6	11	54.5%	Medium	4	8	50%	Medium
	Emotional	2	6	33.3%	Low	1	4	25%	Low
	Behavioural	4	9	44.4%	Medium	3	18	16.7%	Very low
Multi-stakeholder	Informational	5	9	55.6%	Medium	3	6	50%	Medium
	Emotional	5	7	71.4%	High	3	3	100%	Very high
	Behavioural	7	13	53.8%	Medium	1	5	20%	Very low
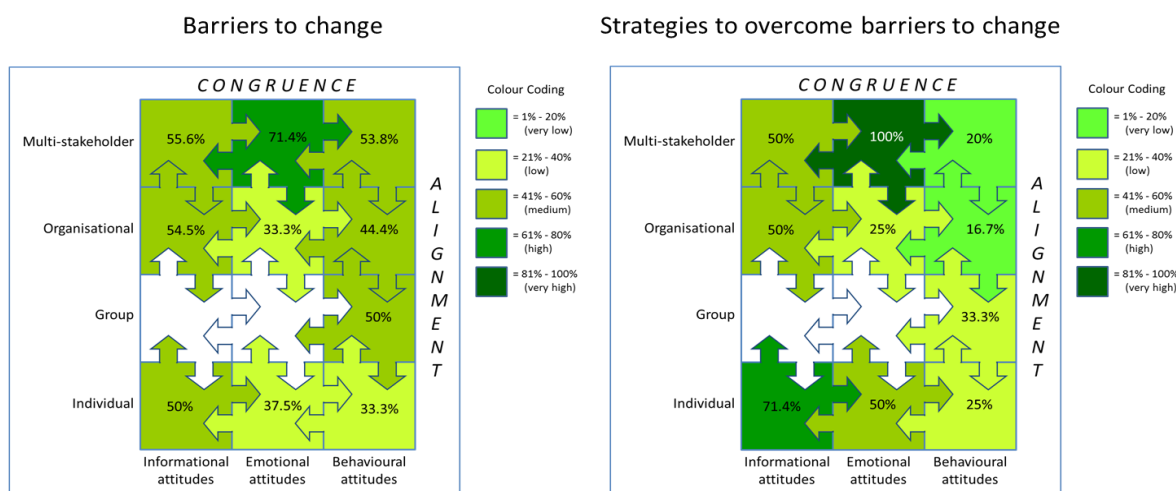
Figure 19. MuSIC memeworks in the multi-stakeholder network comparison of barriers to change and strategies to overcome barriers to change towards sustainable tourism in Lombok

According to Figure 19, the sustainable tourism stakeholders in Lombok identified barriers to change and strategies to overcome them at all stakeholder levels, which were individual, group, organisational, and multi-stakeholder levels. In general, the stakeholders' awareness of barriers to change at all stakeholder levels was in medium percentages, while the stakeholders' recognition of applied strategies was diverse from very low percentages to very high percentages. The memeworks showed that the stakeholders were highly aware of the emotional barriers to change at the multi-stakeholder level. The strategies to solve the emotional barriers to change at the multi-stakeholder level were also completely recognised by the stakeholders. However, only a few behavioural strategies at the organisational and multi-stakeholder levels were identified. There were also no existent informational and emotional barriers to change and strategies to overcome them at the group level. The little and non-existent awareness of both barriers to change and strategies than those found in the literature could be because the low number of interviewees knew the barriers to change and applied strategies or the stakeholders may be aware of them, but did not mention them as the barriers to change and applied strategies. This condition led to the incongruity between barriers to change and strategies to overcome them, as can be seen in the comparison of both memeworks in Figure 19, preventing the institutionalisation of sustainable tourism in the multi-stakeholder network. Therefore, the stakeholders should be better to address the barriers to change that could appear and to apply appropriate strategies to overcome them.

4.6. The roles of each stakeholder in planning organisational change management of multi-stakeholder networks towards sustainable tourism

In order to recognise multi-stakeholder strategies in planning organisational change management towards sustainable tourism, the roles of each stakeholder were identified. Experts had the capability to develop sustainable tourism training to other stakeholders, as described by an expert that GIZ was able to develop the sustainable tourism training, in collaboration with other sustainable tourism experts, such as GSTC. He further highlighted that GIZ also arranged a sustainable tourism field trip for the stakeholders to gain many inputs in developing the sustainable tourism master plan. Experts actively shared their ideas about sustainable tourism to the network, for instance, through a monthly coffee morning to discuss urgent tourism issues, as explained by the Regional Coordinator of GIZ SREGIP. While the expert-secondary stakeholders only provided ideas to help better implementation, the expert-primary stakeholders were able to suggest improvement in sustainable tourism planning and implementation phases, as indicated by one of the expert-primary stakeholders that:

"… GIZ actively contributed in sharing ideas. GIZ not only shared ideas in the planning process, but also shared ideas in the early implementation of sustainable tourism in Lombok".

The expert-primary stakeholders also took part as catalyst for starting the multi-stakeholder network by identifying the potential members, assisting the creation of the network, and determining the owners of the network to continue planned programmes, as explained by one of the expert-primary stakeholder that:

"… GIZ is trying to look where the energy is in creating this network and trying to bring the people together around this step. So, GIZ is not building the network, but

GIZ is supporting the creation of the network. From the very beginning, GIZ has to see who can be the owner of the network later on and keep that on board, how this network can be created, and how then the ownership can be right away with GIZ. So, GIZ, as an expert, is basically, the catalyst for starting the network".

Experts also considered as financial contributors for initiating the network, developing plans, and implementing sustainable tourism programmes.

Government-primary stakeholders also shared financial contributions in developing the sustainable tourism master plan. They shared their ideas and designed sustainable tourism programmes. Those programmes were funded and implemented by relevant government bodies, as explained by a representative of the local governments. A representative of regional governments, together with the representatives of national governments, added that the programme implementation was controlled, monitored, and evaluated by the government-primary stakeholders based on sustainable tourism indicators that were developed. Government-secondary stakeholders could also evaluate the implementation of sustainable tourism in order to provide holistic recommendations. Together with the expert-primary stakeholders, the government-primary stakeholders initiated and financed the establishment of the multi-stakeholder network. Some capacity buildings were also arranged continuously to increase stakeholders' knowledge and skills. Subsequently, the recommendations of the network could be expected as inputs for developing sustainable tourism policies and regulations.

Contributions from local community-primary stakeholders, for instance, inputs from Sembalun Community Development Center, were also essential to make better the sustainable tourism plan and application. Local community-secondary stakeholders could also share their ideas in implementing sustainable tourism, as explained by one Lombok inhabitant. In order to encourage the implementation to broader communities, some sustainable tourism campaigns, training and workshops were arranged by both primary and secondary stakeholders of local communities, as one of the religious leaders and the founder of a community did. They also developed some innovations and technologies to empower local people in implementing sustainable tourism, in particular, waste material handicraft items developed the Founder of a community and a waste processing technology developed by one of the religious leaders.

Both primary and secondary stakeholders of tourism operators organised training to assist other tourism operators in practising sustainable tourism, for example, training from the Mataram Hotel Association and Allianz Indonesia. Some promotions were done by both primary and secondary stakeholders of tourism operators to increase customer awareness of sustainable tourism destinations. They also provided their concepts in developing sustainable tourism. Meanwhile, tourism operator-secondary stakeholders shared ideas only for the implementation phase instead of ideas for both planning and implementation phases like tourism operator-primary stakeholders did. Tourism operator-primary stakeholders also contributed to provide financial resources in developing data, especially tourist arrivals data, and then exposed the data weekly and monthly as inputs for developing better sustainable tourism policies, as explained by the representative of hotel associations.

Tourists, including primary and secondary stakeholders, had a role to promote sustainable tourist destinations by various media, such as blog and social media. By the

promotions, they grew up the awareness of other people to conserve the environment. Moreover, they encouraged more tourists to engage local people in tourism areas, for example by buying local products, as emphasised by one of the domestic tourists. Tourists were also able to purchase higher entrance fees in an appropriate amount to get better natural and cultural attractions in sustainable tourism destinations. Rapid assessments about sustainable tourism destinations could be done by tourist-primary stakeholders to provide some inputs for better sustainable tourism development.

Some ideas to plan and implement sustainable tourism could be shared by collaborative institutions regarding their responsibilities, for example, ideas about the branding strategy development from the Regional Tourism Promotion Board. The collaborative institutions also became as facilitators to assist the implementation of sustainable tourism, as described by the representative of DMO. In managing sustainable tourism in the specific tourism areas, the sustainable tourism programmes were synchronised by them, for instance, the sustainable tourism programme synchronisation in Rinjani developed by the Management Board of Rinjani Geopark.

4.7. The roles of stakeholder experiences in planning organisational change management of multi-stakeholder networks towards sustainable tourism

The sustainable tourism programmes that were developed by the multi-stakeholder network could be influenced by the experiences of the stakeholders in sustainable tourism. The stakeholders who had sustainable tourism experiences were able to actively provide ideas in planning sustainable tourism. For example, an expert who had experiences on planning sustainable tourism was selected as the Chief Author of the Sustainable Tourism Master Plan for Lombok 2015-2019. It can also be seen in the interview results, a government officer who was a lecturer in sustainable tourism gave strong ideas to be put in the master plan. Some good inputs in the sustainable tourism master plan also came from best practices of the stakeholder experiences. The best practice about the importance of local values in maintaining the sustainable tourism implementation, which an expert got from his experiences, influenced the network to consider the development of indigenous regulations (*awig-awig*) as one of the programmes in the sustainable tourism master plan.

New sustainable tourism approaches could be found by reviewing the stakeholders' experiences in implementing sustainable tourism more than five years. An expert, who has already joined an environmental NGO since 2009, developed a new approach to mobilise local people for conserving the environment and preserving culture in the tourism areas by lobbying the Village Head as the most powerful person in the village. A Lombok woman, who concerned on the environment, has already changed her approaches on conserving the environment. Because she failed to raise people's awareness by developing an environmental NGO that focused more on getting environmental benefits, since 2011 she has established a waste bank as an organisation that has added social and economic benefits along with environmental benefits in Lombok. It can also be seen that the general manager of a hotel in Mataram who had long experiences in managing hotels in other cities has initiated to establish a hotel association for strengthening the cooperation among hotels in Mataram. The association could accelerate sustainable tourism development in Lombok by developing sustainable policies, for instance, the use of local products in daily operations of the association members.

Raising awareness of sustainable tourism in a broader community could be influenced by the stakeholders who have had long experiences in both planning and implementation of sustainable tourism. The successfulness of a religious leader who has already conserved the environment by empowering local people in his surrounding areas since 2000 has inspired local people in broader areas to do same activities leading to 56-hectare reforestation in Lombok and Sumbawa Islands. Another interview result showed that the representative of DMO who has considered the environment and social aspects in tourism development since 1986 was able to push all travel agents in Lombok to empower local people as local tour guides.

For some stakeholders who have not had experiences about sustainable tourism yet, some drivers, such as leadership, knowledge, policies and regulations, had significant roles in influencing them in implementing sustainable tourism. A representative of local governments said that a leader in a government body could leverage his no-sustainable-tourism-experience staffs to plan and implement sustainable tourism. An expert who only had sustainable tourism knowledge without any experiences was able to empower local people to discover their talents in developing sustainable tourism. The sustainable tourism policies and regulations also convinced a tourism operator to conserve the environment in his operations.

4.8. The organisational change management model for sustainable tourism within the multi-stakeholder network

The findings showed that Lombok Riot in 2000, as a social crisis, drove the tourism stakeholders in Lombok to change their approaches to tourism development. They recognised the lack of local engagement as a barrier to develop tourism. They were also aware that environmental challenges were facing the tourism industry in Lombok. As a result, the stakeholders created the sustainable tourism master plan.

A more holistic implementation of the sustainable tourism master plan was reached by developing a multi-stakeholder network. The members of the network for developing sustainable tourism in Lombok were experts, governments, local communities, tourism operators, and tourists, including primary and secondary stakeholders. Collaborative institutions were added as one of the network's members. Meanwhile, collaborative institutions were identified only as primary stakeholders because they had specific assignments in developing sustainable tourism in Lombok, such as the synchronisation of the sustainable tourism programmes in a particular tourism area.

In the network, the master plan as an institutional framework guided the stakeholders' activities in achieving a more sustainability-oriented state (MSOS). The drivers, such as market expectations, national and regional policies, social media, self-awareness, leadership, and the synergy among stakeholders within the network influenced the stakeholders to change from status quo (SQ) to MSOS. The congruity between barriers to change and strategies to overcome them was needed. The roles of each functional-based stakeholder, both primary and secondary stakeholders, in the network were important to be recognised in order to balance of the dynamism of organisational change process. The experiences of the stakeholders in planning and implementing sustainable tourism were also necessary to be identified to help further changes in sustainable tourism. Finally, the identification of the multi-stakeholder network roles was needed to accelerate the

institutionalisation process within the network. The integration process of organisational change management for sustainable tourism within the multi-stakeholder network in Lombok can be illustrated in Figure 20.
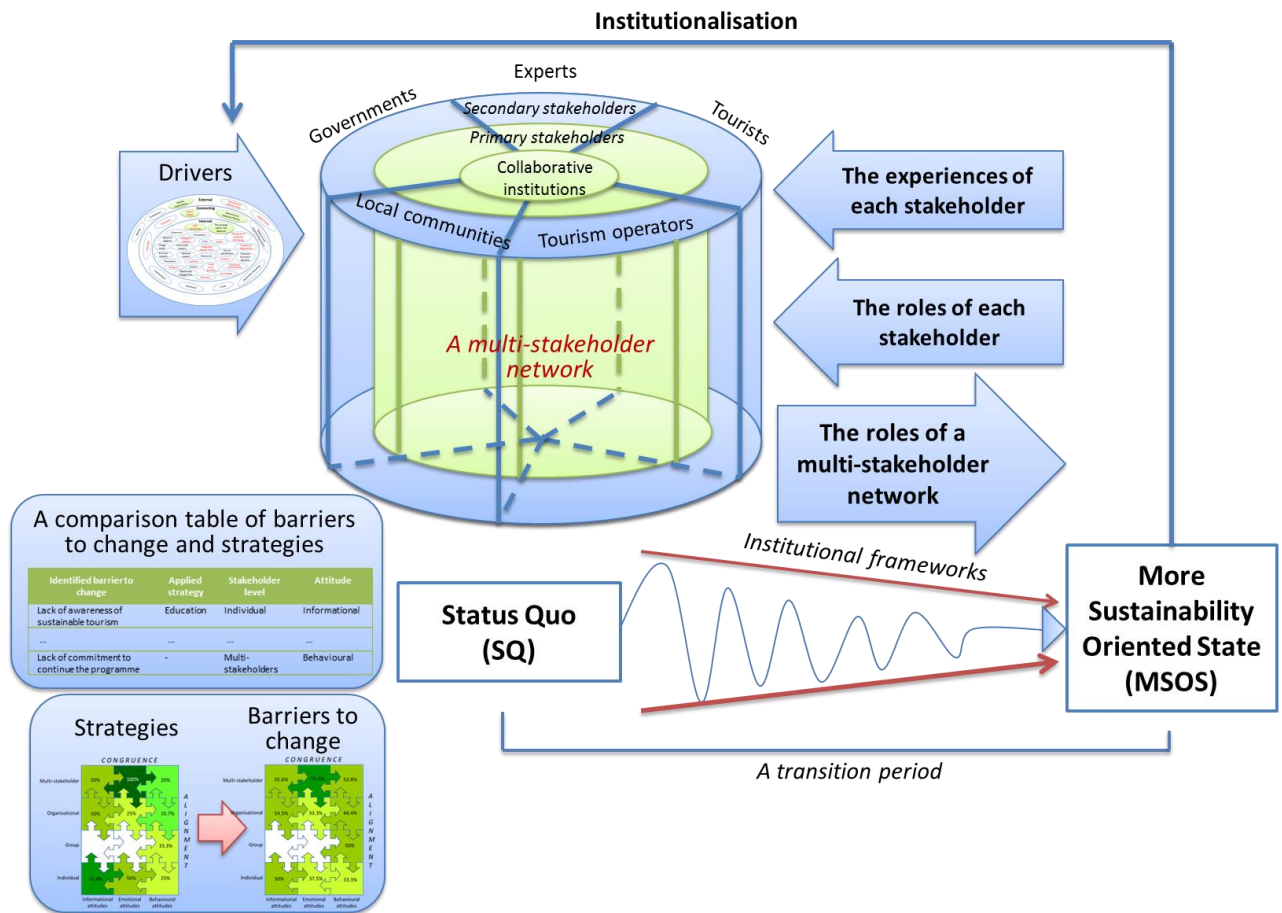

Figure 20. Organisational change management for sustainable tourism within the multi-stakeholder network model in Lombok

5. Discussion

The section is aimed at discussing the connections between the findings and the literature review by which to describe the roles of multi-stakeholder networks in planning organisational change for sustainable tourism.

5.1. Addressing the role of multi-stakeholder networks in planning organisational change for sustainable tourism

As can be seen in the case study, organisational change towards sustainable tourism has been accelerated through collaboration among stakeholders as described by Fadeeva (2004b), Liu (2003), and United Nations (2015). The stakeholders of sustainable tourism were identified by Fadeeva (2004b) and Waligo et al. (2013) as experts, governments, local communities, tourism operators, and tourists, including primary and secondary stakeholders. Based on the findings, collaborative institutions were added as part of sustainable tourism stakeholders. Meanwhile, collaborative institutions were identified only as primary stakeholders because they had specific assignments in developing sustainable tourism in Lombok, such as the synchronisation of the sustainable tourism programmes in particular tourism areas.

The collaboration of the stakeholders developed a multi-stakeholder network to achieve sustainable tourism goals. The stakeholders realised that the network was needed to solve cross-cutting issues in sustainable tourism as explained by Roloff (2008b). The stakeholders prepared an administrative structure of the network. Rules of the network and responsibilities of each stakeholder would be regulated through a legal base, as described by Fadeeva (2004b). Roloff (2008b) highlighted that the administrative structure in the network was considered to construct more structured strategies to overcome complex problems. However, the findings emphasised that a legal base for the network was not urgent as long as the network can effectively solve sustainable tourism problems and can improve the stakeholders' engagement.

At this paper, the roles of the multi-stakeholder network in managing planning organisational change as the research question would be uncovered by integrating some aspects of organisational change management within the multi-stakeholder network. The aspects were types of change, drivers to change, barriers to change and strategies to overcome them, the roles of each stakeholder, and the roles of stakeholders' experiences to better manage organisational change within the multi-stakeholder network.

5.1.1. Types of change for sustainable tourism in the multi-stakeholder network

The findings showed that a social crisis in 2000, which involved primary and secondary stakeholders, as well as interested parties in the tourism sector, influenced the stakeholders to change their approach to tourism development, which described by Holmes & Walker (2010) as an external change. The stakeholders' response to this change was reactive and late to find solutions, which was relevant with Holmes & Walker's (2010) description. Around 14 years later, the stakeholders have started to develop a plan that has engaged local people and has conserved the environment, called a sustainable tourism master plan, to manage organisational change in various tourism stakeholders. It was appropriate with Timur & Getz's (2009) explanation that change involving multi-stakeholders tended to develop a plan to achieve the goals. The master plan explaining

vision, action plans, and roles of each stakeholder was a guidance to reach sustainable tourism goals. Bennis, Benne, & Chin (1969), as cited in Lozano (2012), categorised the development of the plan in managing organisational change as a planned change.

5.1.2. Drivers to change for sustainable tourism in the multi-stakeholder network

In managing planning organisational change towards sustainable tourism within the multi-stakeholder network, external, connecting, and internal drivers were identified. As relevant with Lozano's (2013) research, the stakeholders recognised market expectations about sustainable tourism in a recent global trend as the main external driver to develop sustainable tourist destinations. The stakeholders further identified social media as the main connecting driver. Social media was used not only to attract people's attention in wider areas, but also as a sustainability campaign tool to encourage the members of the network in implementing sustainable tourism.

The self-awareness that tourist destinations have had limited carrying capacity of nature for tourism development was identified as the main internal driver mentioned by all stakeholder groups. Indigenous regulations were also recognised in the research as the internal drivers that had functions to enforce inhabitants in conserving nature and preserving culture. The findings further showed that the synergy among stakeholders within the network was defined as the internal driver. The synergy among stakeholders could only be found as the driver to change in the multi-stakeholder network. This driver was an explanation of the network density, which was one of the network characteristics as described by Roloff (2008b). Similar with the synergy among stakeholder, the sense of collective belonging was only found as the driver to change in the multi-stakeholder network. Therefore, it could be added as one of the network characteristics.

Centrality was indicated by Roloff (2008b) as another network characteristic. Fadeeva (2004a) further explained that the presence of powerful stakeholders as the central of the network was necessary to reduce relatively passive stakeholders. Therefore, the roles of leaders in the network were needed to engage all network members. Timur & Getz (2009) highlighted that the government could be the leader candidate in the network towards sustainable tourism. Meanwhile, the findings showed that each stakeholder can be the leader of the network as far as he/she could bring the 'energy' of sustainable tourism into the network.

The leaders of each stakeholder group, such as national leaders, governors, mayors or regents, village heads, community leaders, and business leaders, were also identified as the internal drivers, as described by Lozano (2013). Furthermore, this research showed that religious leaders had significant roles to increase the stakeholders' awareness in implementing sustainable tourism. However, this finding can only be found in the locations that had a strong religious background, for example, Lombok, which had Islam religious background as can be seen in the case study.

The functional-based stakeholders identified their drivers to change in implementing sustainable tourism within the multi-stakeholder network. Meanwhile, tourists had the fewest drivers in compare to other functional-based stakeholder groups. It could be because they were not aware of the drivers to change in implementing sustainable tourism. The number of drivers found in the literature was also not recognised in the case study. This condition may be because of the limited number of interviewees to identify all literature's

drivers, the drivers being taken for granted, or lack of interviewees' awareness in recognising the drivers.

5.1.3. Barriers to change for sustainable tourism and strategies to overcome them in the multi-stakeholder network

As can be seen in this research, barriers to change for sustainable tourism were mostly observed at the individual, organisational, and multi-stakeholder levels. Similar to barriers to change, strategies to overcome them were also mostly identified at individual, organisational, and multi-stakeholder levels. Although some strategies appeared at the same level with barriers to change, not all resistances to change were solved by these strategies.

According to Table 19, the stakeholders applied strategies to overcome all individual-informational and group-behavioural barriers to change. However, the barriers to change may not be solved by only single strategy. Therefore, monitoring and evaluation should be regularly done by the stakeholders to inform the implementation progress of sustainable tourism, as described by Smith (2006). In Table 19, the incongruity between barriers to change and applied strategies was recognised mostly at individual and multi-stakeholder levels. There were only a few identified strategies to deal with emotional barriers to change at the individual level and behavioural barriers to change at the multi-stakeholder level. The literature (Banister, 2008; Fadeeva, 2004a; Hatipoglu et al., 2016; Lozano, 2009) also showed that only a few strategies were recognised to solve many individual-emotional and multi-stakeholder-behavioural barriers to change towards sustainable tourism.

The discrepancies between the identified barriers to change and the strategies to overcome them can also be seen in the comparison of MuSIC memeworks of barriers to change and strategies to overcome them (Figure 19). At the individual level, the stakeholders' awareness on informational and emotional strategies was higher than informational and emotional barriers to change. It can also be seen at the multi-stakeholder level that the stakeholders' recognition on emotional strategies was higher than emotional barriers to change. It could be assumed that many efforts have been made by the stakeholders to solve individual-informational, individual-emotional, and multi-stakeholder emotional barriers to change. Meanwhile, the stakeholders have recognised a few strategies to overcome behavioural barriers to change at the group, organisational, and multi-stakeholder levels.

A low stakeholders' awareness of strategies to overcome behavioural barriers to change at the group level generated by the memeworks revealed a contradictory result in compare to the comparison table of barriers to change and strategies to overcome them. In Table 19, the applied strategy completely solved the identified group-behavioural barrier to change. In the other hand, the memeworks assessed that the stakeholders' awareness on the group-behavioural strategy were lower than their awareness on the group-behavioural barrier to change. It could be explained that in Table 19 as the table of comparison between identified barriers to change and applied strategies, the stakeholders can directly decide which strategy to deal with the unsolved barriers to change. The stakeholders could develop short-term strategies focusing on unsolved barriers to change. Meanwhile, the MuSIC memeworks measured the stakeholders' awareness levels in recognising the barriers to change and strategies to overcome them. Therefore, the memework comparison

assessment result could be used by the stakeholders to develop long-term development strategies leading to accelerating the institutionalisation process of sustainable tourism.

Each functional-based stakeholder group identified the barriers to change for sustainable tourism in the multi-stakeholder network and strategies to overcome them. However, tourists recognised fewer strategies to overcome their barriers to change in compare to other functional-based stakeholder groups. It could be because they were not aware of the strategies to overcome their barriers to change in implementing sustainable tourism. The number of barriers to change and strategies to overcome them found in the literature was also not recognised in the findings. This condition may be because of the limited number of interviewees to identify all literature's barriers to change and strategies, the barriers to change and strategies being taken for granted, or lack of interviewees' awareness in recognising the barriers to change and strategies to overcome them.

5.1.4. The roles of each stakeholder in planning organisational change management of multi-stakeholder networks towards sustainable tourism

The roles of each stakeholder were necessary to be defined to manage planning organisational change for sustainable tourism in the multi-stakeholder network, as described by Fadeeva (2004b). As can be seen in the findings, governments and experts were identified as the stakeholders who brought ideas to develop the multi-stakeholder network for managing sustainable tourism. This fact completed Fadeeva's (2004b) description that idea-bearers who established a process for networking were commonly represented by experts.

The findings also showed that the stakeholders who provided financial resources to develop sustainable tourism were not only governments, as explained by Fadeeva (2004b), but also all stakeholders within the multi-stakeholder network, including tourists who were able to pay the environment and social costs in the entrance tickets to tourist destinations. The stakeholders' financial contribution can be seen in the programme synchronisation matrix. The matrix described each stakeholder's programmes and budgets that completed the sustainable tourism master plan.

In the case study, experts, local communities, and tourism operators developed training to increase stakeholders' knowledge about sustainable tourism completing the role of governments in providing sustainable tourism education for all stakeholders, as explained by Simpson (2008). They not only encouraged the sustainable tourism awareness of other stakeholder groups, in particular, training from experts to local communities, but also improved knowledge and skills of other stakeholders in the same stakeholder groups, for instance, hotel association's assistances to the hotel members for promoting sustainability in their operation.

In order to achieve sustainable tourism goals, the increase of awareness in sustainable tourism should be showed by both primary and secondary stakeholders within the multi-stakeholder network. The findings presented that both primary and secondary stakeholders contributed to the development of sustainable tourism by sharing ideas. While secondary stakeholders were able to provide only ideas to implement sustainable tourism, primary stakeholders were able to exchange ideas both in planning and implementing sustainable tourism. In each functional-based stakeholder group, the collaboration between primary and secondary stakeholders could create a holistic approach to develope

sustainable tourism, for instance, governments who developed monitoring and evaluation systems and local communities who improved innovations and technologies for sustainable tourism.

5.1.5. The roles of stakeholder experiences in planning organisational change management of multi-stakeholder networks towards sustainable tourism

The stakeholders' contribution to develop sustainable tourism could be more advanced when they had sustainable tourism experiences. As can be seen in the findings, a diversity of experiences among stakeholders within the multi-stakeholder network encouraged the stakeholders to create new approaches to develop sustainable tourism. The experienced stakeholders were also able to raise sustainable tourism awareness of people in broader areas. The learning process from the stakeholders' experiences, such as learned from the best and worst practices, helped better plan a transition towards sustainable tourism. Therefore, the stakeholders' experiences could make further change development, as described by Doyle et al. (2000).

5.1.6. The roles of a multi-stakeholder network in planning organisational change management towards sustainable tourism

Finally, by reviewing all aspects of planning organisational change management, the roles of the multi-stakeholder network in planning organisational change for sustainable tourism were uncovered. In managing planning organisational change for sustainable tourism, the multi-stakeholder network was able to coordinate the change process. In the planning process, the network synchronised sustainable tourism programmes and budgets among stakeholders. It was also a place for exchanging information and sharing vision among stakeholders about sustainable tourism. In the implementation process, the network was proposed as a disseminator of the master plan, a facilitator in implementing the master plan, a sustainable tourism trainer, and a problem solver of cross-cutting issues. A holistic monitoring and evaluation would also be done by the network in developing sustainable tourism. The network can also develop the incentive systems for the stakeholders and promote the branding of sustainable tourism destinations.

In general, the multi-stakeholder network had a significant role in bridging the ideas of various stakeholders to solve the sustainable tourism barriers that were not able to be overcome by the established institutions, as described by Fadeeva (2004b). The recognised drivers to change, for example the synergy among stakeholders within the network, could support the effective development of sustainable tourism. The roles of each stakeholder and his/her experiences can balance the dynamism of the network, as explained by Fadeeva (2004b). As a result, the multi-stakeholder network could help better the institutionalisation process of sustainable tourism.

5.2. Suggestions for future researches

In managing planning organisational change, the barriers to change and strategies to overcome them was identified through the MuSIC memework that has been developed by Lozano (2008a) based on the stakeholder levels and the stakeholder attitudes. At this paper, in managing sustainable tourism within the multi-stakeholder network, a multi-stakeholder level was added to the MuSIC memework becoming the MuSIC memework within multi-

stakeholder networks. Further application and assessment of the new MuSIC memework could help to improve its validity and reliability.

The comparison table of recognised barriers to change and applied strategies was also used in this research. This table completed the function of the MuSIC memework as a tool for investigating the incongruity of barriers to change and strategies to overcome them. The MuSIC memework reviewed the stakeholders' awareness of identified barriers to change and applied strategies leading to the development of the long-term strategies. Meanwhile, the assessment of the table resulted in the identification of unsolved barriers to change resulting in the development of the short-term strategies. This table should be further applied and reviewed to be used in making effective strategies.

By this research, the important roles of a multi-stakeholder network in managing planning organisational change towards sustainable tourism were uncovered. Meanwhile, this study did not identify the roles of the network based on the network structures, which were administrative and interactive structures. The different structures of the network may lead to different roles of the network in managing sustainable tourism. As a result, the research that investigates the comparison of the administrative network's roles and the interactive network's roles in managing planning organisational change should be developed.

Further research could also focus on the process of identifying the leaders of the network. The research will describe which the stakeholder group could be considered as a network's leader. This study would imply looking at the advantages and disadvantages of the selected stakeholder group as a leader in managing planning organisational change within the network. Subsequently, it could provide a broader range of possible network's leaders that can be selected based on the local context of the network in managing planning organisational change.

Finally, a further research should be done on planning organisational change management for sustainability within the multi-stakeholder network. This research concerned only in one case study with specific characteristics, such as an Islam religious background. Therefore, a replication of this research could be done in locations with the same characteristics to review the result of this research or in areas with different characteristics to provide other points of view.

6.   Conclusions

This research has given insight into planning organisational change management for sustainable tourism in the multi-stakeholder network. The findings showed that it was necessary to look into the multi-stakeholder network in planning organisational change management from tourism as usual to a more sustainability-oriented state. Market expectations, social media, national and regional policies, and self-awareness influenced the development of sustainable tourism. Moreover, the synergy among stakeholders was crucial to foster the sustainable tourism implementation within the multi-stakeholder network.

Although some factors drove the sustainable tourism development, the multi-stakeholder network still struggled with resistances to change. A lack of monitoring and evaluation, a lack of a sense of collective belonging, and a lack of commitment to continue the sustainable tourism programmes prevented the achievement of sustainable tourism goals. The limited strategies to overcome them led to the incongruity between the identified barriers to change and the applied strategies. The recognition of each stakeholder's ability in developing sustainable tourism helped to identify applicable strategies to reduce the incongruity. The experiences of the stakeholders in planning and implementing sustainable tourism also supported the stakeholders to execute appropriate strategies to reach the sustainable tourism goals.

The identification of planning organisational change aspects, such as types of change, drivers to change, barriers to change and strategies to overcome them, the roles of each stakeholder, and the roles of stakeholders' experiences in sustainable tourism attempted to answer the research question as formulated in the introduction: *What are the roles of a multi-stakeholder network in planning organisational change for sustainable tourism?* In managing planning organisational change, engaging various stakeholder groups within the multi-stakeholder network, helped to overcome barriers to change by bridging the ideas of various stakeholders to solve the sustainable tourism barriers that were not able to be overcome by the established institutions. The network was a coordinator for the stakeholders to integrate their resources and efforts in developing sustainable tourism. Therefore, the network would bring the change process to be a more sustainability-oriented state, and then it was expected to help a better institutionalisation process of sustainable tourism.

6.1.   Description of innovations

In this research, a new adaptation of the MuSIC memework by Lozano (2008a) that added a multi-stakeholder level was developed. A comparison of the MuSIC memeworks within multi-stakeholder networks between barriers to change and strategies to overcome them, assessed the stakeholders' awareness on barriers to change and strategies at the individual, group, organisational, and multi-stakeholder levels. The assessment results revealed the incongruity between barriers to change and applied strategies leading to the development of long-term strategies for achieving a more sustainability-oriented state.

A comparison table of identified barriers to change and applied strategies completed the MuSIC memework within multi-stakeholder networks to find the discrepancy between barriers to change and strategies to overcome them. The comparison table resulted in short-term strategies to overcome unsolved barriers to change. The integration of short-

term and long-term strategies to overcome the resistances to change was expected to help the incorporation process of sustainability within the multi-stakeholder network.

The comparison table of identified barriers to change and applied strategies to overcome them as a complement to the MuSIC memework within the multi-stakeholder network was also covered in a framework for organisational change management towards sustainability within multi-stakeholder networks, as shown in Figure 20. The framework was developed as an adaptation from the Orchestrating Change for Corporate Sustainability model designed by Lozano (2012). Instead of investigating an organisational change for sustainability inside an organisation, the new framework was designed to study the organisational change amongst diverse stakeholders within the multi-stakeholder network.

Fadeeva (2004b) and Waligo et al. (2013) identified experts, governments, local communities, tourism operators, and tourists as the members of the multi-stakeholder network for developing sustainable tourism. This research added collaborative institutions as one of the network's members. The collaborative institutions had various stakeholder members who had specific assignments to promote sustainable tourism, such as the synchronisation of the sustainable tourism programmes in a particular tourism area.

Collaboration between stakeholders within the multi-stakeholder network accelerated the planning organisational change process towards sustainable tourism. Some new factors were recognised influencing the sustainable tourism development. The sense of collective belonging completed the synergy among stakeholders and leadership within the network as the network characteristics that could foster the implementation of sustainable tourism within the network. In the locations that had a strong religious background, for example, Lombok, which had Islam religious background, religious leaders had significant roles to increase the stakeholders' awareness in implementing sustainable tourism because local people tended to implement their recommendations as religious values. Indigenous regulations were also added as the internal drivers that had functions to enforce inhabitants in conserving nature and preserving culture. The stakeholders further identified social media as the connecting driver that was used not only to attract people's attention in wider areas, but also as a sustainability campaign tool to encourage the members of the network in implementing sustainable tourism.

Finally, it was found that the multi-stakeholder network was able to be a coordinator of the planning organisational change process towards a more sustainability-oriented state. In the planning process, the network coordinated the stakeholders to develop a shared common vision about sustainable tourism represented in a sustainable tourism master plan. The master plan included the synchronisation of sustainable tourism programmes and budgets among stakeholders. Afterwards, the network disseminated the master plan to broader communities to increase the stakeholders' awareness about sustainable tourism. The network also facilitated and trained the stakeholders in implementing sustainable tourism. When the stakeholders found cross-cutting issues in applying sustainable tourism, the network gave inputs for solving the issues. The network should provide some incentives for the stakeholders who actively participated in developing sustainable tourism. Monitoring and evaluation systems should also be developed by the network to give a holistic view of the implementation of sustainable tourism in the sustainable tourist destinations.

6.2.   Limitations of the research

Although the research contributed to develop innovations in planning organisational change management for sustainable tourism within the multi-stakeholder network, some limitations appeared in the research. According to the Organisational Change Management for Sustainability within Multi-stakeholder Network Framework (Figure 5), the MuSIC memework assessed the stakeholders' awareness on barriers to change and strategies to overcome them in each stakeholder levels and its attitudes. However, the memework was still difficult to be used in investigating unsolved barriers to change. As a result, the comparison table of recognised barriers to change and applied strategies was used to identify short-term strategies to deal with unsolved barriers to change, while the comparison between MuSIC memeworks of barriers to change and strategies was used to develop long-term strategies in managing organisational change for sustainable tourism within the multi-stakeholder network, as shown in Figure 20.

As can also be seen in Figure 5, the multi-stakeholder members were primary and secondary stakeholders of functional-based stakeholder groups (experts, governments, local communities, tourism operators, and tourists). The distinguish between primary and secondary stakeholders as influence-based stakeholders turned out useful for uncovering the roles of each functional-based stakeholder in managing planning organisational change for sustainable tourism within the multi-stakeholder network. Due to lack of resources, the distinguish between primary and secondary stakeholders was not particularly used in this paper for identifying types of change, drivers to change, barriers to change and strategies to overcome them, and the roles of stakeholders' experiences within the multi-stakeholder network. Therefore, further researches of the framework should be investigated.

6.3.   Recommendations for sustainable tourism in Lombok

The investigation of planning organisational change management for sustainable tourism in the multi-stakeholder network led to some recommendations for developing sustainable tourism in Lombok. In the case study, self-awareness was identified as the main internal driver to influence people in developing sustainable tourism. Educations, training, and facilitations were done to increase people's awareness in Lombok. These activities should be continuously developed to raise stakeholders' awareness in implementing sustainable tourism.

In Lombok, the role of religious leaders was also important to increase people's awareness for conserving the environment and preserving culture. Thus, other leaders, such as governors, mayors or regents, community leaders, and business leaders, should support the religious leaders by providing sustainable tourism policies and regulations. The enforcement of the policies and regulations could be used to solve the emotional barriers to change by increasing fear of the stakeholders to implement sustainable tourism.

The collaboration among stakeholders would be effective when the stakeholders develop a multi-stakeholder network. However, a lack of a sense of collective belonging was seen within the sustainable tourism network in Lombok. Regular discussions to share a common vision among stakeholders and the engagement of all stakeholders within the network should be developed in raising the stakeholders' ownership of the sustainable tourism programmes. The synergy among stakeholders within the network should also be promoted. An optimality of the programme synchronisation matrix that provides an

integration of sustainable tourism programmes and budgets from all stakeholders could increase the synergy within the network. Meanwhile, the stakeholders in Lombok still had less commitment to implement the planned programmes and activities. An incentive and punishment system should be constructed to raise the stakeholders' commitment. Subsequently, monitoring and evaluation systems should also be developed to control the implementation of sustainable tourism and to provide inputs for the master plans.

As can be seen in the findings, tourists as one of the network's members were recognised a few drivers to change and strategies to overcome barriers to change for sustainable tourism. It could be because of lack of tourists' awareness to implement sustainable tourism. Therefore, some activities should be arranged in increasing their awareness. Social media could be used as a tool to achieve this goal. Campaigns about the benefits of sustainable tourism for the environment and local people could be promoted by social media and other promotion tools. Sustainable tourism facilities and accessibility to sustainable tourist destinations should be developed to improve tourist satisfactions. Visitor surveys and suggestion boxes should also be provided by the sustainable tourism management to collect tourists' inputs for better managing sustainable tourism.

The barriers to change in managing sustainable tourism were also seen in the governments. The short-term constrains and less commitment of regional leaders to manage sustainable tourism hindered the achievement of sustainability goals. National policies and regulations should be developed to enhance the regional leaders' commitment. Regional policies and regulations should also be designed to reduce laziness of government officers in implementing sustainable tourism. Agreements among government bodies could be arranged to deal with overlapping governments' activities in managing sustainable tourism.

Conflicts among local communities also prevented the sustainable tourism implementation. A series of discussions to share a common vision could improve the awareness of local communities about sustainable tourism. Due to low income, some people chose a job that can make money quickly and ignore environmental and social aspects. Some job training and certifications should be arranged leading to empowerment of local communities.

Sustainable tourism certification programmes should also be developed for tourism operators. The certification programmes, along with sustainable tourism training, could reduce the destructions of the tourism areas by the tourism operators. Experts and collaborative institutions could provide the sustainable tourism certifications and training for the tourism operators. Thus, the collaboration of all stakeholders within the network in managing sustainable tourism is expected to solve the sustainable tourism barriers that were not able to be overcome by the established institutions.

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Appendix I. Lists of barriers change and strategies to overcome them

Table 21. Total barriers to change in managing organisational change towards sustainable tourism within the multi-stakeholder network identified and collected from the literature and during interviews from all stakeholders

Barrier to change	Stakeholder level	Attitude	Source
Lack of awareness of sustainable tourism	Individual	Informational	G, C, TO, T
Lack of understanding about sustainable tourism	Individual	Informational	E, G, C, TO, T, CI
Ignorance of sustainable tourism	Individual	Informational	G, C, TO, T
Due to low income, people choose a job that can make money quickly	Individual	Informational	C, TO
Lack of ability to face the problems	Individual	Informational	(Lozano, 2009)
Lack of information	Individual	Informational	(Velazquez et al., 2005)
Missing information links	Individual	Informational	(Fadeeva, 2004a)
Unclear or differently interpreted goals	Individual	Informational	(Fadeeva, 2004a)
Lack of trust in the positive side of sustainable tourism	Individual	Emotional	G, C, TO, T
Lack of motivation to implement sustainable tourism	Individual	Emotional	C, TO
Lack of willingness to implement sustainable tourism	Individual	Emotional	G, C, TO, T
Lack of readiness to implement sustainable tourism	Individual	Emotional	C, TO, T
Sustainable tourism is still luxury	Individual	Emotional	E, G, C, TO, T, CI
Sustainable tourism is out of date	Individual	Emotional	TO, T
Fear of sustainable tourism outcome	Individual	Emotional	C, TO
Sustainable tourism seen as a threat to a commonly accepted way of life	Individual	Emotional	C
Selfishness in denial about operations' effects on the environment and societies	Individual	Emotional	TO
Surprise	Individual	Emotional	(Lozano, 2009)
Perceived lack of relevance	Individual	Emotional	(Lozano, 2009)
Dislike the change	Individual	Emotional	(Lozano, 2009)
Slight negative image of the sustainability concept	Individual	Emotional	(Lozano, 2009)
Not invented here syndrome	Individual	Emotional	(Lozano, 2009)
Difficult to see the connection or relate it everyday activities or jobs	Individual	Emotional	(Lozano, 2009)
Emotional side effects	Individual	Emotional	(Lozano, 2009)
Fear of failure	Individual	Emotional	(Lozano, 2009)
Fear about needed changes and how to deal with them	Individual	Emotional	(Lozano, 2009)
Perceived threat to job status/security	Individual	Emotional	(Lozano, 2009)
Uncertainty	Individual	Emotional	(Lozano, 2009)
Fear of losing core values	Individual	Emotional	(Lozano, 2012)
Fear of not belonging	Individual	Emotional	(Lozano, 2012)
Lack of time	Individual	Emotional	(Fadeeva, 2004a)
Lack of interests	Individual	Emotional	(Fadeeva, 2004a)
A huge gap between what people are saying and what people are doing	Individual	Behavioural	T
Lazy to implement sustainable tourism	Individual	Behavioural	G
Natural human resistance towards change	Individual	Behavioural	(Lozano, 2009)
People do not understand how to incorporate it	Individual	Behavioural	(Lozano, 2009)
Lack of empowerment towards the change	Individual	Behavioural	(Lozano, 2009)
Neglect of critical partners	Individual	Behavioural	(Lozano, 2009)

Barrier to change	Stakeholder level	Attitude	Source
It is difficult to see the connection or relate it everyday activities	Group	Emotional	(Lozano, 2009)
Conflict among the group members	Group	Behavioural	C
Keeping feuds	Group	Behavioural	(Lozano, 2009)
Narrow viewpoint towards sustainable tourism	Organisational	Informational	C
Lack of sustainable tourism knowledge and skills in the organisations	Organisational	Informational	G, C, TO
Lack of communication inside the organisations	Organisational	Informational	G
Overlapping regulations	Organisational	Informational	G
Incompetent regional leaders	Organisational	Informational	G
The regional leader short-term constrains	Organisational	Informational	G
Not yet seen as adding value to the organisation	Organisational	Informational	(Lozano, 2009)
Not seen as related to the financial bottom line	Organisational	Informational	(Lozano, 2009)
No clear business case	Organisational	Informational	(Lozano, 2009)
Insufficient mechanisms for learning	Organisational	Informational	(Lozano, 2009)
Lack of policies to promote sustainability	Organisational	Informational	(Velazquez et al., 2005)
Higher cost to implement sustainable tourism	Organisational	Emotional	G, TO
Sustainable tourism not seen as a priority programme	Organisational	Emotional	G, C
No clear vision of sustainability threat	Organisational	Emotional	(Lozano, 2009)
Threat of diminishing resources to keep on sustainability efforts	Organisational	Emotional	(Lozano, 2009)
Too many fields changes	Organisational	Emotional	(Lozano, 2009)
Seen as a threat to organisation's core values	Organisational	Emotional	(Lozano, 2012)
Economic focus that destroys environment and societies	Organisational	Behavioural	G, TO
Lack of community empowerment	Organisational	Behavioural	C
Lack of technology	Organisational	Behavioural	C
Lack of political commitment from regional leaders	Organisational	Behavioural	G
Purely managerial change efforts	Organisational	Behavioural	(Lozano, 2009)
Considered as a fad	Organisational	Behavioural	(Lozano, 2009)
Lack of resources	Organisational	Behavioural	(Winston, 2010)
Inability to adjust strategy	Organisational	Behavioural	(Fadeeva, 2004a)
Insufficient use of resources	Organisational	Behavioural	(Fadeeva, 2004a)
Lack of communication among stakeholders	Multi-stakeholders	Informational	E, G, C, TO, T, CI
Lack of the synergy among stakeholders within the network	Multi-stakeholders	Informational	E, G, C, TO, T, CI
Lack of data	Multi-stakeholders	Informational	E, G, C, TO, T, CI
Missing plans	Multi-stakeholders	Informational	E, G, C, TO, T, CI
Lack of monitoring and evaluation	Multi-stakeholders	Informational	E, G, C, TO, T, CI
Lack of a shared vision	Multi-stakeholders	Informational	(Hatipoglu et al., 2016)
Lack of long-term strategy	Multi-stakeholders	Informational	(Hatipoglu et al., 2016)
Lack of a holistic approach	Multi-stakeholders	Informational	(Hatipoglu et al., 2016)
Lack of financial resources	Multi-stakeholders	Informational	(Hatipoglu et al., 2016)
Unsafe conditions in sustainable tourist destinations	Multi-stakeholders	Emotional	E, G, C, TO, T, CI
Older people domination in the network	Multi-stakeholders	Emotional	E, G, C, TO, T, CI
Different interests among stakeholders	Multi-stakeholders	Emotional	E, G, C, TO, T, CI
Income inequality among stakeholders	Multi-stakeholders	Emotional	E, G, C, TO, T, CI

Barrier to change	Stakeholder level	Attitude	Source
Lack of a sense of collective belonging	Multi-stakeholders	Emotional	E, G, C, TO, T, CI
Conflict of interests	Multi-stakeholders	Emotional	(Timur & Getz, 2009)
Too ambitious targets	Multi-stakeholders	Emotional	(Fadeeva, 2004a)
Lack of financial support	Multi-stakeholders	Behavioural	E, G, C, TO, T, CI
Mismanagement in sustainable tourist destinations	Multi-stakeholders	Behavioural	E, G, C, TO, T, CI
Lack of sustainable tourism facilities	Multi-stakeholders	Behavioural	E, G, C, TO, T, CI
Lack of accessibility	Multi-stakeholders	Behavioural	E, G, C, TO, T, CI
Plans are not fully implemented	Multi-stakeholders	Behavioural	E, G, C, TO, T, CI
To get and keep people in the network for developing sustainable tourism	Multi-stakeholders	Behavioural	E, G, C, TO, T, CI
Lack of commitment to continue the programme	Multi-stakeholders	Behavioural	E, G, C, TO, T, CI
Decline of activities	Multi-stakeholders	Behavioural	(Fadeeva, 2004a)
Inability to deliver specific results	Multi-stakeholders	Behavioural	(Fadeeva, 2004a)
Lack of incentives and sanctions	Multi-stakeholders	Behavioural	(Fadeeva, 2004a)
Lack of leadership	Multi-stakeholders	Behavioural	(Timur & Getz, 2009)
Power inequalities	Multi-stakeholders	Behavioural	(Hatipoglu et al., 2016)
Overlapping roles	Multi-stakeholders	Behavioural	(Roome, 2001)

Notes: E for experts, G for governments, C for local communities, TO for tourism operators, T for tourists, and CI for collaborative institutions

Table 22. Total strategies to overcome barriers to change in managing organisational change towards sustainable tourism within the multi-stakeholder network identified and collected from the literature and during interviews from all stakeholders

Strategy to overcome barrier to change	Stakeholder level	Attitude	Source
Education	Individual	Informational	G, C, TO
Discussion	Individual	Informational	E, G, C, TO, CI
Facilitations	Individual	Informational	G, C, TO
Job trainings and certifications	Individual	Informational	C, TO
Doing by examples	Individual	Informational	G, C, TO, T
Communication to employees	Individual	Informational	(Lozano, 2009)
Providing information	Individual	Informational	(Lozano, 2009)
Emphasise the benefits of sustainability	Individual	Emotional	G, C, TO
Use of fear	Individual	Emotional	C, TO
Social pressure	Individual	Emotional	C, T
Resolving discrepancies	Individual	Emotional	(Lozano, 2009)
Manipulation	Individual	Emotional	(Lozano, 2009)
Acceptability	Individual	Emotional	(Banister, 2008)
Champions	Individual	Behavioural	T
Persuasion	Individual	Behavioural	(Banister, 2008)
Negotiation	Individual	Behavioural	(Wiek et al., 2011)
Convincing people	Individual	Behavioural	(Lozano, 2009)
Group meetings and communication	Group	Informational	(Lozano, 2009)
Individual – group interaction	Group	Emotional	(Lozano, 2012)
Group consolidation by sharing a common vision	Group	Behavioural	C
Restructuring	Group	Behavioural	(Lozano, 2009)
Champions	Group	Behavioural	(Lozano, 2009)
Knowledge transfer	Organisational	Informational	C
Trainings and field trips	Organisational	Informational	G, C, TO
Meetings in organisations	Organisational	Informational	G

Strategy to overcome barrier to change	Stakeholder level	Attitude	Source
One map policy to make integrated regulations	Organisational	Informational	G
Educated workers	Organisational	Informational	(Lozano, 2012)
Lifelong learning	Organisational	Informational	(Lozano, 2012)
Regulations	Organisational	Informational	(Banister, 2008)
Assessment of risks	Organisational	Informational	(Banister, 2008)
Internalising environmental and social costs by increasing the entry ticket prices of tourist destinations	Organisational	Emotional	G, TO
Changing organisational paradigms	Organisational	Emotional	(Lozano, 2009)
Changing mental models	Organisational	Emotional	(Lozano, 2009)
Increasing sense of urgency	Organisational	Emotional	(Lozano, 2009)
Local empowerment	Organisational	Behavioural	C
Technology development	Organisational	Behavioural	C
National policies and regulations	Organisational	Behavioural	G
Changes in governance	Organisational	Behavioural	(Lozano, 2009)
Profit sharing and share ownership schemes	Organisational	Behavioural	(Lozano, 2009)
Reporting and showing progress on goals	Organisational	Behavioural	(Lozano, 2009)
Transparency	Organisational	Behavioural	(Lozano, 2009)
Firing people	Organisational	Behavioural	(Lozano, 2009)
Adapting external models	Organisational	Behavioural	(Lozano, 2009)
Incentives, rewards, and compensations	Organisational	Behavioural	(Lozano, 2009)
Pressure from customers	Organisational	Behavioural	(Lozano, 2009)
Developing new strategies	Organisational	Behavioural	(Lozano, 2012)
Using power and authority	Organisational	Behavioural	(Lozano, 2012)
Champions	Organisational	Behavioural	(Lozano, 2012)
Consistency	Organisational	Behavioural	(Banister, 2008)
Strong political pressure	Organisational	Behavioural	(Nill & Kemp, 2009)
Transition management	Organisational	Behavioural	(Nill & Kemp, 2009)
Pooling resources	Organisational	Behavioural	(Ladkin & Bertramini, 2002)
Communication by arranging meetings among stakeholders	Multi-stakeholders	Informational	E, G, C, TO, CI
The programme synchronisation matrix	Multi-stakeholders	Informational	E, G, C, TO, CI
Database development	Multi-stakeholders	Informational	E, G, C, TO, T, CI
Better information within multi-stakeholder network	Multi-stakeholders	Informational	(Fadeeva, 2004a)
Integrated planning	Multi-stakeholders	Informational	(Law et al., 2016)
Coherent policies	Multi-stakeholders	Informational	(Law et al., 2016)
Security improvement	Multi-stakeholders	Emotional	E, G, C, TO, T, CI
Regenerations of network's members	Multi-stakeholders	Emotional	E, G, C, TO, CI
Sharing a common vision	Multi-stakeholders	Emotional	E, G, C, TO, CI
Sharing financial contribution among stakeholders	Multi-stakeholders	Behavioural	E, G, C, TO, T, CI
Effective leadership	Multi-stakeholders	Behavioural	(Hatipoglu et al., 2016)
Providing sustainable tourism facilities	Multi-stakeholders	Behavioural	(Hatipoglu et al., 2016)
Improving accessibility	Multi-stakeholders	Behavioural	(Hatipoglu et al., 2016)
Identifying champions	Multi-stakeholders	Behavioural	(Fadeeva, 2004a)

Notes: E for experts, G for governments, C for local communities, TO for tourism operators, T for tourists, and CI for collaborative institutions

Appendix II. Semi-structured interview questions

The Role of Multi-stakeholder Networks
in Planning Organisational Change towards Sustainable Tourism
Sustainable Tourism in Lombok, Indonesia

The purpose of this interview is to obtain in-depth information on the role of multi-stakeholder networks towards sustainable tourism in Lombok, Indonesia. The collected information will be used to complete a Master's Degree at Utrecht University, The Netherlands and to improve the implementation of Sustainable Regional Economic Growth and Investment Programme (SREGIP) in Lombok, Indonesia.

Confidential information will be treated as such, please let me know if that is the case.

Should you have any questions, suggestions, or comments, please do not hesitate to contact me.

_____

Date of interview   : _____

Place of interview   : _____

Name of interviewee   : _____

Name of the organisation   : _____

Position in the organisation   : _____

1. What does sustainability mean for you? _____

    _____

2. What does sustainable tourism mean for you? _____

    _____

3. Do you think that Lombok has implemented sustainable tourism?

    a. If yes, how long has Lombok been implementing sustainable tourism? _____

    b. If no, what should be prepared to implement sustainable tourism? _____

    _____

4. Are you aware about any multi-stakeholder network for sustainable tourism in Lombok?

    a. If yes:

    1) Do you know when the network has been established? _____

    2) Do you know who the members of the network are? _____

    _____

    3) Do you know who the leader of the network is? _____

    _____

    4) Does the network define its rules and regulation? _____

    5) How many meetings have the network conducted? Have the meetings been scheduled? _____

    6) Continue to question 5.

    b. If no, skip question 5 – 13 and go to question 14 - 23.

5. Are you a part of the multi-stakeholder network for sustainable tourism in Lombok?

    a. If yes:

       1) How long have you been in the network? _____

       2) Continue to question 6 – 13 and question 20 - 23.

    b. If no, skip question 6 – 13 and go to question 14 – 23.

6. Could you describe your function within the multi-stakeholder network for sustainable tourism in Lombok? _____

7. What does sustainable tourism mean for the multi-stakeholder network in Lombok?
_____

8. How has the network implemented change towards sustainable tourism? _____
_____

9. What have internal and external factors driven sustainable tourism in the network? ____
_____

    a. What would you consider to be the main factors to change towards sustainable tourism in the network? _____

10. Has there been any resistance to change towards sustainable tourism appeared in the network? If so, could you provide some examples? _____
_____

    a. What would you consider to be the main resistance to change towards sustainable tourism in the network? _____

11. How has resistance to change towards sustainable tourism been overcome in the network? _____

    a. Which have you found to be the most effective strategy to overcome the resistance to change towards sustainable tourism in the network? _____
_____

12. What is/are your role(s) for implementing sustainable tourism in the network? _____
_____

13. Does the network have a plan to implement sustainable tourism?

    a. If yes, how has sustainable tourism been planned? _____
_____

    b. If no, should the network develop a plan to implement sustainable tourism? _____

14. How has sustainable tourism been implemented in Lombok? _____

15. What have internal and external factors driven sustainable tourism in Lombok? _____
_____

    a. What would you consider to be the main factors to change towards sustainable tourism in Lombok? _____

16. What has resistance to change towards sustainable tourism appeared in Lombok? ___

_____

   a. What would you consider to be the main resistance to change towards sustainable tourism in Lombok?

   _____

17. How has resistance to change towards sustainable tourism been overcome in Lombok?

_____

   a. Which have you found to be the most effective strategy to overcome resistance to change towards sustainable tourism in Lombok? _____

18. What is/are your role(s) for implementing sustainable tourism in Lombok? _____

_____

19. Does Lombok have a plan in implementing sustainable tourism?

   a. If yes, how has sustainable tourism been planned? _____

   b. If no, should a plan be developed to implement sustainable tourism? Why? _____

   _____

   c. If you do not know, should a plan be developed to implement sustainable tourism? Why? _____

20. Do you have experiences in planning sustainable tourism?

   a. If yes, how do you use your experience to help better plan sustainable tourism in the network? _____

   b. If no, how do you contribute to help better plan sustainable tourism in the network?

   _____

21. Do you have experiences in implementing sustainable tourism?

   a. If yes, how do you use your experience to help better implement sustainable tourism in Lombok _____

   b. If no, how do you contribute to help better implement sustainable tourism in Lombok? _____