

AI-Assisted Website Development and Digital Marketing Capability in Rural Tourism

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ARTICLE INFORMATION

Publication information

Research article

HOW TO CITE

Danggur, E., & Danurdara, A. B. (2026). AI-assisted website development and digital marketing capability in rural tourism. *International Journal of Applied Business and International Management (IJABIM)*, 11(1), 515–529.

DOI:

<https://doi.org/10.32535/ijabim.v11i1.5123>

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Published by IJABIM



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Received: 14 February 2026

Accepted: 18 March 2026

Published: 20 April 2026

ABSTRACT

Digital tools increasingly shape destination marketing, but their adoption does not necessarily produce an enduring organizational capability. This article examines how an artificial intelligence-assisted website reorganized destination information in Liang Ndara Tourism Village, Indonesia. The study uses a documentary single-case design, analyzing the 2026 project report, website architecture, attraction inventory, development records, and village visitor registers for 2023–2026. Evidence was classified by whether it documented a digital asset, initial organizational use, or repeated information-management practices. The project consolidated attractions, activities, products, accommodation, and contact details in a destination website. Development records also describe introductory administrator coaching. The documents do not establish regular independent content maintenance or any causal change in tourist arrivals. These findings distinguish digital asset production from the organizational routines required to sustain marketing capability. They extend a dynamic-capabilities perspective by locating the decisive transition in recurring editorial responsibilities and the verification of destination information, rather than in the acquisition of an AI-enabled tool alone.

Keywords: Artificial Intelligence; Digital Marketing Capability; Digital Tourism; Information Governance; Rural Tourism; Website Development.

INTRODUCTION

Digital platforms now shape how tourism destinations are found, compared, and experienced. They also place new demands on the organizations expected to maintain reliable information about local services, access, and availability. Across the tourism sector, the spread of artificial intelligence (AI) has accelerated the production of promotional materials, but the ability to produce them is not the same as the ability to manage them. Research on digital transformation has long distinguished technological change from the organizational adjustments through which technologies become useful (Vial, 2019). Recent tourism research raises a closely related question: what happens when the technical barriers to producing digital content fall faster than the organizational capacity to maintain it (Sharma & Sharma, 2024; Li & Guan, 2025)?

Recent evidence provides a reason to treat digital marketing as an organizational problem rather than a question of channel choice. A review of digital marketing adoption in tourism small and medium enterprises finds a field dominated by explanations of uptake, with a continuing need to examine how digital practices are embedded in businesses (Sharma & Sharma, 2024). Research on destination marketing organizations in the Vietnamese Mekong Delta similarly finds that the digital provision of destination information depends on institutional arrangements and website content, not simply on the availability of internet technologies (Huynh et al., 2023). These studies matter for village destinations, where attractions, products and contact information are often supplied by different people without a common editorial process. Recent IJABIM evidence on coffee agrotourism instead examines experience, electronic word of mouth, and revisit intentions (Ribek et al., 2026). Such demand-side models address an outcome that website production records alone cannot measure.

Dynamic capabilities theory locates organizational adaptation in the ability to recognize opportunities, commit resources, and reconfigure ways of working (Teece, 2007). Recent work on small tourism enterprises brings this account into the digital setting. Li and Guan (2025) distinguish market perception, learning and absorption, and execution; Şen Demir and Demir (2025) identify gaps between strategic intentions for AI and the practices through which tourism firms put it to work. Both accounts suggest that adoption is an uncertain starting point rather than a completed organizational change. They leave open a more specific question for community-managed destinations: what work must take place between producing an AI-assisted marketing asset and using it as a reliably maintained source of destination information?

Three strands of research inform this problem but do not fully resolve it. Digital transformation scholarship identifies the organizational changes associated with new technologies (Vial, 2019). Work on tourism capabilities examines the skills and activities through which small enterprises adapt (Li & Guan, 2025). Research on AI adoption studies the judgments and constraints of tourism decision-makers (Şen Demir & Demir, 2025). Yet a completed website can satisfy a project-level indicator even when the allocation of responsibility for checking prices, descriptions, contacts, and updates remains unclear. The gap is therefore not whether AI can produce web pages; it concerns the point at which a produced asset becomes an organizational practice. The distinction is particularly important when no single business controls the entire destination offer. Recent empirical work has also linked tourism SME resilience with flexibility and digital transformation (Hninn et al., 2025), while research on marketing analytics in tourism examines the mediating role of marketing agility (Agag et al., 2025). These studies underscore the importance of processes that connect technical assets to organizational outcomes. Recent work on travel agencies additionally links AI-supported information use with knowledge-based capabilities and marketing innovation (Chang, 2025).

The disagreement is sharper when generative AI is introduced. Experimental work on AI-created tourism promotion demonstrates that AI can produce fluent, appealing marketing materials (Zhang & Prebensen, 2024). Yet Hsu et al. (2024) identify accuracy and source-data quality as weaknesses in tourism-focused generative AI. A destination website can therefore become easier to build while remaining difficult to keep correct. Much of the adoption literature treats these two achievements as adjacent indicators of digital progress; the present case examines why they should be measured separately.

Liang Ndara Tourism Village in West Manggarai, Indonesia, offers a strategically revealing case because its destination information and website-development outputs can be examined as documented artifacts. The district is situated within a regional tourism economy characterized in the official West Manggarai statistical publication (BPS-Statistics of Manggarai Barat Regency, 2025). The village project assembled information about cultural venues, a waterfall, cycling, viewpoints, hiking and local products into an AI-assisted website. Unlike a survey of organizational intentions, these documents permit direct comparison between a specified information problem and the channel developed to address it. District-level tourism statistics provide a wider administrative setting rather than a comparable measure of this village's website performance (BPS-Statistics of Manggarai Barat Regency, 2025).

The available records also distinguish destination visitation from website exposure. Village tables report 722 tourist visits in 2023, 88 in 2024 and 355 in 2025; a separate itemized register lists 99 arrivals from January through May 2026. These locally reported figures are contextual and are not an estimate of the website's marketing effect. Regional BPS data describe the wider setting rather than independently verifying the village register (BPS-Statistics of Manggarai Barat Regency, 2025).

The article examines how AI-assisted website development rearranged destination information in Liang Ndara and what that experience reveals about the formation of digital marketing capability. It traces the documented information inventory, website structure, and early administrative arrangements rather than treating publication itself as evidence of marketing success.

The contribution is to distinguish three organizational accomplishments often collapsed into a single notion of digital adoption: producing an asset, bringing it into local work, and sustaining it through repeated verification and revision. In a community-managed destination, the last of these relies on relationships among actors who hold different pieces of information. This extends the execution dimension of dynamic-capabilities theory beyond a single organization's technical proficiency to the coordination of distributed knowledge.

LITERATURE REVIEW

Digital Transformation and the Capability Problem

An important difference in digital transformation research concerns the possession of technical resources and the capacity to use them in changing organizational conditions. Vial (2019) describes digital transformation as involving strategic responses and organizational change, rather than a simple substitution of analog tools. Dynamic capabilities theory similarly holds that assets generate different results depending on how organizations sense opportunities, mobilize resources, and reconfigure routines (Teece, 2007). For small tourism organizations, this means that having a website and having a workable process for managing visitor-facing information are analytically distinct conditions. Research on generative AI in tourism SMEs likewise treats innovation and collaboration as organizational pathways through which technical resources may contribute to outcomes (Wang & Zhang, 2025).

Li and Guan (2025) identify market perception, learning and absorptive capacity, and execution among small tourism enterprises. Their account improves on a simple inventory of adopted technologies, but a cross-sectional capability measure cannot by itself show when an unfamiliar tool becomes a repeatable local practice. documents with tourism decision-makers in Türkiye likewise reveal differences between intentions to invest in AI and the realities of implementation (Şen Demir & Demir, 2025). Taken together, these studies point toward a process question: which tasks move from external production or supervised use to routine action under the organization's own control?

Marketing outcomes form another distinction. Rifani et al. (2025) examine digital marketing alongside market orientation and entrepreneurial characteristics in Indonesian fashion enterprises. Their performance-oriented model indicates why marketing capability is usually assessed beyond the creation of an online channel. A village destination has additional coordination demands: its published claims may concern attractions and services operated by separate local providers. Accuracy and routine updating therefore depend on arrangements that extend beyond the person using the website editor.

Comparable evidence from Indonesian small enterprises sharpens this distinction. Ariawaty and Avianty (2025) find that the depth of digital adoption mediates the relationship between workforce skills and competitiveness. Their measure concerns integration into business activities, not simply possession of digital tools. Firdaussiah et al. (2025) similarly associate digital transformation with the conversion of firm resources into competitive advantage. These results are informative, but their survey-based associations do not establish the organizational work through which a destination converts website production into maintained information. That work is the focus of the documentary comparisons undertaken here.

This distinction also concerns the unit of analysis. In a conventional enterprise, routines may be located inside a firm. A tourism village is not a single integrated firm: its cultural groups, tourism-awareness organization, accommodation providers and small producers control different pieces of the tourism offer. No website feature can substitute for their agreement on what may be advertised, who can approve changes or how visitors are referred to suppliers. A capability account that treats the destination as an organization therefore requires evidence of cross-actor coordination, rather than merely observing that a destination-branded website exists.

AI-Assisted Production and Organizational Appropriation

An AI website builder can draft layouts and descriptions without requiring the user to write code. It cannot, on its own, establish whether a waterfall is accessible, which cultural activity is offered on a given day, whose products appear online, or who is authorized to change a contact number. In a village destination, these decisions cross several local activities and organizations. The usefulness of an AI-generated structure thus depends on whether managers can assemble, check, and revise information supplied by others.

The literature on technology affordances suggests that what a digital tool makes possible must be distinguished from what users actually realize through their practices. In destination promotion, a search-friendly interface permits visitors to access information but does not establish that an administrator has the skills, permission, or routine to keep that information trustworthy. This study examines content consolidation and operator coaching as observable steps toward appropriation, while treating sustained maintenance as a separate empirical question.

Generative output poses a distinctive verification problem. Descriptions of cultural performances, availability of accommodation and trekking conditions are time-sensitive claims, not generic promotional copy. Hsu et al. (2024) locate limitations in AI-generated tourism content partly in data adequacy and accuracy; Khan and Khan (2024) also discuss the risks and ethical concerns accompanying generative AI in hospitality marketing. In Liang Ndara, editorial responsibility must be interpreted as checking local claims against people and conditions in the village. The useful analytical distinction is thus between producing text, authorizing it as destination information and keeping it accurate after publication.

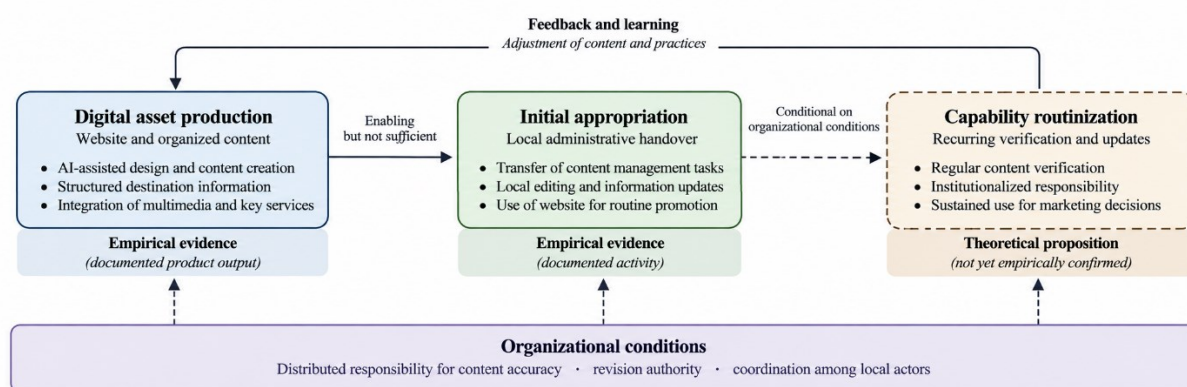
These studies point to a practical distinction at the heart of the case. The presence of a usable site can be established from its structure and content. Administrative participation can be traced in project records. A sustained capability would be visible in a different kind of record: successive corrections, assigned editorial responsibilities, and reliable information flows between providers and publishers.

Intervention Design as a Means of Observation

The original applied project followed an analysis, design, development, implementation, and evaluation (ADDIE) sequence to organize website construction (Branch, 2009). ADDIE describes the sequence of work; it does not explain why a local organization acquires a lasting capability. For that question, the article draws on action research and case-based explanation, attending to how an intervention changed the immediate setting and which activities remained dependent on external assistance (Reason & Bradbury, 2008; Yin, 2018).

Two interpretations follow from this literature. An efficiency perspective emphasizes the lower cost and skill threshold of AI-assisted production. A capabilities perspective asks whether that easier production changes how the destination obtains, checks, updates, and uses information. These interpretations identify different outcomes and call for different evidence. Figure 1 distinguishes the documented development outputs from the organizational conditions required to establish a lasting capability.

Figure 1. Analytical Framework for AI-Assisted Website Development and Digital Marketing Capability



Note. The first two components summarize project documentation; routinization is a theory-derived condition for durable capability, not an observed long-term outcome. Source: Authors' analytical reconstruction from the case documents and dynamic-capabilities literature.

A tourism village also complicates the usual assumption that one organization owns the information it publishes. Cultural performances, trails, rooms, and local products may be managed by different groups. A shared website presents them as one destination, while the knowledge required to maintain the listings remains dispersed. The capacity to bring

those accounts together is therefore a question of coordination, not simply of website administration.

An additional tension concerns the speed of generative production. Producing an initial page and changing a previously published claim are different operations. The former may be driven by a prompt and a set of source descriptions; the latter requires detecting that a statement has become inaccurate, obtaining an authoritative replacement, and deciding whether to amend, remove, or retain the existing entry. Routine correction is especially significant for seasonal routes, performance schedules, and services operated by households. The literature on technological affordances helps explain why an application can enable these tasks while leaving their enactment unresolved

RESEARCH METHOD

The study adopts a documentary single-case design to examine the development of an AI-assisted destination website in Liang Ndara Tourism Village (Yin, 2018). The analytical units are the destination-information inventory, website architecture, recorded development activities, and village visitor registers. Documentary analysis is appropriate for examining identifiable artifacts and changes described in project records; it cannot independently measure visitor motivation or sustained management behavior. The case was selected because the same project report documents the information problem, the resulting website structure, and initial implementation activities. The design is suited to tracing an identifiable intervention and comparing the material artifacts it leaves, while preserving the distinction between recorded events and later outcomes inferred by the analyst. A comparable development study using ADDIE for tourism-information applications is reported by Fatah et al. (2024); here ADDIE describes the project workflow, whereas documentary case analysis provides the research design. This design supports within-case comparison of dated records and digital artifacts; it does not require retrospectively reconstructed interviews or unobserved participant accounts.

The source base is limited to dated and identifiable project and administrative documents. The corpus comprises the 2026 applied-research report, its before-and-after promotional matrix, development and coaching table, attraction descriptions, website-page inventory, the village's 2023–2025 annual visitor summary, and a January–May 2026 arrival ledger. These are locally reported project and administrative records reproduced in the thesis, not independently audited registers. Kabupaten Manggarai Barat dalam Angka 2025 provides regional context (BPS-Statistics of Manggarai Barat Regency, 2025). No interview recordings, transcripts, or respondent-level questionnaire files were available for reanalysis, so interview and questionnaire claims were excluded.

Analysis proceeded in three passes. First, the content inventory was compared with the completed website structure to identify which categories of destination information were consolidated. Second, the implementation record was assessed for evidence of local administrative activity and responsibility for updating content. Third, village visitor totals were recalculated to establish their descriptive consistency and temporal coverage. Documentary statements were classified as observable artifacts, project-reported practices, or inferred downstream effects. This procedure follows case-study principles of linking interpretations to specified sources (Yin, 2018) and the distinction between the presence of technology and the actualization of its organizational affordances.

The annual table reports 368 international and 354 domestic arrivals in 2023 (722 total), 56 and 32 in 2024 (88), and 309 and 46 in 2025 (355). A separate 19-entry ledger for January–May 2026 sums to 72 international and 27 domestic arrivals (99). Because the 2026 period is incomplete, it is not presented as an annual comparison. Neither source identifies referrals, bookings, or visitors attributable to the website.

The information architecture was interpreted in relation to the tasks required to keep each category accurate. Attraction pages entail location and access verification; activity pages require schedules and conditions; product and accommodation listings depend on provider updates; and contact pages require identifiable responsibility. These tasks provide a means of examining whether a digital resource has begun to enter the organization's routine practices, a core concern of dynamic-capabilities research (Teece, 2007; Li & Guan, 2025). These are analytical requirements associated with different content types; they are not treated as proof that the village already operates a formal verification protocol.

Three analytical thresholds distinguish outcomes. Digital production requires an identifiable website and information structure. Initial appropriation requires documented local engagement with site administration or editing. Routinization requires evidence of independent, repeated updating and locally assigned editorial responsibility. The materials meet the first threshold, report introductory activity relevant to the second, and do not document the third.

Annual visitor totals were checked against their domestic and international components, and the destination categories were traced across the inventory and website-development records. These comparisons establish what the documents consistently record; they do not reconstruct decisions or conversations for which no source record is available.

Visitor numbers describe the destination's market context. Without a comparable pre-launch exposure series or identifiable referral and booking records, they cannot show how many arrivals were generated by the website.

Documentary coding used four questions for each website category: what information was to be presented; which source in the project record supported its inclusion; what type of local knowledge would be needed to verify it; and whether the record showed an identified person or procedure for later revision. The first two questions describe the implemented information architecture; the latter two examine the organizational work needed to sustain it. Where the material identifies an editorial requirement but no established procedure, the analysis reports a coordination demand, not an observed practice. These distinctions are reflected in the interpretation of the website structure and coaching record below. A missing responsibility assignment was coded as undocumented rather than absent in practice. This distinction avoids treating silence in the report as evidence that local actors did not perform a task. It also permits comparisons between information categories without inventing operational observations.

RESULTS

Destination Marketing Conditions Before Development

The pre-development matrix in the thesis records the absence of a dedicated village destination website and describes tourism information as dispersed rather than centralized. The attraction inventory identifies two cultural performance venues, a waterfall, rural cycling, a sunset viewpoint and birdwatching/hiking. Their diversity creates an information problem that cannot be solved by a single undifferentiated promotional message: access conditions, schedules, booking details and visitor expectations vary across activities.

The register records 722 visitors in 2023, 88 in 2024, and 355 in 2025, with substantial changes in the balance between international and domestic visits (Table 1). These year-to-year differences establish an uneven recorded visitor context, although the report does not document consistent reporting coverage or the causes of fluctuation. The

figures are therefore relevant to the marketing setting rather than evidence of the website's effects.

The initial problem was one of information organization. The village's tourism offer was distributed across cultural venues, landscape attractions, outdoor activities, and locally supplied services, each with different practical information requirements. The absence of a dedicated shared destination channel meant that those requirements were not assembled in one identifiable point of reference.

Table 1. Recorded Tourist Visits to Liang Ndara, 2023–2025

Year	International visitors	Domestic visitors	Total visitors
2023	368	354	722
2024	56	32	88
2025	309	46	355

Note. Counts reproduced from village records reported in the 2026 thesis. Table 1 concerns visits to the destination, not website traffic. The partial January–May 2026 register is discussed separately in the text.

Website Information Architecture and AI-Supported Development

The website grouped the village's offerings under one destination identity. Its sections included the homepage, village information, things to see, activities, local products, accommodation, a gallery, and contact information. This architecture converted a distributed collection of place-specific details into categories intelligible to prospective visitors. In managerial terms, it established one point at which the representation of the destination could be checked and revised. Its informational quality still depended on the local accuracy of descriptions, photographs, contacts, and availability details; those tasks were not eliminated by automated generation.

The distinction among the sections is analytically useful. "What to see" organizes attractions as objects of interest, whereas "What to do" presents them as activities requiring planning. "What to buy" brings microenterprise products into the destination story, an element easily lost when official tourism sites focus on scenic imagery alone. Contact and accommodation information connect interest to possible action. These categories are visible design decisions, but their actual value still depends on the completeness and current accuracy of what is entered.

The six attractions pictured in the thesis include two cultural venues, a waterfall, rural cycling, a sunset viewpoint and birdwatching or hiking. Their marketing requirements differ: a performance depends on scheduling, a trek depends on conditions and guiding, while a viewpoint depends on location and access. Grouping these experiences under one website makes their variety legible, but it also creates a recurring obligation to verify operating information separately. The intervention documents the new arrangement of content; no content-level audit trail is supplied showing how frequently each category was checked after launch.

Table 2. Development and Implementation Sequence

ADDIE phase	Case activity	Documented output	immediate
Analysis	Review fragmented promotion and visitor-information needs	Requirement for centralized destination information	
Design	Set navigation, branding, attraction and contact content	Visit Liang Ndara information structure	

Development	Generate and edit website using AI-assisted builder	Published website described in thesis
Implementation	Introduce website to village tourism managers	Coaching and initial content-management practice
Evaluation	Review content presentation and project-level content review	Qualitative findings and recommendations for improvement

Table 2 traces the development process from the identification of information needs to the creation of the website and introductory coaching. It documents the sequence and its immediate outputs; it does not provide a comparison of production cost or development time between AI-assisted and conventional methods.

Operator Coaching and Immediate Organizational Outcomes

Project documentation records introductory coaching in website administration and basic editing. This activity began transferring practical tasks from the developer to local tourism administrators. The available record follows the handover itself rather than subsequent independent editing over time.

The responsibilities attached to the website are not identical across content categories. A cultural performance requires confirmation of dates and availability; trekking information depends on access and conditions; local products and accommodation depend on the people providing them. Content editing therefore presupposes channels through which administrators obtain and verify information from multiple local actors.

The comparison matrix records a dedicated promotional channel and the consolidation of destination information. It does not measure inquiries or sales. Table 3 separates these documented changes from the subsequent work required to maintain accurate content across different providers.

The project therefore established a shared publishing channel and introduced local administration of its content. Whether the new arrangement developed into a regular practice depends on work beyond the recorded launch.

Table 3. Documented Changes in Destination Information Management

Dimension	Initial condition	Condition reported after intervention
Official destination channel	No dedicated tourism website	Visit Liang Ndara website established
Information organization	Distributed across channels and informal promotion	Attractions, activities, products and contacts collected online
Content management	Limited local technical capacity	Coaching and introductory site-editing practice
Visitor contact	Fragmented communication	Contact information presented through website

Table 3 distinguishes the new website and consolidated content structure from the more demanding task of keeping the information current across independent service providers.

Visitor Records and Early Digital Reach

The January–May 2026 ledger has 19 dated entries totaling 99 tourist arrivals, including 72 international and 27 domestic visitors. As a partial-year destination register, it provides information about the composition of arrivals but cannot establish a trend against the complete annual series or trace any arrival to website exposure.

Countries of origin appear in the visitor ledger, indicating diversity among registered arrivals. These entries do not identify how visitors heard about Liang Ndara, a separate question requiring referral or booking records.

The website gave Liang Ndara a central online point of reference. The project documentation is more detailed about how that channel was assembled than about how audiences subsequently used it.

The large changes in the annual arrival counts underline the need to separate destination demand from digital promotion. The register offers no way to isolate the website from other influences on travel or local reporting.

A comparison across website categories clarifies the uneven burden of maintenance. Location and identity descriptions may remain valid for relatively long periods, while performance schedules and activity availability can change within days. Product and accommodation listings require communication with independent providers, and route descriptions may require checks related to weather or access. The completed menu therefore conceals a range of editorial tasks with different update frequencies and verification sources. Presenting these activities on one interface makes them visible to prospective visitors, but does not eliminate the need to coordinate the providers behind them.

Bringing attractions, activities, products, and accommodation together improves the coherence of the destination's public information. Its reliability, however, will depend on whether the people who hold current information can get corrections to the people who publish it.

DISCUSSION

The Liang Ndara case draws attention to a neglected organizational task in AI-assisted marketing: after information has been assembled into a site, someone must keep the resulting account of the destination current.

The clearest change was the conversion of scattered descriptions into an organized set of pages. Attractions, activities, products, accommodation, and contact details acquired distinct places within one destination offer. In capability terms, this is a meaningful informational output, but its creation does not establish a continuing routine of organizational adaptation. It identifies an intermediate outcome that dynamic-capabilities research can observe separately from longer-term execution.

The distinction parallels the difference between an available technological affordance and its organizational actualization. A page can store information, but reliable destination communication depends on deciding who checks it, when revisions are warranted, and whose account is authoritative. The site creates an opportunity for these activities, not evidence that they are already routinized.

The relevant capability consequently extends beyond the person who administers the website. In a village destination, guides, households, cultural groups, and tourism managers hold different pieces of the information being published. Reliable communication depends partly on how those actors work together to validate and amend it.

Coaching, Learning, and the Threshold for a Durable Capability

The project records also describe introductory instruction in website editing. Li and Guan (2025) identify learning and execution as dimensions of dynamic capability among small tourism enterprises. Liang Ndara brings the interval between those dimensions into view: an editing exercise can establish familiarity with a tool, whereas a series of locally

initiated updates would show its integration into everyday work. Repeated action, rather than training alone, is the stronger indicator of execution.

Initial coaching can make a platform usable without settling who will look after it once the project is complete. The longer-term issue is whether administrators continue to receive accurate updates, have authority to publish corrections, and know when to act. This focus on everyday practices complements research on flexibility and digital transformation in tourism SMEs (Hninn et al., 2025). Seow et al. (2024) connect adaptive capability with resilience among tourism enterprises; here the relevant adaptation concerns the dependable circulation of corrections between service providers and the website administrator.

The important organizational question is whether information continues to move between cultural groups, guides, accommodation providers, and the people who edit the site. In this setting, the maintenance of a digital channel depends as much on those relationships as on the administrator's technical skill.

Digital Visibility Is Not a Demonstrated Marketing Outcome

The visitor figures describe a volatile destination market: 722 recorded arrivals in 2023, 88 in 2024, 355 in 2025, and 99 during January–May 2026. They do not identify the sources through which travelers learned about the village. The website expanded the village's capacity to present information online, but its effect on arrivals cannot be established from these registers. Channel creation and visitor response remain distinct outcomes.

Research on tourism AI and marketing demonstrates opportunities for content production and customer communication (Florido-Benítez & del Alcázar Martínez, 2024; Khan & Khan, 2024). The Liang Ndara case places those opportunities within a narrower organizational sequence. Publishing persuasive or accessible information and generating measurable demand are different outcomes, mediated by visibility, visitor decisions, and the availability of bookable services. Studies of marketing analytics similarly examine the conditions under which digital information becomes actionable through organizational agility (Agag et al., 2025).

Taken together, the findings favor a conditional account of digital capability. AI lowered the effort of assembling a marketing asset, and the development process introduced local engagement with its administration. The capacity to keep that asset useful would depend on recurring verification, coordination, and revision. Those practices would also provide a firmer basis for studying whether improved information eventually affects visitor decisions.

Dynamic-capabilities accounts of small enterprises commonly place sensing, learning, and execution within the firm (Li & Guan, 2025). In a tourism village, knowledge and decision-making authority are dispersed among multiple providers. The webmaster may control publication without controlling performance schedules, access conditions, or accommodation availability. This suggests treating cross-provider information coordination as part of the execution capability of community-managed destinations. Tamau et al. (2026) examine relationships between digital transformation and strategic adaptation in tourism enterprises, although their quantitative enterprise-level design addresses a different unit of analysis from a collectively promoted village destination.

Training and routine operation address different problems. Coaching teaches an administrator to change a page; an operating arrangement makes clear who should request a change, who checks its accuracy, and who publishes it. These tasks may develop at different speeds. Tracking actual revisions and the handling of correction

requests would show more about organizational learning than counting training sessions alone.

Digital marketing performance should likewise be examined at different points in the visitor journey. Publication creates an online asset; website traffic and inquiries indicate engagement; bookings and arrivals capture later behavior; and local revenue reflects further economic consequences. These measures are related but not interchangeable. The arrival register documents pronounced variation in destination demand, while the missing referral history leaves the website's contribution unresolved. The theoretical value of the case lies in identifying the coordination needed to connect a digital asset with sustained local use.

The argument is also relevant to the destination's allocation of responsibilities. A single administrator may operate the publishing interface while relying on multiple providers to supply factual updates. If a route closes or a performance schedule changes, the failure may originate in missing local communication rather than the website builder. Treating every information problem as a software problem would lead to further investment in interface features without addressing the organizational source of inaccuracy. A more plausible sequence of development starts by specifying which provider verifies each kind of claim, continues with editorial authority and an update procedure, and only then assesses whether automation makes the work easier. A recent study of tourism development identifies digital visibility and planning capacity as potentially asymmetric influences, reinforcing the need to separate marketing exposure from local organizational capability (Danurdara et al., 2026). The same distinction applies to products and homestays: the publisher may be responsible for a clear listing, while the provider remains the authoritative source for stock, prices, and availability. Effective coordination requires that these different roles connect, even when a single interface gives the appearance of centralized control.

The three distinctions are not a universal sequence of stages. A simple website can be maintained well, just as an elaborate one can fall out of date. In Liang Ndara, the documentary record supports the production of an asset and initial administrative engagement. It leaves open the more demanding question of how that arrangement performs over time.

CONCLUSION

AI-assisted development gave Liang Ndara a common website for information previously dispersed across attractions and service providers. It also introduced local administrators to editing. For destination managers, the practical lesson concerns the work after launch: who supplies changes, who checks them, and who makes them visible to visitors.

The case refines the execution dimension of dynamic-capabilities theory for community-managed destinations. Producing a digital asset, using it locally, and maintaining it through routine coordination are different accomplishments. Because relevant knowledge is held by multiple providers, the continuing capability lies partly in connecting those providers to a shared editorial process.

The available documents capture development and early administrative engagement, but not a long-running maintenance practice or a measured change in visitor demand. The case therefore identifies a plausible organizational mechanism rather than demonstrating its long-term performance.

The study is limited to project documents and village arrival records. Further research using dated revision histories, provider-to-editor communications, referral records, and repeated measures of information accuracy could test whether stronger editorial coordination leads to more reliable content and greater visitor engagement. Comparison across several community destinations would help establish how widely this mechanism applies.

ACKNOWLEDGMENT

The authors thank Politeknik Pariwisata NHI Bandung for the academic environment in which the original applied tourism research was undertaken. They also acknowledge the contribution of the Liang Ndara tourism community to the destination information documented in the project.

DECLARATION OF CONFLICTING INTERESTS

The authors have declared no potential conflicts of interest concerning the study, authorship, and/or publication of this article.

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