

Linking Agriculture and Tourism Through the Strategic Alliance Model: A Pathway to Sustainable Local Economies

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ABSTRACT: This research explores the integration of Bali's agricultural and tourism sectors through a strategic alliance framework as a pathway to sustainable local economic development. It responds to the challenge that the potential synergy between these sectors has not been fully utilized and is increasingly at risk due to land conversion, environmental pressures, and cultural transformation resulting from rapid tourism expansion. The novelty of the study lies in combining three complementary theoretical perspectives, strengthening supply chain relationships, integrating the tourism value chain, and promoting pro-poor tourism—into a single contextually grounded model. Employing a qualitative case study approach, data were collected from 12 key informants and 50 tourists using interviews, focus group discussions, and field observations. The analysis indicates strong market opportunities supported by economic, social, and technological drivers, yet practices across the five alliance components remain disjointed and lack coordination. The proposed model offers a practical contribution by linking theory to application, creating a framework that can improve farmers' livelihoods, safeguard cultural traditions, and reinforce Bali's competitiveness as a sustainable tourism destination.

Keywords: Strategic Alliance, Agriculture–Tourism Integration, Sustainable Development, Bali, Pro-Poor Tourism.



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INTRODUCTION

Integrating the agriculture and tourism sectors is increasingly recognised as a strategic pathway for sustainable regional development, particularly in destinations where both sectors play a central economic and cultural role. In Bali, agriculture is deeply embedded in local identity through the Subak irrigation system, which has been recognised by UNESCO as a World Cultural Heritage Site. Meanwhile, tourism contributes substantially to the local economy through foreign exchange earnings, employment opportunities, and the growth of small and medium-sized enterprises (Bandaru & Venkateshwarlu, 2020; Camilleri, 2018; Kinseng et al., 2018)..

Despite this potential synergy, rapid tourism development has created significant challenges. Agricultural land conversion for non-agricultural purposes has accelerated (Mahaendrayasa et al., 2024; Putri Mas Agung, 2025; Setiadi et al., 2022), leading to environmental degradation (Alcalá-Ordóñez et al., 2024; Işık, 2024; Raihan, 2024) and cultural change (Zhuang et al., 2019; Chong, 2020; Putra & Adhika, 2023; Salam et al., 2024; Stevic et al., 2024). These pressures undermine farming traditions and threaten the sustainability of the Subak system, which is integral to Bali's ecological balance and cultural heritage. Without strategic intervention, such imbalances could undermine the authenticity of Bali's agrarian landscape, which is a key factor in its appeal as a global tourism destination.

To address these tensions, strategic alliances between the agriculture and tourism sectors are increasingly viewed as a promising mechanism for building resilience. Previous research highlights the importance of strengthening supply chain linkages between farmers and hotels (Nsanzya & Saarinen, 2022; Thomas-Francois et al., 2017), embedding farming communities into tourism value chains (Anderson, 2018), and advancing pro-poor tourism approaches that connect visitor spending to local food production and poverty alleviation (Haven-Tang et al., 2022; Nsanzya & Saarinen, 2022). While each of these frameworks has been studied independently, their integration into a single model remains limited, particularly in the context of Bali. The novelty of this study lies in connecting these conceptual approaches to Bali's empirical realities, such as weak farmer–hotel partnerships, limited community participation, and uneven benefit distribution, thereby ensuring both theoretical depth and practical relevance.

This study focuses on developing an integration model between the agriculture and tourism sectors to achieve sustainable synergy in Bali. The conceptual foundation rests on Strategic Alliance Theory, which underscores the importance of collaboration between entities with complementary resources and shared objectives. In this framework, alliances enable resource pooling, the building of trust and effective communication, and the optimisation of capacities to enhance competitiveness and ensure long-term sustainability (Ben Jemaa-Boubaya et al., 2024; Prabhudesai & Prasad, 2018; Seo et al., 2021). Positioning the research within this theoretical framework allows the proposed model to address Bali's specific challenges while enriching the broader literature on cross-sector strategic alliances. Therefore, the aim of this study is to formulate a Strategic Alliance Integration Model that bridges agriculture and tourism, critically examines the limitations of conventional evaluation frameworks, and incorporates socio-cultural dimensions to ensure both financial resilience and social sustainability in agrarian-based tourism destinations.

METHOD

This study aims to develop a model for strategic alliances between the agriculture and tourism sectors as a path towards a sustainable local economy.

Research Approach and Design

This study uses a qualitative exploratory case study approach to understand the context, practices and factors influencing strategic alliances. The reason for choosing the qualitative method is to enable exploration of complex phenomena.

Target Population and Research Context

The study focuses on two research sites in Bali: Ubud in Gianyar and Bedugul in Tabanan. These sites represent complementary nodes in the agriculture–tourism nexus. As a hub of cultural and culinary tourism, Ubud provides a valuable context in which to examine how the concept of the Strategic Alliance has been implemented through hotels, restaurants and cafés that source ingredients directly from local farmers. This setting enables the study to examine the demand-side dynamics of the integration of agriculture and tourism. In contrast, Bedugul is one of Bali’s main agricultural production centres, supplying fresh produce to local markets and the tourism industry. The selection of this site therefore highlights the supply-side conditions and challenges that farmers face in connecting to tourism value chains. By analysing these two contrasting yet interdependent contexts, the study can critically investigate the opportunities and constraints of establishing sustainable agriculture–tourism linkages.

Informants were selected through purposive sampling based on their direct involvement in agriculture–tourism collaborations, as well as their decision-making or operational responsibilities. At least five years’ experience was required to ensure that insights reflected not only current practices, but also longer-term patterns of interaction. A total of twelve informants were interviewed, including representatives of farming groups, private sector actors involved in production and distribution, hotel managers, chefs, and managers of farm-to-table (F2T) restaurants. This composition reflects the diversity of stakeholders across the supply–demand spectrum, enabling the study to analyse how different actors perceive and enact strategic alliances. Engaging multiple perspectives in this way supports the study’s aim of designing an integration model that is contextually grounded and capable of addressing the institutional and cultural complexities of Bali’s agrarian-based tourism economy.

Data Collection

Data for this study were collected through a combination of in-depth interviews, focus group discussions (FGDs) and field observations and documentation. The in-depth interviews used semi-structured guides based on strategic alliance variables and lasted 40–60 minutes per participant. This approach was employed to gain an in-depth understanding of the collaboration experiences

and practices between the agriculture and tourism sectors. The FGDs explored best practices, challenges, opportunities and collective perceptions with 12 participants. Field observations and documentation were also used to capture direct interactions between the sectors and validate the data. This included field notes, photos, and audio recordings of interviews. The study also interviewed 50 tourists using accidental sampling in restaurants, hotels and tourist destinations, to map their preferences and motivations for visiting Bali regarding culinary tourism.

Data Analysis Techniques

This study uses a data analysis technique called thematic analysis, which aims to identify patterns and main themes that emerge from data collected through interviews, observations and studies of documentation (Majumdar, 2022; Kiger & Varpio, 2020). The stages of analysis are as follows (Nolan-Cody et al., 2024) (Scharp & Sanders, 2019):

- a) Familiarization with the Data, begin by immersing themselves in the data to gain a deep understanding. This involves reading and re-reading the data, noting initial ideas.
- b) Generating Initial Codes. The next step is to systematically code interesting features of the data across the entire dataset. This involves identifying and labeling segments of data that are relevant to the research question.
- c) Searching for Themes. Once the data is coded, the researcher collates codes into potential themes. This step involves organizing codes into broader themes that capture significant patterns in the data.
- d) Reviewing Themes. Themes are then reviewed and refined. This involves checking if the themes work in relation to the coded extracts and the entire dataset, ensuring they accurately reflect the data.
- e) Defining and Naming Themes. In this step, researchers define and name each theme. This involves refining the specifics of each theme and generating clear definitions and names for each theme to ensure they are distinct and meaningful.
- f) Producing the Report. The researcher produces the report. This involves weaving together the analytic narrative and data extracts to tell a coherent story about the data, providing a compelling argument in relation to the research question.

Data transcription:

All results from in-depth interviews with farmers, culinary entrepreneurs and tourists were systematically transcribed. This process aimed to ensure that all information provided by respondents was accurately documented and could be used as valid material for analysis.

Data coding:

The transcribed data then underwent coding to identify relevant categories, themes and sub-themes. The coding focused on issues related to development opportunities, the obstacles faced and the strategies that could be employed to effectively implement the strategic alliance model.

Pattern and Variable Correlation Analysis

This stage involves identifying the relationships between the economic, social and technological factors that influence the successful implementation of strategic alliances. The analysis helps to map the interconnections between the elements influencing the integration of the agriculture and tourism sectors.

Interpretation of findings:

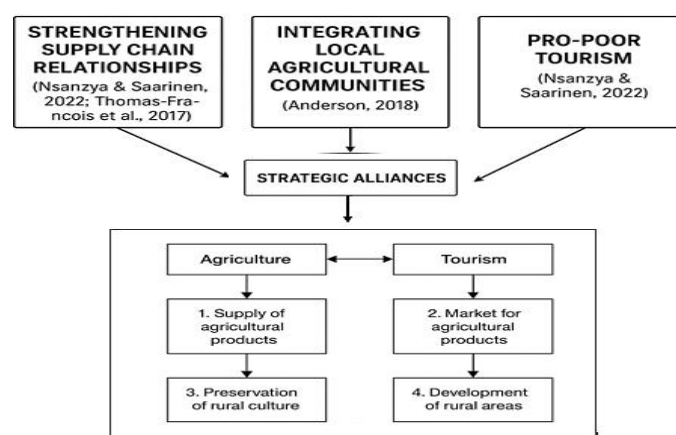
The results of the analysis are then interpreted inductively in relation to the strategic alliance theoretical framework. This approach enables researchers to gain a deeper understanding of the data, relate it to the research context and draw relevant conclusions regarding the development of a sustainable strategic alliance model.

Conceptual Framework:

This study conceptualises the integration of agriculture and tourism through a strategic alliance framework based on three theoretical pillars. Firstly, strengthening supply chain relationships (Nsanzya & Saarinen, 2022; Thomas-Francois et al., 2017) emphasises the importance of coordinated logistics, quality assurance and efficient distribution channels in connecting agricultural producers with tourism markets. Secondly, integrating local agricultural communities (Anderson, 2018), highlights the importance of farmer participation, local knowledge and community-based innovations in strengthening the connection between the agricultural value chain and tourism. Thirdly, the pro-poor tourism approach (Nsanzya & Saarinen, 2022) ensures that economic benefits are distributed inclusively to smallholders, women and rural communities.

These components converge to form strategic alliances that foster reciprocal linkages: agriculture supplies high-quality products and preserves rural culture, while tourism provides stable markets and stimulates rural development. This reciprocal relationship offers a pathway to strengthen local economic resilience (Choenkwan et al., 2016; Yang et al., 2025) safeguard cultural heritage (Gasimova et al., 2025; Sharma et al., 2024) and advance sustainable rural development (Wang et al., 2025, Addinsall et al., 2017). The conceptual framework of this study is illustrated in **Figure 1**, which depicts the theoretical underpinnings, the strategic alliance mechanism, and the resulting reciprocal benefits between the agriculture and tourism sectors.

Figure 1. Conceptual framework of the agriculture–tourism strategic alliance



This framework integrates three theoretical pillars: strengthening supply chain relationships, integrating local agricultural communities, and adopting a pro-poor tourism approach—into a strategic alliance model. The model illustrates reciprocal linkages between agriculture, which supplies products and preserves rural culture, and tourism, which provides markets and supports rural development, thereby contributing to sustainable local economies.

RESULT AND DISCUSSION

Market Potential of Strategic Alliances between Agriculture and Tourism

The survey results reveal the diverse demographic profile of tourists visiting Bali's agriculture-based destinations, highlighting the strong market potential of a strategic alliance between the agricultural and tourism sectors. In terms of gender, most visitors are female (56%), followed by male visitors (44%). The predominance of female tourists presents a unique opportunity to market tourism products emphasising healthy lifestyles, authentic culinary experiences and narratives of female farmer empowerment. This approach could serve as a differentiation strategy within the alliance, utilising compelling storytelling and visual promotion.

In terms of age, most tourists fall within the 21–30 (36%) and 31–40 (30) age ranges, representing millennials and early Generation Z. These groups are particularly interested in sustainability, health and authentic experiences, providing an opportunity to incorporate local agricultural products into interactive, educational and experience-based tourism packages, such as organic farm tours, traditional cooking classes and farm-to-table dining events.

Most visitors come from abroad, significantly outnumbering domestic tourists. As many international travellers are already familiar with the farm-to-table concept or similar models in their home countries, they are ideal candidates for strategic alliance initiatives. They value tourism products that offer a combination of cultural authenticity, sustainability and high-quality, locally sourced cuisine.

The main reasons for visiting are to enjoy nature and culture (40%), culinary experiences (24%), and wellness and retreat activities (20%). These motivations support the development of thematic tourism products that integrate these three elements, thereby further reinforcing the link between agriculture and tourism. Although 58% of respondents had never heard of the farm-to-table concept, while 42% were familiar with it, the dominance of a young, international market segment suggests there is strong potential for communication, education and branding strategies to promote connectivity between agriculture and tourism through strategic alliances.

To sum up, the demographic profile shows that there is a very positive market for a strategic alliance between agriculture and tourism in Bali. The predominance of international visitors who are conscious of sustainability and seeking experiences, combined with motivations that align with local strengths, creates an opportunity to package authentic experiences that can enhance farmers' income, preserve cultural heritage and strengthen Bali's image as a sustainable destination.

Drivers of Strategic Alliances

Collaboration between these two sectors is based on driving factors, which must be understood if an effective strategic alliance is to be built. Analysis of the situation on the ground and the data collected shows that the success of the integration of the agriculture and tourism sectors is determined by three main groups of factors: economic, social and technological.

a) Economic Factors

The stability of tourism demand in Bali provides a reliable market for local agricultural products. In addition, there is a strong willingness to pay among certain segments of tourists (particularly international visitors) for high-quality local products. A market that values quality, authenticity, and sustainability presents significant opportunities for farmers and tourism actors to build mutually beneficial strategic partnerships.

b) Social Factors

Bali possesses strong *social capital* through traditional systems such as *subak* (traditional irrigation cooperatives) and *banjar* (community councils), which encourage collaboration within communities. These social networks act as an institutional infrastructure to strengthen coordination between farmers, tourism operators, and supporting stakeholders. The active involvement of women and youth in agritourism activities and local product marketing also serves as a driver of innovation and long-term sustainability.

c) Technological Factors

The adoption of distribution technology, cold chain systems, and digital platforms is increasing, enabling more efficient logistics management and expanding the reach of agricultural products into the tourism sector. The use of digital media and e-commerce creates broader promotional opportunities and strengthens connectivity between farmers and tourism consumers.

Overall, the combination of these three factors forms a strong foundation for building a strategic alliance model between agriculture and tourism in Bali, aiming to create sustainable synergies, enhance local economic resilience, and preserve the environment and culture.

A Way to Link Farming and Tourism

This study identifies five main components of strategic alliance mechanisms that are relevant to the sustainable integration of the agriculture and tourism sectors, namely: (1) strategic partner selection; (2) supply chain strengthening; (3) the integration of agricultural communities into the tourism value chain; (4) a pro-poor tourism approach; and (5) a collaborative management and evaluation system. The analysis focuses on aligning field practices with the theoretical principles of strategic alliances and reveals areas that still need strengthening to realise sustainable local economies.

Strategic partner selection

Partnerships between organic farmers and tourism operators in Bali are based on a shared vision of sustainability and ecological value. The Bukit Mesari and Somya Pertiwi farmers' groups initially formed supply-sharing partnerships with hotels and restaurants based on sustainability concepts via informal channels. These partnerships have since evolved into long-term collaborations. The Bali Organic Association (BOA) plays a crucial role in connecting smallholder farmers with tourism markets by addressing barriers such as lack of capital and limited access through organic market facilitation and community education. LYD Organic takes a more structured approach to partner selection, offering superior seeds, technical training and joint marketing strategies. While the criteria for complementary resources and a shared vision have been met, field practices are still largely informal, which risks compromising the sustainability of the partnership.

Strengthening the supply chain

LYD Organic's vertical supply chain integration model, which covers everything from the farm to the restaurant kitchen, adheres to strict quality standards and controls. Only 50% of the harvest meets the required standard, and supply sustainability is maintained through the diversification of partner farming areas. In contrast, Bukit Mesari and the BOA network still face challenges with logistics infrastructure (e.g. cold storage) and rely on intermediary distributors, which reduces farmers' profit margins. Although BOA's weekly market innovation has successfully shortened the distribution chain and offered premium prices, it has not yet overcome all barriers to distribution efficiency and supply stability.

Integrating farming communities into the tourism value chain

This is achieved by providing direct access to sustainable culinary businesses and developing educational agritourism initiatives. Somya Pertiwi combines organic food production with garden tours and tourist training, while LYD Organic runs an educational garden and retail outlet where producers and consumers can meet. While these steps reflect strategic vertical integration, some farmers, still lack branding and tourism market penetration, resulting in suboptimal integration.

Pro-poor tourism approach

This approach is reflected in the empowerment of smallholder farmers, women, and youth. BOA actively facilitates training, village entrepreneurship, and direct access to organic markets, which command prices 20 percent higher than conventional markets. Bukit Mesari receives support from NGOs such as the IDEP Foundation for water resource conservation and organic farming techniques, while Somya Pertiwi emphasizes knowledge transfer through tourist interactions. These practices align with the principle of inclusive economic participation, but the distribution of economic benefits remains limited to select communities.

Collaboration management and evaluation system

Most partnerships still operate informally, without written contracts, structured evaluation mechanisms or clear incentive-sanction systems. LYD Organic is an exception, however, as it has formal contracts, regular quality evaluations and cross-regional supply coordination. The main weaknesses lie in the absence of a formal coordination forum and shared branding, which could strengthen collective identity. This suggests that the governance mechanisms within Bali's strategic

agriculture-tourism alliance only partially meet theoretical standards, making institutional strengthening an urgent necessity.

The field analysis demonstrates that while the strategic alliance components—supply chain enhancement, community integration, and pro-poor tourism—each contribute meaningfully to bridging agriculture and tourism, their current implementation remains fragmented and uneven. This fragmentation arises not only from resource and institutional constraints but also from diverging stakeholder priorities. A more critical reading of the findings indicates that these components are not isolated but interdependent: the strengthening of supply chains depends heavily on effective community integration, while pro-poor tourism initiatives require both robust supply chains and participatory community governance to ensure equitable benefit distribution. Conversely, successful community integration and social empowerment are reinforced when pro-poor tourism generates tangible economic opportunities, thereby feeding back into stronger supply chains.

From the perspective of the Resource-Based View (RBV), this interdependence highlights that Bali's distinctive socio-cultural assets and agrarian resources have not yet been orchestrated collectively to secure long-term competitive advantage (Rachman, 2025; Rahayu et al., 2023; Rianawati et al., 2024). Stakeholder Theory further reveals that limited coordination among farmers, tourism operators, and indigenous leaders reduces the potential for synergy, constraining the ability of alliances to scale their benefits (Adhariani, 2019; Astawa et al., 2024). The effectiveness of strategic alliances, therefore, is not determined by the presence of these components alone but by their orchestration within a collaborative governance framework that enables mutual reinforcement.

Figure 2. Strategic Alliance Integration Model

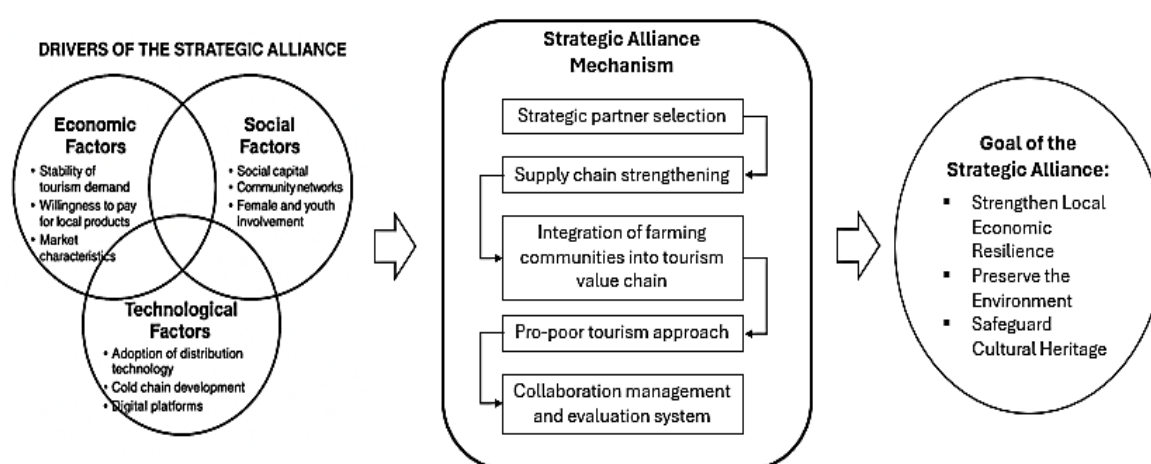


Figure 2 illustrates the proposed Strategic Alliance Integration Model, which systematically consolidates these interdependent components into a coherent mechanism. On the left-hand side, the model highlights the drivers of strategic alliances—economic, social, and technological—that create both opportunities and pressures for integration. At the centre, the five alliance mechanisms (partner selection, supply chain strengthening, community integration, pro-poor tourism, and collaborative management) are conceptualised not as discrete elements but as interconnected

processes that generate feedback loops. On the right-hand side, the objectives of the alliance—economic resilience, environmental sustainability, and cultural preservation—are positioned as outcomes that emerge only when the mechanisms operate in synergy rather than in isolation.

This integrative perspective demonstrates that the novelty of the model lies not simply in combining theoretical approaches (supply chain, value chain, and pro-poor tourism) but in showing how they interact within the empirical context of Bali to address fragmentation and align practical realities with sustainability objectives. In doing so, the model transforms what could appear as a collection of concepts into a critical synthesis that links theory, field evidence, and policy relevance.

Challenges in Building a Strategic Agriculture–Tourism Alliance in Bali

Based on field data, the challenges involved in establishing strategic alliances between the agriculture and tourism sectors can be categorised into three main themes: challenges relating to farmers, challenges relating to tourism stakeholders, and challenges relating to policies and institutions.

Limited Capacity, Access, and Product Competitiveness

Most farmers in Bali's agricultural sector are small businesses with limited capital. This restricts their access to the tourism market, meaning they generally rely on middlemen who command high profit margins. Fluctuations in production and demand, influenced by external factors such as weather, pest infestations and the dynamics of the tourist season, exacerbate this situation, making it difficult to maintain a continuous supply. Furthermore, the limited distribution infrastructure, particularly the lack of cold storage facilities and refrigerated transport, hinders the timely and standardised delivery of fresh produce to hotels and restaurants. Additionally, many agricultural products fail to meet the quality and visual standards required by the tourism sector. The organic certification process, which could enhance competitiveness, is often deemed too costly and complex for small-scale farmers.

Consistent supply constraints and partnership sustainability

Tourism operators demand consistently high-quality raw materials. However, maintaining such a consistent supply is challenging. Often, only around half of a farmer's harvest meets the selection criteria of restaurants and hotels, with the rest being discarded due to poor presentation or quality. Disruptions such as pests and adverse weather conditions increase yield variability and disrupt supply continuity. This inconsistency poses operational risks for hotels and restaurants, such as menu changes or shortages, making them hesitant to commit fully to local farmers.

Minimal government involvement and policy support

To date, the agriculture-tourism alliance in Bali has not received any specific support from the government. There are no regulations or incentives to encourage collaboration systematically. For instance, despite the importance of organic certification for boosting market confidence, the government has not provided subsidies or facilitated certification. The absence of government

intervention is also evident in the lack of programmes connecting farmers with the tourism industry, meaning collaborative efforts are largely driven by private initiatives or NGOs.

CONCLUSION

This study confirms the significant market potential for strategic alliances between Bali's agriculture and tourism sectors. These alliances are driven by a predominantly international tourist demographic who are young and have strong preferences for sustainability, authentic cultural engagement and wellness-oriented experiences. Three strategic factors — economic stability in tourism demand, strong social capital embedded in traditional institutions, and the growing adoption of distribution and digital technologies — provide a solid basis for establishing such partnerships.

The field analysis reveals that the five core components of the strategic alliance mechanism are already being observed in practice. These components include the selection of strategic partners, the strengthening of supply chains, the integration of farming communities into the tourism value chain, the promotion of pro-poor tourism and effective collaboration management with evaluation. However, these components operate in isolation and with varying degrees of effectiveness. The critical gap lies in the absence of an integrated framework that aligns these elements into a coherent system, which limits their capacity to achieve the overarching goals of strengthening local economic resilience, preserving the environment, and safeguarding cultural heritage.

These are strategic partner selection, supply chain strengthening, integration of farming communities into the tourism value chain, a pro-poor tourism approach, and collaborative management and evaluation. However, these components are often implemented in isolation. Without an integrated framework, these efforts risk failing to maximise synergies and secure long-term resilience in local economies. The proposed Strategic Alliance Integration Model addresses this issue by aligning theory with practice. It offers a coherent structure that enhances farmers' livelihoods, safeguards cultural heritage and strengthens Bali's position as a leading sustainable tourism destination.

Practical Implications

The findings provide a practical roadmap for implementing the Strategic Alliance Integration Model to enhance the relationship between agriculture and tourism in Bali. For tourism enterprises, the model provides a framework for creating integrated experiences, such as organic farm tours, cooking classes and wellness retreats, that align with the sustainability values of millennial and Gen Z travellers. For farming organisations, the model emphasises supply chain reliability, quality control and collaborative branding to increase market reach. Meanwhile, policymakers and development agencies can foster enabling conditions by providing cold chain infrastructure, supporting organic certification, and implementing incentive-based policies. The

significant number of female and international visitors also presents opportunities for targeted marketing campaigns focusing on authentic cuisine, sustainable practices, and women's empowerment. In practice, the model has the potential to increase farmers' incomes, reduce their reliance on intermediaries and strengthen Bali's position as a sustainable tourism destination.

Theoretical Implications

This study contributes to the field of strategic alliance scholarship by proposing a five-component model that conceptualises the integration of agriculture and tourism, underpinned by three strategic drivers. It extends alliance theory by incorporating pro-poor tourism principles and adding a social equity dimension, demonstrating how alliances can achieve market competitiveness and inclusive community development. Furthermore, the research underscores the importance of contextualising theoretical constructs within field realities, particularly in emerging economies characterised by informal governance, infrastructural gaps and fragmented coordination. Situating the model within Bali's unique socio-cultural and economic context provides a framework that can be adapted by other destinations seeking to link agriculture and tourism for sustainable development. This contextualisation enhances the external validity of strategic alliance theory, bridging the gap between conceptual models and actionable strategies.

Limitations

This study has several limitations that must be acknowledged. Firstly, the geographical focus on Bali provides depth within a specific agrarian–tourism context, but this restricts how widely the findings can be generalised to destinations with different agricultural structures or tourism governance systems. Therefore, while the proposed model is robust within this context, it requires adaptation to local circumstances for application elsewhere. Secondly, the sample was dominated by international visitors, which introduces potential bias. The preferences of international visitors tend to reflect global market expectations, such as demand for organic produce or cultural experiences, while the preferences of domestic tourists, who may prioritise affordability or other value propositions, are underrepresented. This imbalance may cause the model to focus more on external than local demand dynamics. Thirdly, the temporal scope of the data collection, which was confined to a single period, makes the findings vulnerable to seasonal fluctuations in agricultural yields and tourist arrivals. This limits the longitudinal validity of the findings. Finally, while the study incorporated the perspectives of multiple stakeholders, the lack of a detailed comparative analysis of farmer groups, tourism operators and policymakers limit our understanding of the power dynamics and negotiation processes within the alliance.

These limitations do not diminish the study's contribution; rather, they highlight potential areas for future research. Further studies are encouraged to extend the scope to destinations with diverse agritourism contexts, balance the perspectives of domestic and international tourists, use longitudinal data to capture seasonal changes and conduct comparative analyses across stakeholder

groups. Such efforts would refine and strengthen the Strategic Alliance Integration Model by testing its robustness in different contexts and enhancing its theoretical and practical relevance.

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