

CHAPTER 2 - LITERATURE REVIEW

2.1 Theoretical Perspectives



Figure 1. Theoretical Framework for Sustainable Urban XYZ Bird Management

The theoretical foundation of this research is built upon the integration of Sustainable Destination Management (SDM), Signaling Theory, and Brand Equity Theory. SDM theory posits that for a tourism destination to remain viable in the long term, it must move beyond traditional profit-centric models toward a holistic approach that integrates environmental stewardship into its core operational strategy. According to Dharmesti et al. (2025), a well-managed sustainable value proposition is no longer an ethical adjunct but a primary driver of long-term destination loyalty in emerging markets. In this context, XYZ Bird Park Indonesia is analyzed as a managed ecosystem where green infrastructure serves as the central mechanism to align conservation objectives with commercial tourism goals.

Furthermore, this study employs Signaling Theory to explain the communication dynamic between the destination and its visitors. In an environment where visitors cannot directly audit a destination's internal ethics, they rely on tangible "signals" to form their perceptions. Visible green infrastructure—such as biophilic architecture and eco-friendly utility systems—acts as a high-quality signal of genuine environmental commitment. As explored by Tan & Lee (2024), these visible sustainability signals are crucial in shaping tourist trust and building brand credibility. This signaling process effectively builds Green Brand Equity, where the brand's value is derived from its perceived environmental responsibility. Wong et al. (2024) further emphasize that biophilic design in urban settings significantly enhances a destination's image by reducing "urban fatigue," thereby creating a unique psychological appeal for city-dwelling visitors.

Finally, the framework connects these perceptions to Relationship Marketing Theory, specifically focusing on the transition from visitor satisfaction to Destination Loyalty. This theory suggests that loyalty is rooted in emotional and ethical alignment rather than just functional service quality. Research by Pratiwi & Santoso (2025) demonstrates that in the context of Indonesian urban wildlife tourism, perceived sustainability acts as a critical precursor to revisit intentions. When visitors interact with a destination that demonstrates a commitment to nature through its physical infrastructure, it fosters a sense of "place attachment" and trust. As noted by Rana et al. (2023), this ethical satisfaction becomes a powerful driver for building destination trust and repeat visits. Therefore, the framework illustrates a strategic path: effective sustainable management creates credible green signals, which enhance brand equity and ultimately result in long-term visitor loyalty.

2.1.1. Sustainable Destination Management

Sustainable destination management (SDM) represents a paradigm shift from traditional, growth-oriented tourism planning toward a holistic framework that balances environmental integrity, social equity, and economic viability. As emphasized by the Global Sustainable Tourism Council (GSTC, 2023), contemporary destinations must move beyond "aesthetic sustainability"—where green features are merely superficial—

to a model that operationalizes green initiatives as core functions. This transition ensures that tourism development not only protects local biodiversity but also enhances the overall visitor experience through meaningful engagement with nature. According to Moyle et al. (2024), the effectiveness of SDM in the modern era is increasingly dependent on the destination's ability to integrate real-time environmental monitoring with strategic decision-making, ensuring that sustainability is an active, rather than passive, management process.

A critical component of SDM is the implementation of a "regenerative" approach to tourism, which goes a step further than traditional sustainability by actively seeking to improve and restore the destination's ecosystem. Bellato et al. (2023) argue that urban conservation parks must adopt regenerative management practices to counteract the negative externalities of high-density urbanization. In this context, green infrastructure is not just a defensive measure against environmental degradation but a proactive instrument for ecological restoration. For a destination like XYZ Bird Park Indonesia, this means that the management strategy must prioritize the creation of net-positive impacts on local biodiversity, which in turn elevates the destination's status as a leader in urban environmental stewardship.

The operationalization of sustainability within SDM also requires a robust framework for collaborative governance. Setiawan and Rahmawati (2025) highlight that sustainable destinations in emerging markets succeed when there is a strong synergy between private operators, local government, and the community. This multi-stakeholder approach is essential for managing "creative hubs" or special districts where tourism is integrated with commercial and residential zones. By fostering a collaborative environment, destination managers can ensure that green infrastructure policies are supported by all actors, thereby creating a cohesive and resilient destination brand that appeals to both local residents and international visitors.

Furthermore, the role of "Place-Based Management" has gained significant traction in the literature as a method to personalize the sustainable experience. Dwyer et al. (2024) suggest that sustainable destinations should leverage their unique geographical and biological characteristics to create a distinct market position. For an

urban aviary, this involves utilizing indigenous flora and fauna as the centerpiece of its green infrastructure, thereby providing an authentic educational experience that cannot be replicated elsewhere. This strategy not only supports local conservation but also strengthens the "Sense of Place," which is a vital factor in building a sustainable competitive advantage in the competitive landscape of urban tourism.

The integration of technological innovation, or "Smart Sustainability," is another emerging pillar of modern SDM. Buhalis and Karatay (2025) emphasize that the use of Internet of Things (IoT) sensors and Artificial Intelligence (AI) in managing green infrastructure allows destinations to optimize resource consumption with unprecedented precision. By digitizing sustainable operations, destination managers can provide transparent data regarding their environmental performance, which helps in mitigating guest skepticism. At XYZ Bird Park, the adoption of smart management systems ensures that the ecological health of the habitats is maintained at optimal levels, directly influencing the quality of the visitor's encounter with wildlife.

From a marketing perspective, SDM must be aligned with the "Values-Based Consumption" trend. Nguyen and Chen (2024) observe that modern tourists are increasingly making travel decisions based on the ethical alignment between their personal values and the destination's operational reality. Therefore, SDM must ensure that a destination's "green claims" are backed by visible and verifiable infrastructure. When a destination effectively manages its environmental ethics, it reduces the psychological distance between the guest and the host, fostering a deeper connection that transcends the transactional nature of traditional tourism.

The socio-economic dimension of SDM also focuses on "Inclusivity and Community Resilience." Almeida-García et al. (2023) point out that sustainable destinations must act as economic catalysts that provide long-term benefits to the local population without compromising environmental assets. In urban settings, this involves creating educational programs and employment opportunities that are tied to the destination's green operations. By integrating the community into the sustainability narrative, destination managers can secure local support, which is a prerequisite for the long-term social sustainability of the project.

Finally, the resilience of a sustainable destination is tested by its ability to adapt to climate-related disruptions. Dogru et al. (2024) argue that SDM must incorporate climate adaptation strategies into the primary infrastructure design. For urban conservation parks, this means utilizing green infrastructure to manage microclimates and mitigate the effects of urban heat islands. Ultimately, SDM is an ongoing process of balancing these diverse interests to ensure that the destination remains a viable, attractive, and ethically sound haven for both visitors and the natural world.

2.1.2 Green Infrastructure and Brand Image

The relationship between green infrastructure and brand image has evolved into a cornerstone of strategic marketing within the tourism sector. Recent studies suggest that "green management" acts as a decisive strategic variable in strengthening the brand equity of tourism organizations. In urban environments, biophilic design and nature-integrated infrastructure serve as powerful visual cues for sustainability, which can significantly elevate a destination's reputation. According to Al-Amin et al. (2024), the physical presence of sustainable infrastructure creates a "halo effect" that improves the overall perception of service quality, suggesting that visitors often equate environmental commitment with organizational excellence and reliability.

The concept of "Green Brand Image" is particularly critical in urban wildlife destinations like XYZ Bird Park. When infrastructure—such as recycled water systems and energy-efficient habitats—is made visible to the public, it functions as a form of non-verbal communication. Kuo and Chen (2025) argue that these tangible green attributes are more effective in building brand trust than traditional advertising. By providing "proof of sustainability," destinations can effectively mitigate consumer skepticism and greenwashing concerns, fostering a brand identity rooted in transparency and authentic ecological stewardship.

In the context of competitive urban hubs, green infrastructure serves as a primary tool for "Strategic Differentiation." Berezina et al. (2023) highlight that as urban tourism markets become increasingly saturated, destinations that offer a biophilic

sanctuary provide a unique value proposition. This "green edge" allows a destination to command a higher brand position, attracting a premium segment of "conscious consumers" who are willing to support organizations that align with their personal ethical values. For XYZ Bird Park, this means that its nature-integrated design is not just a conservation feature, but a vital asset for market positioning within the Creative District.

The psychological impact of green infrastructure on brand perception is further explained through the lens of "Environmental Aesthetics." Liu and Zhang (2024) demonstrate that biophilic urbanism reduces the perceived "artificiality" of city-based attractions, making them appear more welcoming and restorative. This aesthetic appeal translates into a stronger brand personality—one that is perceived as innovative, nurturing, and high-quality. Consequently, the brand becomes synonymous with a high-end lifestyle choice, bridging the gap between urban convenience and natural tranquility.

Furthermore, the integration of green infrastructure into the brand narrative facilitates "Brand Co-Creation" with the visitors. Park and Kim (2025) suggest that when guests interact with sustainable facilities, they are more likely to share their experiences on social media, acting as "green brand ambassadors." The photogenic nature of biophilic designs encourages organic digital marketing, where the destination's brand image is amplified by authentic visitor stories. This peer-to-peer validation is invaluable in the digital era, as it builds a credible brand reputation that resonates with younger, tech-savvy demographics.

However, for green infrastructure to effectively enhance brand image, there must be "Operational Congruence." Fischer and Weber (2024) emphasize that any discrepancy between a destination's green branding and its actual operational reality can lead to significant brand damage. Therefore, sustainable infrastructure must be integrated into the entire guest journey—from the entrance to the habitat displays. This consistency ensures that the brand promise of sustainability is fulfilled at every touchpoint, reinforcing the visitor's trust and deepening their emotional attachment to the destination.

The long-term impact of a green brand image is the cultivation of "Affective Brand Commitment." Ribeiro et al. (2023) found that travelers who perceive a destination as a genuine leader in environmental innovation develop a stronger emotional bond with the brand. This bond transcends mere satisfaction, leading to a state where the brand becomes part of the visitor's self-identity. In urban conservation tourism, this means that a guest's loyalty is driven by the pride of being associated with a destination that actively contributes to the preservation of biodiversity through its infrastructure.

Finally, the resilience of a destination's brand image in times of crisis is often tied to its established "Green Goodwill." Gomez-Olvera et al. (2022) point out that organizations with a strong track record of environmental investment are perceived as more socially responsible and ethical during economic or social shifts. By embedding sustainability into its physical and operational DNA, XYZ Bird Park builds a "reputational buffer" that protects its brand value. Ultimately, the synergy between green infrastructure and brand image ensures that the destination remains a relevant, respected, and highly sought-after landmark in the evolving landscape of global tourism.

2.1.3 Visitor Perception and Revisit Intentions

The quality of the environment and the presence of visible conservation efforts are key drivers of visitor satisfaction in wildlife-based tourism. When visitors perceive a destination as genuinely committed to environmental ethics through its infrastructure, it fosters a deeper emotional connection, leading to higher levels of trust and a greater likelihood of repeat visits. According to Arora and Sharma (2024), the "perceived green image" of a destination acts as a psychological buffer that enhances visitor tolerance toward premium pricing, provided the conservation efforts are tangible and well-communicated. In urban settings, this perception is often tied to how well the facility integrates wildlife welfare with visitor comfort.

A fundamental aspect of shaping visitor perception is the "Atmospheric Effect" of sustainable infrastructure. Cheng and Tan (2025) suggest that biophilic

environments—characterized by natural lighting, organic materials, and integrated greenery—create a restorative experience that significantly boosts psychological well-being. For visitors at XYZ Bird Park, the transition from a noisy urban environment to a serene, nature-integrated sanctuary provides immediate emotional gratification. This shift in mood is a powerful precursor to satisfaction, as visitors associate the destination with mental rejuvenation and high-quality educational value.

Furthermore, the "Authenticity" of green initiatives plays a crucial role in building long-term trust. Hassan et al. (2024) argue that modern tourists are increasingly skilled at detecting "greenwashing." Therefore, visible infrastructure like on-site water recycling or renewable energy installations serves as "hard evidence" of a destination's ethical stance. When visitors observe these systems in action, it validates their choice to support the destination, leading to what is known as "Ethical Satisfaction." This form of satisfaction is more durable than mere functional pleasure and is a primary driver of brand advocacy.

The relationship between perception and loyalty is also mediated by "Educational Engagement." Mishra and Gupta (2025) highlight that in wildlife tourism, the visitor's perception of the destination's educational mission significantly impacts their revisit intentions. If the green infrastructure is used as a living classroom, visitors feel they have gained intellectual value beyond simple entertainment. This perceived personal growth fosters a sense of gratitude toward the destination, making them more likely to return for further learning and to witness the progress of conservation efforts.

In the digital era, "Social Influence" and the "Insta-worthiness" of sustainable designs cannot be overlooked. Rodriguez-Lopez et al. (2023) demonstrate that visitors who perceive a destination as aesthetically pleasing and ecologically responsible are more likely to engage in "Electronic Word-of-Mouth" (eWOM). By capturing and sharing the beauty of biophilic architecture on social media, visitors reinforce their own positive perceptions while influencing the perceptions of their peers. This cycle of digital validation strengthens the destination's reputation and creates a community of loyal followers.

Moreover, "Place Attachment" is a vital psychological link between perception and revisit intention. Zhang and Xu (2024) found that when visitors feel a destination reflects their personal values—such as environmental preservation—they develop a sense of belonging to that place. This attachment is particularly strong in urban conservation parks where residents feel a sense of pride in having a "green lung" in their own city. This localized loyalty ensures a steady stream of repeat visitors who view the destination not just as a tourist spot, but as a valued community asset.

The perception of "Animal Welfare" is another non-negotiable factor in wildlife-based tourism. Lee and Jago (2025) emphasize that visitors are highly sensitive to the living conditions of the animals. Sustainable infrastructure that prioritizes habitat naturalism and stress reduction for the animals is perceived as a sign of high ethical standards. If visitors perceive that the animals are thriving in a high-quality, nature-based environment, their overall satisfaction increases, and they are more likely to support the park through repeat visits and donations.

From a strategic perspective, "Service Quality" must be seamlessly integrated with "Environmental Quality." Sia and Tan (2024) point out that even the most advanced green infrastructure cannot compensate for poor hospitality. However, when high-quality service is delivered within a sustainable framework, it creates a "Synergistic Satisfaction" that exceeds visitor expectations. This combination of "Green" and "Service" excellence is what differentiates a premium destination like XYZ Bird Park from its competitors in the Creative District.

Additionally, "Price Fairness" perceptions are often influenced by the visible investment in sustainability. Kim and Lee (2023) found that tourists are less likely to perceive admission fees as "expensive" when they can see that the funds are being reinvested into conservation infrastructure. This transparency reduces "Price Sensitivity" and enhances the perceived value for money. When visitors feel they are contributing to a meaningful cause through their patronage, their commitment to the destination becomes more resilient to economic fluctuations.

Finally, the long-term sustainability of a destination's visitor base is ensured through "Cognitive and Affective Loyalty." Villarino and Cavia (2022) conclude that the combination of knowing the destination is doing good (cognitive) and feeling good while being there (affective) creates the highest level of loyalty. By consistently managing its green infrastructure to meet these psychological needs, XYZ Bird Park Indonesia can secure its position as a preferred destination. Ultimately, positive visitor perception is the bridge that turns a one-time curious tourist into a lifelong conservation advocate and loyal visitor.

2.2 Previous Studies

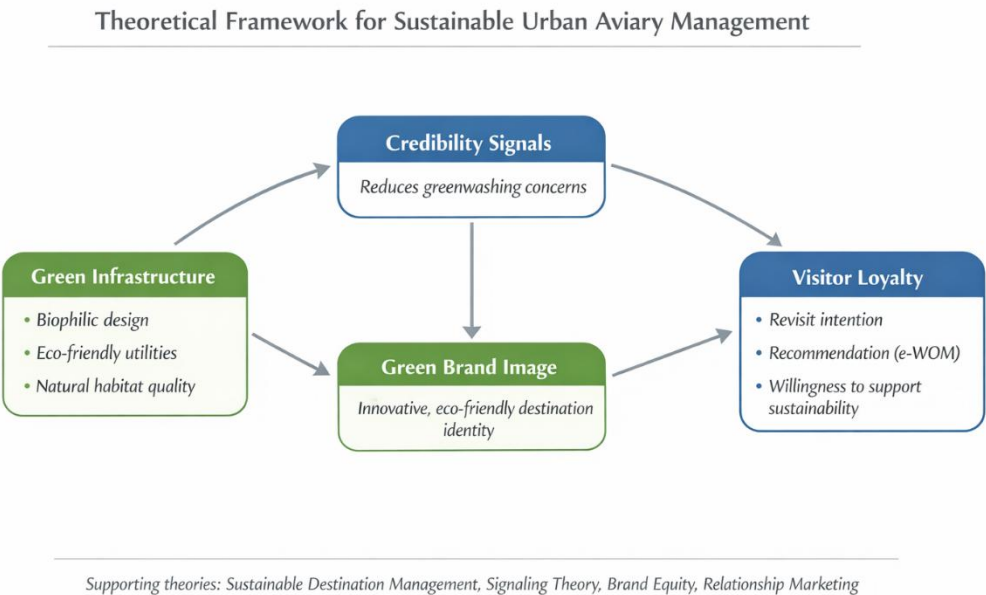


Figure 2. Theoretical Framework for Sustainable Urban XYZ Bird Management

Previous research has explored the components of sustainability and infrastructure efficiency, though largely in isolation. This section categorizes relevant empirical findings to establish the foundation for the current study.

Table 2. Summarizes the key previous studies that serve as the basis for this research

No	Author(s) & Year	Research Focus / Variables	Key Findings / Contribution to Current Research
1	Nabilla et al. (2025)	Green Management & Brand Equity	Establishes green management as a decisive strategic variable for tourism reputational and financial performance.
2	Tan & Lee (2024)	Signaling Theory & Green Infrastructure	Demonstrates how visible green infrastructure acts as a "signal" to build visitor trust and mitigate greenwashing concerns.
3	Gadhi et al. (2024)	Biophilic Urbanism & Creative Districts	Highlights how nature-integrated design reduces "urban fatigue" and increases the perceived value of destinations in city hubs.
4	Su & Cazorla-Artiles (2025)	Environmental Ethics & Revisit Intentions	Found a strong correlation between a destination's perceived ethical infrastructure and the visitor's long-term loyalty.
5	Wong et al. (2024)	Biophilic Design & Destination Image	Explains the psychological impact of nature-based solutions in enhancing a destination's image for urban dwellers.
6	Dharmesti et al. (2025)	Sustainable Value Propositions	Argues that sustainability is a primary driver of destination loyalty in emerging markets like Southeast Asia.
7	Pratiwi & Santoso (2025)	Green Brand Equity & Revisit Intentions	Specifically explores the Indonesian context, linking perceived sustainability to higher revisit intentions in wildlife tourism.
8	Buhalis & Karatay (2025)	Smart Sustainability (IoT & AI)	Provides the basis for integrating technology (Smart Management) with green infrastructure to optimize resource use.
9	Rana et al. (2023)	Ethical Satisfaction & Relationship Marketing	Discusses how "ethical satisfaction" (seeing real conservation) creates a deep emotional bond and destination trust.
10	Al-Amin et al. (2024)	Halo Effect of Green Infrastructure	Suggests that visitors equate visible environmental commitment with overall

No	Author(s) & Year	Research Focus / Variables	Key Findings / Contribution to Current Research
			organizational excellence and high service quality.
11	Lee & Jago (2025)	Animal Welfare & Habitat Quality	Emphasizes that habitat naturalism and animal welfare are non-negotiable predictors of visitor satisfaction in aviaries.
12	Hendrayani & Zen (2025)	Collaborative Governance	Highlights the importance of multi-stakeholder synergy between conservation parks and urban creative districts.

2.3 Research Gap and Novelty

2.3.1. Research Gap

Despite the rapid growth of literature on sustainable tourism management, several critical research gaps remain:

1. **Contextual Gap:** Most existing studies on green infrastructure and wildlife conservation focus on large-scale national parks or rural eco-tourism sites (Dwyer et al., 2024). There is a significant lack of empirical research specifically examining the effectiveness of green infrastructure within an "Urban Aviary" integrated into a high-density creative district, such as the Creative District .
2. **Theoretical Integration Gap:** Previous research often separates the technical aspects of infrastructure from consumer psychology. There is a limited number of studies that integrate **Signaling Theory** (infrastructure as a signal) with **Relationship Marketing** (visitor loyalty) into a single cohesive model within the urban wildlife tourism industry.
3. **Regional and Sector-Specific Gap:** Studies on **Green Brand Equity** in the Indonesian wildlife tourism sector are largely dominated by conventional zoos or safari parks. There is an absence of in-depth evaluation on how "Regenerative Tourism" and "Smart Sustainability" are implemented in newly developed

urban conservation projects to drive long-term visitor loyalty (Pratiwi & Santoso, 2025).

2.3.2. Research Novelty

This research offers novelty in the following aspects:

1. **Unique Case Study (XYZ Bird Park Indonesia):** This study is among the first to analyze XYZ Bird Park Indonesia as a model of "Urban Conservation" that utilizes biophilic design within a commercial-creative hub. It provides a fresh perspective on how conservation can serve as a primary brand differentiator in a competitive urban landscape.
2. **Multidimensional Strategic Framework:** Unlike previous studies that focus on single variables, this research constructs a comprehensive framework linking physical assets (**Green Infrastructure**), communication mechanisms (**Credibility Signals**), psychological perceptions (**Brand Image**), and behavioral outcomes (**Loyalty**).
3. **Non-Financial Strategic Perspective:** The novelty lies in its shift away from pure cost-based analysis (CAPEX/OPEX) toward **Strategic Management**. This research demonstrates that green infrastructure is not merely an operational expense but a strategic instrument used to build trust, mitigate greenwashing concerns, and foster ethical satisfaction among modern visitors.

Table 3. Summary for Research Gap and Novelty

	<i>Feature</i>	<i>Previous Studies</i>	<i>This Research (Novelty)</i>
1	Setting	National Parks / Rural Eco-tourism.	Urban XYZ Bird within a Creative District.
2	Primary Theory	Service Quality or General Sustainability.	Integration of Signaling Theory & Relationship Marketing.

	<i>Feature</i>	<i>Previous Studies</i>	<i>This Research (Novelty)</i>
3	Focus	Financial performance or technical audits.	Strategic branding and behavioral loyalty.
4	Context	International or conventional Indonesian sites.	Modern regenerative urban conservation in Indonesia.

2.4 Hypothesis

Based on the background and objectives of the study, the following hypotheses are proposed:

2.4.1 Hypothesis Development

The hypotheses in this study are developed from the integration of sustainable destination management, signaling theory, brand image theory, and relationship marketing. In the context of XYZ Bird Park Indonesia, green infrastructure is positioned not only as a physical asset, but also as a strategic stimulus that shapes visitor trust, destination image, and long-term loyalty. Based on this theoretical logic, the following hypothesis development is proposed.

H1: Green Infrastructure → Credibility Signals

Green infrastructure can be seen directly by visitors, so it becomes one of the first things they use to judge whether a destination is truly committed to sustainability. In places like XYZ Bird Park, visitors may not have access to internal management practices, but they can observe the physical environment, such as the natural habitat layout, biophilic design, and visible eco-friendly systems. These visible elements help reduce doubt and make the destination's environmental message feel more believable. In other words, when green infrastructure is implemented clearly and consistently, it is likely to strengthen visitors' perception that the destination is genuine and trustworthy in its sustainability efforts (Tan & Lee, 2024; Kuo & Chen, 2025; Hassan et al., 2024). Based

on this reasoning, green infrastructure is expected to have a positive effect on credibility signals.

H2: Green Infrastructure → Green Brand Image

A destination's brand image is shaped by how visitors interpret what they see and experience during their visit. In the case of XYZ Bird Park, green infrastructure does more than support environmental functions; it also creates a distinct visual identity. Features such as nature-based design, greener surroundings, and environmentally responsible facilities can leave a strong impression that the destination is modern, responsible, and different from other urban attractions. Since XYZ Bird Park is located in a commercial urban environment, the presence of visible green infrastructure may play an important role in shaping how visitors remember and evaluate the brand (Wong et al., 2024; Al-Amin et al., 2024; Liu & Zhang, 2024). Therefore, better implementation of green infrastructure is expected to positively influence green brand image.

H3: Credibility Signals → Visitor Loyalty

Visitor loyalty does not appear instantly; it usually grows when people feel confident about the destination and trust what it represents. Credibility signals matter because they help visitors feel that the destination is honest, transparent, and serious about its environmental commitment. When visitors believe that a place is not simply using sustainability as a marketing message, they are more likely to develop positive feelings toward it, return in the future, and recommend it to others. In the context of sustainable tourism, trust is especially important because visitors are becoming more aware of environmental issues and more critical of green claims (Rana et al., 2023; Su & Cazorla-Artiles, 2025). For that reason, stronger credibility signals are expected to positively influence visitor loyalty.

H4: Green Brand Image → Visitor Loyalty

A strong green brand image can make visitors feel more connected to a destination. When people see a destination as environmentally responsible, unique, and relevant to their values, they are more likely to remember it positively and build an emotional attachment to it. This positive image can encourage repeat visits and recommendations, especially in a competitive urban tourism market where destinations need to stand out clearly. For XYZ Bird Park, a positive green brand image may help position the park not only as a place to visit, but also as a destination that visitors feel proud to support (Pratiwi & Santoso, 2025; Ribeiro et al., 2023). Therefore, green brand image is expected to have a positive effect on visitor loyalty.

1. **H1:** Green Infrastructure has a positive effect on Credibility Signals.
2. **H2:** Green Infrastructure has a positive effect on Green Brand Image.
3. **H3:** Credibility Signals have a positive effect on Visitor Loyalty.
4. **H4:** Green Brand Image has a positive effect on Visitor Loyalty.

