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# STRATEGIC PLANNING AND TOURISM PROMOTION AS DRIVERS OF SUSTAINABLE ECONOMIC DEVELOPMENT: EVIDENCE FROM A LOCAL GOVERNMENT IN THE PERUVIAN AMAZON

Juan Hernán Vásquez Vásquez<sup>1\*</sup>, Yerania Yepper Carhuas Noa<sup>2</sup>, Liduvina Mercedes Carhuas Noa<sup>3</sup>, Luzmila Lourdes Garro Aburto<sup>4</sup>

<sup>1</sup>Doctorado en Gestión Pública y Gobernabilidad, Universidad César Vallejo.

ORCID iD: <https://orcid.org/0000-0001-9919-0876>, Email: [jvasquez10@ucvvirtual.edu.pe](mailto:jvasquez10@ucvvirtual.edu.pe)

<sup>2</sup>Magister en Administración de la Educación, Universidad César Vallejo.

ORCID iD: <https://orcid.org/0009-0005-7551-6487>, Email: [yerilove@hotmail.com](mailto:yerilove@hotmail.com)

<sup>3</sup>Magister en Administración de la Educación, Universidad César Vallejo.

ORCID iD: <https://orcid.org/0009-0005-4732-2044>, Email: [lmercdescn@gmail.com](mailto:lmercdescn@gmail.com)

<sup>4</sup>Doctor en Psicología Educativa y Tutorial, Universidad Nacional de Educación Enrique Guzmán y Valle.

ORCID iD: <https://orcid.org/0000-0002-9453-9810>, Email: [luzgarro@ucvvirtual.edu.pe](mailto:luzgarro@ucvvirtual.edu.pe)

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Corresponding Author: Juan Hernán Vásquez Vásquez  
([jvasquez10@ucvvirtual.edu.pe](mailto:jvasquez10@ucvvirtual.edu.pe))

## ABSTRACT

*This study examines how strategic planning and tourism promotion influence sustainable economic development within a local government in the Peruvian Amazon. A quantitative, applied, and correlational design was implemented with a probabilistic sample of 80 municipal officials. Results revealed a positive association between institutional planning and local economic performance (Nagelkerke  $R^2 = 0.66$ ), confirming that integrated strategic planning and responsible tourism promotion enhance competitiveness and productive diversification. Empirical evidence highlights multilevel governance and public-private collaboration as critical factors for Amazonian sustainability. The research proposes the development of a Local Integrated Tourism Promotion Plan 2025-2030 to institutionalize innovation, sustainability, and community participation. Overall, the study provides actionable evidence for local policymaking aligned with SDGs 8 and 12, positioning tourism as a key driver of sustainable territorial development in the Amazon region. This research advances the understanding of multilevel governance for sustainable tourism, offering empirical insights applicable to emerging Amazonian economies.*

**KEYWORDS:** Strategic Planning, Tourism Promotion, Economic Development, Sustainable Management, Local Governance.

## 1. INTRODUCTION

It is essential for local authorities and public officials to regard strategic planning as a pivotal instrument in public administration, emphasizing both deficiencies and potentialities. The World Tourism Organization (UNWTO, 2025) reported that global tourism revenues increased in 2024, approaching pre-pandemic levels. They reached USD 1.6 trillion, marking a 3% rise compared to 2023 and a 4% increase relative to 2019. The average expenditure per tourist is also recovering, decreasing from nearly USD 1,400 per arrival during 2020–2021 to approximately USD 1,100 in 2024, still exceeding the pre-pandemic average of USD 1,000. These figures denote a sustained recovery of the sector, underscoring the necessity of reinforcing local tourism management capacities through systematically planned and sustainable processes.

In Peru, the Ministry of Foreign Trade and Tourism (MINCETUR, 2021) implemented several programs aimed at revitalizing the tourism industry, including Turismo FAE, RAF-Turismo, and Turismo Emprende-IGV (National Plan for the Recovery of the Tourism Sector 2021–2023, Law No. 31103). Specifically, MINCETUR chose to support companies within the tourism sector by focusing its efforts on micro, small, and medium-sized enterprises (MSMEs), with the purpose of providing them with financial assistance to ensure their operational continuity during the health crisis.

The implementation of a strategic tourism planning project is crucial to revitalize the region and to demonstrate how coordinated strategies can enhance tourist appeal, preserve local culture, and generate a positive economic impact on the community. Over the years, neglect has significantly affected tourist destinations such as Lake Chía Tipishca, where the absence of security and basic services has caused public dissatisfaction. Moreover, the lack of tourist boats for excursions highlights that local authorities have not invested in attracting domestic visitors. In addition, other identified issues include the limited diversification of the tourism offer, insufficient promotion of destinations, and the absence of coordination among local stakeholders. Therefore, precise objectives in strategic planning and concrete actions that foster employment, professional training, and the quality of tourism services are urgently required.

In this regard, the justification for this study lies in the perspective that strategic planning and tourism promotion are essential due to their relevance in strengthening public management and local

competitiveness through sustainable planning that enhances natural and cultural resources.

Despite numerous studies on tourism-led growth, little empirical evidence exists regarding the synergic effect of strategic planning and tourism promotion in Amazonian local governments, where governance fragmentation constrains sustainable development. This study addresses that gap by proposing an integrated multilevel framework validated through ordinal logistic regression, thereby contributing to the theoretical debate on sustainable territorial governance and providing empirical evidence from a peripheral Amazonian context. Given this context, the main objective is to determine the impact of strategic planning and tourism promotion on economic development within a local government in the Peruvian Amazon.

Studies such as that conducted by Abdelmoety *et al.* (2022) analyzed the sustainability of the hotel and tourism sector during the COVID-19 era through an open market valuation technique, demonstrating that economic assessment strategies are essential to ensure the sector's resilience in times of crisis. Furthermore, Haq *et al.* (2023) proposed sustainable recovery strategies for heritage tourism in Dubai, emphasizing the need to integrate creative industries with post-pandemic policies that strengthen cultural identity and foster business innovation. From an ecological standpoint, Bachi and Carvalho-Ribeiro (2023) highlighted the role of community-based tourism in enhancing the value of non-timber forest products, illustrating how local community participation can simultaneously contribute to biodiversity conservation and economic development. Similarly, Hakim *et al.* (2022) examined the coffee landscape of the Banyuwangi Geopark in Indonesia, integrating ecology, conservation, and sustainable tourism as pillars of a territorial model that combines agroecological production with the tourist experience. In parallel, Widianingsih *et al.* (2023) explored sports tourism in the Lake Toba district, revealing its potential to foster regional development and urban resilience by diversifying the tourism offer and stimulating the local economy.

Likewise, Cerquetti *et al.* (2022) underscore the importance of valuing intangible cultural heritage in the sustainable tourism development of rural areas through the project "Marche Food and Wine Memories" in Italy, where culinary and winemaking memory becomes an element of local identity and social cohesion. In the urban sphere, Bonilla *et al.* (2021) analyze how social media influences tourism promotion and user engagement with the city,

demonstrating the role of digital communication in the sustainable management of destinations. Both studies concur that cultural tradition and communicative innovation constitute complementary pillars of sustainable tourism.

Regarding the use of emerging technologies, Chang et al. (2022) applied big data analytics to examine brand personality in cultural tourism and its relationship with sustainable development, demonstrating the usefulness of artificial intelligence in enhancing destination image management. In turn, Dey et al. (2022) employed virtual reality as an educational tool to promote pro-environmental behaviors within the Indian context, revealing that technological innovation can strengthen ecological awareness and civic commitment to sustainability. From a social perspective, Elshaer et al. (2021) showed that women's empowerment has a direct impact on sustainable tourism development, mediated by their level of engagement in sectoral activities. This finding underscores that sustainable tourism cannot be understood without gender inclusion and equity. Along similar lines, Guerra and Gonçalves (2023) proposed the co-creation of sustainable experiences in tourism and hospitality, emphasizing the role of education and organizations in generating new responsible business models, thereby reinforcing the interconnection between training, innovation, and sustainability.

Conversely, Lancaster et al. (2020), Miguel et al. (2022), Osorio et al. (2023), and Oliveira and Oliveira (2024) examine the interplay between local economic development, employment, and urban growth in territories of Mexico and Brazil, emphasizing how development policies can be linked to sustainable tourism to foster job creation and reduce social inequalities. These studies demonstrate that tourism, when managed under sustainability criteria, can become an effective instrument for territorial convergence and social cohesion. At the theoretical level, Chandra (2021) and Missaglia and Vaggi (2025) reassess the contributions of thinkers such as Adam Smith, Amartya Sen, and Arthur Lewis to explain the role of the State and structural transformations in development processes, integrating tourism within sustainable growth strategies. Additionally, Oliveira and Oliveira (2024) reinterpret Walt Rostow's stages of economic development to analyze the evolution of Brazilian municipalities, offering a conceptual framework useful for understanding the phases of sustainable tourism development. Finally, Prunau (2021) reflects on strategic thinking and power dynamics in contemporary society, providing an essential perspective for the governance of tourist

destinations, where sustainability requires both political leadership and cooperation among public and private actors.

Multiple studies confirm the close relationship between tourism and global economic development. Wijesekara et al. (2022) demonstrated that tourism contributes approximately 10% of the global GDP and generates millions of jobs, revealing through Granger causality tests and wavelet coherence analysis across 105 countries a bidirectional relationship between tourism and economic growth. Complementarily, Yang et al. (2024) indicated that technological innovation and the structural modernization of the tourism sector enhance productivity and national income, although they cautioned that excessive digitalization may decouple local growth.

In turn, León-Gómez et al. (2021) identified that sustainable tourism accounts for 4.4% of GDP and 6.9% of employment in OECD countries, underscoring its role in fostering inclusive and sustainable growth, with a projected 1.8 billion international arrivals by 2030. In a similar vein, Liu et al. (2022) confirmed that tourism generated USD 1.461 trillion and 1.481 billion arrivals in 2019, establishing itself as a resilient and strategic economic driver for global recovery. Notably, Kyara et al. (2021) demonstrated a positive causal relationship between tourism and economic growth in Tanzania, where the sector contributed 10.7% of GDP and 11.1% of national employment, in addition to improving the balance of payments and reducing rural poverty.

Several studies have demonstrated that tourism, in its various forms, serves as a catalyst for regional economic development. Widianingsih et al. (2023) showed that international sporting events, such as the F1 Powerboat in Lake Toba, generate a positive economic impact and strengthen territorial resilience, reporting a correlation coefficient of 0.66 between event organization and local development. In a complementary manner, Idris et al. (2021) argued that the incorporation of virtual reality into tourism promotion enhances the effectiveness of national marketing strategies; through interviews with operators and visitors, they identified a positive relationship between immersive technologies and tourist attraction, with a correlation of 0.69.

Conversely, Mairita et al. (2023) demonstrated that strategic communication planning enhances the growth of religious and cultural tourism in Riau by optimizing institutional coordination and improving visitor flow, achieving a correlation coefficient of 0.64. Along similar lines, Dioses et al. (2025)

confirmed that public investment in tourism directly influences regional economic development, as 62% of respondents positively assessed the implemented actions, revealing a significant link with economic growth ( $r = 0.65$ ). What is more, Naseem (2021) evidenced that in Saudi Arabia, the tourism sector contributes 9.5% to GDP and 11.2% to employment, showing through cointegration and causality analyses that tourist arrivals and expenditures diversify the economy and foster national sustainability. Likewise, Filipiak *et al.* (2023) emphasized that the digitalization and sustainability of tourism within the European Union stimulated annual growth of 3.5%, enhancing competitiveness and job creation. Similarly, Ady *et al.* (2022) found that in Indonesia, sustainable tourism increases GDP through tourism revenues and foreign direct investment, accounting for 9.2% of national output in 2019. Additionally, Somoza-Medina and Monteserín-Abella (2021) highlighted that industrial heritage tourism in Europe's peripheral regions creates jobs and improves local income, even though its long-term economic benefits remain limited. To sum up, Yusuf *et al.* (2021) showed that sharia-based halal tourism promotes community economic growth in Aceh, with a positive correlation of 0.68 between religious tourism and local development, while Adanma and Ogunbiyi (2024) concluded that environmental policies and technological innovation strengthen economic sustainability, achieving improvements of 30–50% in developed countries and 20–35% in emerging economies.

## 2. THEORETICAL FRAMEWORK

The theory of strategic planning—rooted in the postulates of Igor Ansoff—belongs to the corpus of modern organizational thought and emphasizes rational anticipation in the face of uncertainty (Aboudaber, 2022; Puyt *et al.*, 2024). Originating in the business sphere, its adoption within the public sector responds to the need to structure processes, define goals, and guide decision-making amid increasing complexity (Prunau, 2021). Its essence lies in a continuous process of analysis, formulation, implementation, and evaluation (Shirinova & Fayzullayeva, 2025), in which foresight and deliberate reflection replace reactive improvisation.

In contrast to the classical linear planning approach, contemporary adaptive models—drawing inspiration from prospective governance and knowledge management—acknowledge the necessity of integrating organizational learning, social participation, and institutional flexibility. In this regard, the National Center for Strategic

Planning of Peru (CEPLAN, 2023) operationalizes planning across three dimensions: knowledge, participation, and evaluation, proposing a framework that links strategy with accountability. This perspective aligns with Díaz and Villafuerte (2022) in viewing planning as a tool for continuous improvement, yet it diverges from more rigid approaches that prioritize control over adaptability.

While Vargas *et al.* (2021) associate planning with efficiency and organizational achievement, Alosani *et al.* (2020) and Sara *et al.* (2021) emphasize its innovative role, particularly when it integrates creativity and talent management. Hence, the current debate transcends the mere allocation of resources: strategy is conceived as a social process that balances stability and change, vision and learning.

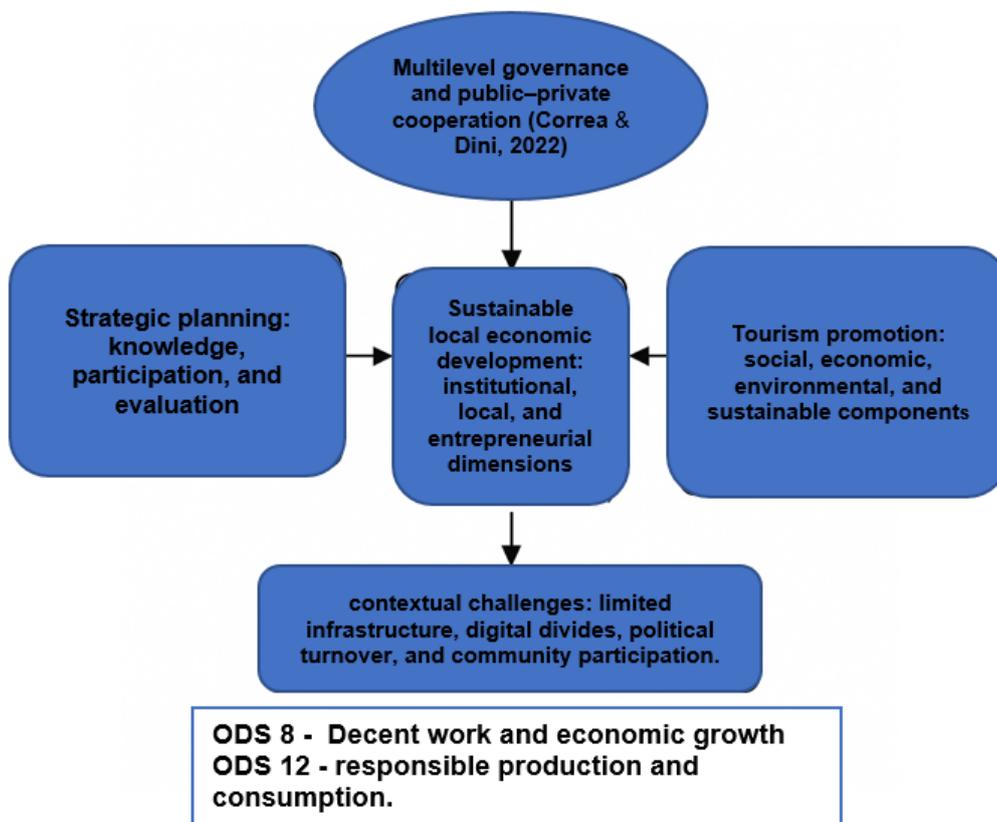
Concurrently, the theory of tourism marketing, derived from Kotler's model, conceptualizes destination promotion as a symbolic and communicative process rather than a purely transactional one (Yakubova & Nuriddinov, 2023). According to Kurniawan and Setiawan (2024), contemporary tourism promotion merges segmentation, positioning, and experiential value, therefore shaping an emotional product. This approach has gradually evolved toward smart and digital tourism, where governments, businesses, and citizens co-create value (Serafimova & Filipova, 2024). Nevertheless, scholars such as Gössling (2020) caution that excessive digitalization may depersonalize the tourist experience, creating tensions between sustainability and competitiveness.

The framework proposed by the World Tourism Organization (Amador-Mercado, 2021)—which integrates social, economic, environmental, and sustainability dimensions—provides a balanced foundation between progress and conservation. On the other hand, the debate endures as to whether promotion can be both profitable and sustainable. Studies by Gasparini and Mariotti (2023) and Grilli *et al.* (2021) demonstrate that sustainability depends primarily on community participation and the responsible management of destinations rather than on advertising investment.

In turn, economic development theory has evolved from productivist models toward paradigms centered on well-being and equity. Sen (1999) redefines development as the expansion of human capabilities (Chandra, 2021), conversely to Lewis's structuralist vision, which focuses on dual industrialization (Serra, 2024). This transition suggests that tourism-driven growth fosters genuine development only when it broadens opportunities, reduces inequalities, and promotes social inclusion (Almeida & Frozi, 2023;

Wasito, 2023). Within the Latin American context, the Economic Commission for Latin America and the Caribbean (ECLAC) and Correa and Dini (2022)

underscore the need for a multilevel institutional framework that integrates central government, local actors, and the private sector.



*Figure 1: Proposed Theoretical Model: Articulation among Strategic Planning, Tourism Promotion, and Sustainable Economic Development within a Multilevel Governance Context.*

Consequently, strategic planning and tourism promotion converge as complementary instruments of sustainable development: the former guides institutional action, while the latter stimulates territorial economies. Their interaction, mediated by collaborative governance and digital innovation, represents the mechanism through which local governments can transform tourism potential into tangible productive capacities. This theoretical articulation underpins the central hypothesis of the research—namely, the existence of a significant relationship among strategic planning, tourism promotion, and local economic development—with implications for both public management and Amazonian sustainability.

In summary, the theoretical framework underpinning this research (Figure 1) posits a relationship of functional interdependence between strategic planning and tourism promotion as direct determinants of sustainable local economic development. Strategic planning serves as the institutional foundation that guides public action,

whereas tourism promotion operates as the instrumental mechanism that mobilizes resources and invigorates the territorial economy.

This relationship is mediated by multilevel governance, understood—according to Dini and Correa (2022)—as the coordinated articulation among central government, subnational entities, and the private sector around shared territorial development objectives. Within the Amazonian context, such governance attains particular relevance, as institutional sustainability relies on the cooperation across decision-making levels, administrative transparency, and the active participation of local communities in tourism management.

Similarly, the model acknowledges that classical approaches to strategic planning, such as those proposed by Ansoff (1965), while providing a rational framework for decision-making, prove insufficient in addressing the adaptive complexity of Amazonian environments. In these territories, marked by political volatility, infrastructural

limitations, and sociocultural diversity, planning must evolve from a linear and prescriptive paradigm to an adaptive and participatory one—capable of integrating organizational learning, technological innovation, and community resilience. thereupon, the proposed model integrates the logic of adaptive strategic planning, sustainable tourism promotion, and collaborative governance as interconnected components of a unified economic development system aligned with Sustainable Development Goals 8 and 12.

### 3. METHODOLOGY

The research was applied in nature, oriented toward generating theoretical knowledge with practical implications for strengthening local public management. A quantitative approach was adopted,

enabling the operationalization of variables through measurable indicators and the empirical examination of their relationships via multivariate statistical techniques. The study followed a non-experimental, cross-sectional, and correlational design, observing phenomena within their real-world context without manipulating variables. The hypothetical-deductive method was employed, grounded in the theoretical foundations of strategic planning, tourism promotion, and economic development, to empirically test the hypotheses derived from the proposed conceptual model.

#### *Variables and Dimensions*

Three main variables were analyzed, each structured into dimensions and observable indicators (Table 1):

**Table 1: Operationalization of Variables.**

Variable	Main Dimensions	Operational Concept
Strategic Planning (V1)	Knowledge, participation, evaluation	Institutional capacity to articulate resources, actors, and goals through planned and sustainable processes (CEPLAN, 2023).
Tourism Promotion (V2)	Social, economic, environmental, and sustainable	Set of communication and management strategies that stimulate the local economy while preserving cultural identity and the natural environment (UNWTO, 2021).
Economic Development (V3)	Institutional, local, and business	Expansion of productive, social, and environmental capacities that enhance well-being and territorial competitiveness (Sen, 1999; ECLAC, 2022).

Each dimension was measured through five-point Likert-type items (1 = very low to 5 = very high), theoretically validated according to the categories defined within the research model. Moreover, the population consisted of 180 employees belonging to the administrative, planning, and economic development departments of a local Amazonian government in Peru. The sample included 80 participants, selected through probabilistic sampling applied to the same population of 180 employees from the aforementioned areas. This method thereby ensured the statistical representativeness of the surveyed officials and minimized selection bias. The sample size, furthermore, was determined considering a 95% confidence level and a 5% margin of error, notwithstanding ensuring the reliability of statistical inferences. Such an approach, indeed, is particularly relevant in public management research, where the participation of civil servants must proportionally reflect the organizational units of the local government.

A structured survey technique was employed, administered in person under informed consent. The instrument consisted of a questionnaire validated by expert judgment (n = 5), with emphasis on the clarity, coherence, and relevance of the items. Notably, internal reliability was determined using Cronbach’s Alpha coefficient, reaching values of 0.9635, 0.9633,

and 0.9504 for the variables *strategic planning*, *tourism promotion*, and *economic development*, respectively, in doing so demonstrating high internal consistency.

Subsequently, data were processed using SPSS v.26, through descriptive and correlational analyses. The selection of the ordinal logistic regression model was grounded in the polytomous ordinal nature of the dependent variables and the absence of normality (confirmed by Kolmogorov–Smirnov and Shapiro–Wilk tests,  $p < 0.05$ ). This model, in turn, enabled the estimation of cumulative response probabilities across ordered categories and the determination of the influence of predictor variables on levels of economic development. Additionally, the determination coefficients of Cox & Snell, Nagelkerke, and McFadden were employed as global fit indicators, complemented by the Chi-square model test ( $p < 0.05$ ) to validate significance. Taken together, the interpretation of the odds ratios ( $\text{Exp}(\beta)$ ) allowed for identifying both the direction and the magnitude of the influence exerted by each independent variable. In accordance with institutional regulations and the ethical guidelines for social research (CONCYTEC Code of Ethics, 2023), the study adhered to the principles of confidentiality, informed consent, and responsible data use.

#### 4. RESULTS

*Table 2: Strategic Planning.*

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Category	Low	9	11,3	11,3	11,3
	Medium	34	42,5	42,5	53,8
	High	37	46,3	46,3	100,0
	Total	80	100,0	100,0	

As shown in Table 2, 46.3% of respondents perceive a high level of strategic planning, whereas 42.5% fall within the medium level and only 11.3% within the low level. Collectively, this pattern reveals a broadly positive trend, with 88.8% of participants concentrated in the medium and high ranges. Such a distribution, therefore, suggests that institutional practices related to planning—such as evaluation,

participation, and organizational knowledge—are widely implemented and positively regarded by municipal personnel.

From an interpretative standpoint, variable V1 demonstrates high levels of institutional maturity and strategic clarity, indicating that planning processes contribute to more efficient and results-oriented management.

*Table 3: Tourism Promotion.*

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Category	Low	11	13,8	13,8	13,8
	Medium	32	40,0	40,0	53,8
	High	37	46,3	46,3	100,0
	Total	80	100,0	100,0	

In Table 3, the variable Tourism Promotion exhibits a highly similar distribution: 46.3% of participants reported a high level, 40.0% a medium level, and only 13.8% a low level. Altogether, the concentration of 86.3% within favorable levels confirms a consolidated perception of positive performance in tourism promotion strategies. This pattern, in turn, suggests that dissemination

activities, community participation, and destination-strengthening initiatives are being effectively implemented, aligned with the principles of sustainability and territorial competitiveness. In addition, the percentage alignment with the Strategic Planning variable may reflect a coherent institutional articulation between planning and promotion.

*Table 4: Economic Development.*

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Low	2	2,5	2,5	2,5
	Medium	34	42,5	42,5	45,0
	High	44	55,0	55,0	100,0
	Total	80	100,0	100,0	

Table 4 indicates that 55.0% of respondents perceive the level of economic development as high, 42.5% as medium, and only 2.5% as low. Such predominance of the high level reflects a robust perception of local economic growth, grounded in indicators such as investment, employment, and territorial innovation. As well as, the 97.5% concentration within the medium and high

categories reinforces the notion of an expanding municipal environment, supported by public policies that appear to have generated tangible outcomes in the local economy. In addition, this finding anticipates consistency with subsequent inferential results, which confirm the positive influence of strategic planning and tourism promotion on economic development.

*Table 5: Comparative Summary of Descriptive Results.*

Variable	Low level (%)	Medium level (%)	High level (%)	General Trend
Strategic Planning	11,3	42,5	46,3	Highly Positive
Tourism Promotion	13,8	40,0	46,3	Highly Positive
Economic Development	2,5	42,5	55,0	Very Positive

The descriptive results reveal internal consistency among the three variables, as all exhibit a

predominance of high and medium levels, which suggests a functional synergy between institutional

planning, tourism promotion, and perceived economic development. Moreover, this percentage homogeneity enhances the robustness of the proposed theoretical model, consequently reinforcing the hypothesis of a direct and positive incidence among the variables.

### Hypothesis

In order to test the proposed hypotheses, an ordinal logistic regression model with a logit link function was employed, considering strategic planning (V1) and tourism promotion (V2) as

independent variables, and economic development (V3) as the dependent variable. Given that the Kolmogorov–Smirnov and Shapiro–Wilk normality tests reported significance values below 0.05 ( $p = 0.000$ ), the null hypothesis of normality was rejected, therefore warranting the adoption of non-parametric techniques. Subsequently, the model facilitated a comprehensive assessment of the extent to which the predictor variables influenced economic development and its constituent dimensions (Central Government, Local Governments, and Enterprises).

**Table 6: Normality Tests of the Variables.**

Variable	Kolmogorov-Smirnov (Stat.)	df	Sig.	Shapiro-Wilk (Stat.)
Strategic Planning (V1)	0.294	80	0	0.765
Tourism Promotion (V2)	0.292	80	0	0.77
Economic Development (V3)	0.356	80	0	0.691

Table 6 revealed the absence of normality across all variables ( $p < 0.05$ ), thus justifying the application of non-parametric models. In fact, the results demonstrate that none of the variables follow a normal distribution,

therefore validating the use of ordinal logistic regression, which, in turn, enables the examination of relationships among ordered categories (“low,” “medium,” “high”) without requiring data normality.

**Table 7: Overall Fit of the Ordinal Logistic Regression Models.**

Hypothesis	-2 Log Likelihood	Chi-Square	df	Sig.
General	466.608	91.396	43	0
Specific Hypothesis 1 (Central Government)	344.175	86.595	43	0
Specific Hypothesis 2 (Local Governments)	359.951	86.878	43	0

Subsequently, the results of the ordinal logistic regression model (Table 7) reveal statistical significance across all hypotheses ( $p = 0.000$ ), with Nagelkerke values ranging between 0.66 and 0.68, which denotes a high explanatory capacity. Indeed, all models are significant ( $p < 0.05$ ) and exhibit strong goodness-of-fit coefficients within the same range. Similarly, the Chi-square and Nagelkerke values confirm that the models demonstrate robust statistical adjustment and

substantial explanatory power, accounting for approximately 66% to 68% of the variability in economic development and its dimensions. Likewise, McFadden values between 0.16 and 0.20 indicate an acceptable level of predictability according to logistic regression standards. Collectively, these findings substantiate the acceptance of both the general and specific hypotheses, as a result evidencing a significant and positive incidence of the analyzed variables.

**Table 8: Hypothesis Validation Summary.**

Hypothesis	Description	Statistical result	Decision
General	Strategic Planning and Tourism Promotion → Economic Development	$\chi^2 = 91.396$ ; $p = 0.000$ ; $R^2N = 0.682$	Accepted
Specific Hypothesis 1	Incidence on the <i>Central Government</i> dimension	$\chi^2 = 86.595$ ; $p = 0.000$ ; $R^2N = 0.664$	Accepted
Specific Hypothesis 2	Incidence on the <i>Local Governments</i> dimension	$\chi^2 = 86.878$ ; $p = 0.000$ ; $R^2N = 0.665$	Accepted
Specific Hypothesis 3	Incidence on the <i>Enterprises</i> dimension	$\chi^2 = 86.460$ ; $p = 0.000$ ; $R^2N = 0.664$	Accepted

Table 8 synthesizes the statistical decisions, confirming the acceptance of both the general and the three specific hypotheses, hence demonstrating that strategic planning and tourism promotion exert a positive influence on local economic development. All things considered, every hypothesis exhibits statistically significant evidence ( $p < 0.05$ ). In addition, Nagelkerke values exceeding 0.66 reveal

high explanatory power and structural consistency within the proposed causal model (V1 and V2 → V3). Consequently, these results confirm that strategic planning and tourism promotion both exert direct and complementary effects on local economic development, thereby validating the empirical coherence of the proposed model.

**Table 9: Coefficients and Odds Ratios ( $Exp(\beta)$ ) of the Ordinal Logistic Regression Model.**

Predictor Variables	Estimate ( $\beta$ )	Std. Error	Wald	Sig.	Exp( $\beta$ ) (Odds Ratio)
Strategic Planning (V1)	1.842	0.455	16.369	0	6.31
Tourism Promotion (V2)	1.625	0.471	11.88	0.001	5.08
Constant [Economic Development = Low]	-3.274	0.938	12.162	0	–
Constant [Economic Development = Medium]	-1.087	0.912	1.42	0.233	–
Model Fit: $\chi^2(43) = 91.396$ ; $p = 0.000$ ; Nagelkerke $R^2 = 0.682$					

## 5. DISCUSSION

### *Incidence of Strategic Planning and Tourism Promotion on Economic Development*

The results obtained in this research demonstrate that *strategic planning* and *tourism promotion* exert a significant and positive influence on local economic development, in this vein confirming the general hypothesis and validating the coherence of the proposed model. This finding, in turn, aligns with international evidence linking planned tourism management to sustainable regional growth (Wijesekara et al., 2022; León-Gómez et al., 2021). Nevertheless, the principal contribution of the present study lies in its empirical validation within an Amazonian context, characterized by infrastructural deficiencies and weak institutional coordination—factors that have been scarcely addressed in global scholarship. Notwithstanding, this work broadens the debate on the applicability of tourism development approaches in peripheral territories marked by limited governance capacity.

From a theoretical standpoint, the proposed causal model (V1 and V2  $\rightarrow$  V3) is grounded in the premise that strategic planning (V1) and tourism promotion (V2) function as direct and complementary determinants of local economic development (V3). This causal direction, in turn, is supported by the theory of sustainable territorial development, which conceives economic growth as an articulated process involving institutional capacities, social capital, and the sustainable use of local resources (ECLAC, 2022; Sen, 1999 as cited in Chandra, 2021). In this regard, strategic planning operates as a mechanism of anticipatory governance, whereas tourism promotion emerges as a territorial catalyst capable of transforming cultural and environmental assets into sustainable economic opportunities (Gössling, 2021; León-Gómez et al., 2021).

Accordingly, the model does not merely describe correlations but rather posits a functional interdependence: strategic planning establishes institutional conditions, and tourism promotion activates economic flows that substantiate its effectiveness. In doing so, this causal articulation

provides empirical support for the hypothesis that the synergy between both variables enhances territorial sustainability and competitiveness in Amazonian contexts.

### *Strategic Planning and Economic Development*

The statistical results revealed a positive relationship between strategic planning and economic development, with an explanatory capacity exceeding 66%, thereby confirming that structured planning constitutes an essential instrument of public management by guiding efficiency, transparency, and sustainable growth (Aboudaber, 2022; CEPLAN, 2023). On the other hand, unlike studies conducted in urban or institutionally consolidated contexts (Puyt et al., 2024; Shirinova & Fayzullayeva, 2025), the data from Loreto suggest that the effectiveness of planning depends on uncontrolled external factors such as political turnover, digital gaps, and the availability of trained personnel. As a result, while strategic planning may be conceptually universal, it requires contextual adaptations to ensure its operability in territories characterized by fragile institutional structures.

Beyond that, planning emerges not merely as a technical mechanism but as a socio-political process whose success depends on institutional legitimacy and civic participation. In the same vein, the results indicate that strategic planning effectively fosters development insofar as it translates into execution capacity, continuous evaluation, and ongoing improvement.

### *Tourism Promotion, Local Sustainability, and Institutional Coordination*

The results likewise revealed a significant influence of tourism promotion on economic development, thus reinforcing the evidence that tourism functions as a driver of productive diversification (Naseem, 2021; Filipiak et al., 2023). Despite this, within the Amazonian context, this relationship faces structural limitations stemming from dependence on public investment and international cooperation. Tourism promotion does not automatically guarantee development unless it is

accompanied by adequate infrastructure, connectivity, and sustainable governance. In Loreto, the high valuation of environmental and sustainability dimensions demonstrates a favorable social awareness toward conservation, although sustainability remains more aspirational than consolidated. In turn, tourism promotion should be conceived as a comprehensive public policy that integrates cultural identity, digital innovation, and environmental education (Serafimova & Filipova, 2024; Fiona et al., 2022).

Furthermore, the study underscores the importance of institutional coordination and public-private cooperation as mediating pillars of economic development. This tripartite interaction among the Central Government, Local Governments, and the business sector aligns with Correa and Dini's (2022) postulates on multilevel institutionalism in Latin America. Even so, asymmetries in cooperation persist, as business participation remains limited, reducing tourism's potential multiplier effect. Nonetheless, intergovernmental coordination has improved efficiency in public investment and tourism infrastructure, yet sustainable development can only be consolidated through genuine collaborative governance one in which communities and enterprises actively engage in decision-making processes. Ultimately, this perspective resonates with Sen's (1999) conception of development as the expansion of human capabilities, whereby economic progress must be assessed in terms of equity, social inclusion, and collective well-being.

### ***Contrast with International Literature and Final Reflections***

When contrasted with international studies, the findings from the Loreto case partially diverge from global evidence reporting stronger causal relationships between tourism and economic growth (Kyara et al., 2021; Liu et al., 2022). The moderate correlation observed may be attributed to the territory's structural limitations, such as insufficient connectivity, limited productive diversification, and low private investment. In this regard, these findings corroborate the warning of Somoza-Medina and Monteserín-Abella (2021), who argue that tourism yields limited benefits in peripheral regions lacking long-term sustainable policies.

Comparable findings have been reported in Southeast Asia and Sub-Saharan Africa, where integrated tourism governance models have enhanced territorial resilience and inclusive growth (Ady et al., 2022; Bachi & Carvalho-Ribeiro, 2023). Nevertheless, the Amazonian context exhibits deeper

institutional asymmetries and infrastructural deficits that limit the scalability of these models. By extension, this research demonstrates that local development requires context-sensitive planning tools capable of adapting to socio-ecological complexities and governance fragmentation. In this vein, the findings reinforce the need to transition from sectoral tourism promotion toward integrated territorial governance that links strategic planning with digital innovation and community empowerment in the Peruvian Amazon.

The distinctive contribution of this research lies in demonstrating that the effectiveness of tourism as a driver of development depends on three critical factors: solid strategic planning, technological innovation, and effective institutional cooperation. As noted by Filipiak et al. (2023), the transition toward a digital and sustainable tourism model requires investments in human capabilities and public private partnerships dimensions that this study identifies as priorities for Loreto.

Equally important, the results reaffirm the integration between *strategic planning theory* (Ansoff, 1987; CEPLAN, 2023) and *tourism marketing theory* (Kotler, 2011), both articulated under the paradigm of sustainable development (Sen, 1999). Nonetheless, the observed lack of statistical normality suggests the influence of contextual factors such as economic informality and technological gaps that constrain the model's predictive strength. Therefore, future research should incorporate longitudinal and comparative approaches, introducing moderating variables such as governance, private investment, citizen perception, and digital innovation.

In essence, the evidence confirms that strategic planning and tourism promotion constitute complementary pillars of sustainable economic development in Amazonian contexts; however, their impact ultimately hinges on institutional capacity to translate strategies into effective public policies and on the active participation of local communities in territorial governance.

Hence, the integration of strategic foresight and sustainable tourism emerges not merely as a policy alternative but as a paradigmatic shift toward adaptive territorial governance.

### ***Regional Comparison: Amazonian Experiences in Brazil, Colombia, and Ecuador***

This study, therefore, broadens the discussion on the tourism economy in peripheral regions and provides a replicable empirical framework for designing local policies that balance economic growth, social equity, and environmental

sustainability. When compared with other Amazonian experiences, the findings of this research are consistent with the tourism planning processes developed in Brazil, Colombia, and Ecuador, where multilevel governance and public-private coordination have proven to be critical factors for tourism sustainability.

In Brazil, programs such as the Plano Nacional de Turismo Amazônico 2023–2030 and the Programa de Regionalização do Turismo have strengthened the decentralization of competencies toward Amazonian municipalities, integrating strategic planning with environmental conservation and digital innovation (Oliveira & Oliveira, 2024). Notably, this model has fostered the creation of intermunicipal consortia for sustainable destination management, which, in contrast, highlights the fragmentation observed among Peruvian local governments.

In Colombia, the implementation of the Planes de Desarrollo Turístico Regional 2020–2030 in the departments of Amazonas and Putumayo has promoted community-based tourism and the appreciation of biocultural heritage through the active participation of Indigenous communities and local organizations (Osorio et al., 2023). Significantly, these plans prioritize cooperation among ministries, autonomous corporations, and municipalities, establishing a bottom-up governance model that has enhanced both economic sustainability and territorial identity.

Meanwhile, Ecuador has consolidated an approach to bioethical and resilient tourism by integrating sustainability, inclusion, and digitalization through the Estrategia de Turismo Sostenible Amazónico 2021–2027 (Correa & Dini, 2022). In this sense, this institutional framework emphasizes binational cooperation with Peru and Colombia, in consequence positioning the Amazonian corridor as a regional laboratory for sustainable tourism policy experimentation.

Taken together, these experiences demonstrate that the success of tourism planning in Amazonian territories depends on state capacity for multilevel coordination, participatory institutional frameworks, and sustainable investment in infrastructure and local training. Even though the Peruvian case shows notable progress, it still requires the strengthening of its collaborative governance framework and deeper integration into regional Amazonian networks. Accordingly, the articulation between strategic planning and tourism promotion should be conceived as a transboundary cooperation process that transcends local management and as a result contributes to pan-Amazonian sustainability.

## 6. CONCLUSION

### *Theoretical Contributions*

The study demonstrates that strategic planning and tourism promotion are determining factors in strengthening local economic development, providing empirical evidence for the framework of sustainable territorial development. The logistic regression analysis confirmed a positive and significant relationship between both variables (Nagelkerke > 0.66), consequently evidencing the coherence among institutional planning, tourism management, and economic performance.

From a conceptual standpoint, the research integrates three traditionally fragmented theoretical frameworks strategic planning, tourism marketing, and *economic development* into an interdisciplinary model of public management. Such convergence supports the premise that sustainable local governance and responsible tourism promotion constitute complementary pillars of inclusive and competitive development within Amazonian territories.

### *Empirical Evidence*

The empirical findings confirm that strategic planning is consolidated as an essential instrument of public governance by integrating vision, participation, and evaluation within local governments, this leads to guiding management toward sustainable results. Likewise, tourism promotion emerges as a driver of economic diversification, generating employment, investment, and the valorization of cultural and environmental heritage.

The analysis further reveals that strategies designed under sustainability criteria stimulate regional economies and strengthen territorial competitiveness. Within this framework, intergovernmental and public private cooperation emerges as a decisive component for enhancing the effects of planning and tourism promotion. Ultimately, it is concluded that sustainable economic development depends not only on productive growth but also on institutional capacity to implement evidence-based policies and to foster social co-responsibility in territorial management.

### *Practical and Policy Implications*

At the applied level, the results support the design of an Integrated Plan for Local Tourism Promotion 2025–2030, aimed at consolidating multilevel governance that integrates governments, businesses,

and Amazonian communities. Such a plan should, therefore, prioritize digital innovation, sustainable infrastructure, and training in tourism management, while simultaneously aligning Sustainable Development Goals 8 and 12 with regional competitiveness agendas.

The proposed model, in turn, constitutes a replicable tool for subnational governments seeking to implement sustainable tourism strategies in contexts of structural lag, fostering synergies among strategic planning, environmental sustainability, and social inclusion. Taken as a whole, this research reinforces the role of sustainable tourism as an articulating axis for local development and institutional consolidation within the Peruvian Amazon.

These results could inform MINCETUR and subnational governments in designing cross-border Amazonian cooperation mechanisms, thereby fostering a regional governance approach that integrates sustainable tourism with biodiversity conservation and social inclusion. By doing so, local tourism planning can be aligned with the strategic agendas of Brazil, Colombia, and Ecuador, promoting an interconnected Amazonian corridor of sustainable destinations. Ultimately, this policy articulation would strengthen multilevel governance and contribute to the fulfillment of Sustainable Development Goals 8 and 12 in transboundary territories.

### ***Study Limitations***

Despite its contributions, the research presents certain limitations. First and foremost, the study focused on a single local government within the Loreto region, which restricts the generalization of its results. Therefore, future studies should expand the geographical scope and incorporate diverse regional contexts to identify comparative patterns. Secondly, the non-experimental and cross-sectional design prevented the temporal analysis of the variables, notwithstanding limiting the identification of long-term causal relationships. Thereupon, longitudinal or quasi-experimental designs would enable a more accurate observation of institutional dynamics and the sustained impact of tourism policies.

Furthermore, although perception-based instruments despite their high reliability ( $\alpha > 0.95$ ) provide valuable insights, they may be influenced by subjective bias. Including objective indicators such as public investment, tourism flow, or formal employment would as a result strengthen the external validity of the findings. Finally, the

absence of complementary variables (such as digital innovation or collaborative governance) constrains a holistic understanding of the phenomenon. Their future inclusion would allow for the construction of more robust and predictive models regarding the determinants of sustainable economic development in Amazonian and Latin American territories.

### ***Future Research Lines***

Future research should undertake comparative analyses among different local and regional governments in order to examine the influence of strategic planning and tourism promotion within contexts characterized by heterogeneous levels of infrastructure and competitiveness. It is therefore recommended to employ mixed methods (quantitative and qualitative), combining surveys, interviews, and case studies to capture perceptions across various institutional levels. Another promising avenue of inquiry involves assessing the impact of digital innovation and emerging technologies such as big data, artificial intelligence, and augmented reality on tourism promotion and the formulation of local policies. Such an approach would make it possible to understand how digitalization is reshaping tourism governance and the sector's overall sustainability. Lastly, future studies should be aligned with the 2030 Agenda, particularly Sustainable Development Goals 8 (Decent Work and Economic Growth) and 12 (Responsible Consumption and Production), so as to measure the actual contribution of tourism planning to inclusive and balanced development.

### ***Theoretical and Practical Contributions***

At the theoretical level, this research offers an interdisciplinary model of public management, demonstrating that strategic planning and tourism promotion can be effectively integrated to strengthen both economic and social sustainability. From a practical standpoint, the study provides valuable evidence for the formulation of public policies aimed at reinforcing institutional capacity, fostering intergovernmental cooperation, and promoting sustainable investment in tourism. Collectively, these contributions position the work as an empirical and methodological benchmark for the design of sustainable territorial development policies, while simultaneously establishing a foundation for future research on tourism governance, institutional innovation, and economic sustainability in Latin America.

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