



# Strategy management for community empowerment in the Ekang Anculai tourism village

Fitri Kurnianingsih<sup>1</sup>, Lia Muliawaty<sup>2</sup>

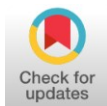
<sup>1</sup>Universitas Maritim Raja Ali Haji. Tanjungpinang. Indonesia

<sup>5</sup>Universitas Pasundan. Bandung. Indonesia

Corresponding Author: [fitrikurnianingsih@umrah.ac.id](mailto:fitrikurnianingsih@umrah.ac.id)<sup>1</sup>

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### Abstract:

The tourist village is a regional development concept that makes the village a tourist destination. Proper management of all tourist attractions is expected to empower the village community. However, in Bintan Regency, in developing tourism by empowering village communities that show good quality, one of them is Ekang Tourism in Ekang Anculai Village, Bintan Regency. This study aimed to identify management strategies for managing Ekang Tourism in Ekang Anculai Village by looking at environmental factors, formulation, implementation, evaluation, and control using Wheelen and Hunger's theory (2012). The research method uses a qualitative method by using secondary data and some informant data that researchers can get from the field and then analyze in depth. Data analysis techniques were carried out using triangulation techniques relevant to research case studies following the phenomena in the factual evidence that occurred. The study results show that in analyzing management strategies for managing Ekang tourism in Ekang Anculai Village, Bintan Regency, there is an ongoing collaboration process on Wheelen and Hunger's theory (2012). In addition, researchers also found that community empowerment was carried out in the early stages until now, so the tourism concept was built to take advantage of the potential of Natural Resources and Human Resources in Ekang Anculai Village. But strategic management innovation must be implemented to develop a sustainable strategic management concept. This means that this alternative is needed to anticipate some small mistakes and can be corrected as quickly as possible in future strategic innovations in the management of Ekang tourism in Ekang Anculai Village, Bintan Regency.

**Keyword:** Strategic, Management, Ekang Tourism, Ekang Anculai Village



## INTRODUCTION

Tourism is an emerging economic asset that is beginning to be cultivated. In broader economic theory, the benefits of tourist competition are evaluated from the demand perspective (Nasrullah & Susanty, 2020; Rahma, 2020). Tourist visitation to a place is influenced by factors such as individual income, the population of the tourist-generating countries, the cost of living, transportation expenses between the two nations, currency rates, and inflation (Ceballos-Lascuráin, 1996; Tang, 2021). To achieve a competitive advantage, tourism must shift its development focus from the demand side to the supply side (Utama, 2015). Tourist places are often frequented owing to

climatic conditions, infrastructure, and cultural significance. One initiative to attain comparative advantage is the development of tourist villages (Huttasin, 2008; Sesotyanyngtyas & Manaf, 2015). A tourist village comprises attractions, hotels, and ancillary amenities organized within a community framework that aligns with existing customs and practices, establishing the village as a tourist destination (Hong & Lee, 2015).

A tourist village is a segment of the tourism sector characterized by analogous tourist excursions that promote activities encouraging tourists to use items from the village or participate in journeys to such destinations (Purwanti, 2019). Tourism items include transportation for tourists, attractions for visitors, and accommodations for travelers. A tourist town integrates lodging, attractions, and ancillary amenities within a community life framework governed by established laws and customs (Britton, 1991). A tourism village is defined as a village possessing developable tourism potential, distinctive traditions and culture, adequate accessibility and infrastructure to support tourism initiatives, ensured security, and maintained order and cleanliness (Buckley, 2010).

The foundation for establishing a tourist village lies in comprehending the characteristics and potential of its components, including environmental and natural conditions, socio-cultural dynamics, community economy, spatial organization, historical context, cultural practices, and architecture, as well as the indigenous knowledge and competencies possessed by the community (Safaeva, 2020). In the establishment of a tourist village, the adjacent community is engaged as an active participant, signifying that the local environment and the social dynamics of the villagers are used as attractions for tourism (Pujiastuti et al., 2017). The community serves as a promoter of tourism and an innovator in generating concepts for the development of tourist towns (Lim & McAleer, 2001; Ningrum & Septyandi, 2021). The advancement of tourism will immediately engage the community, yielding different impacts on the local populace, both beneficial and bad (Cooper, 2015).

The ideal organization of human and natural resources in tourist communities will affect the neighboring community. The outcomes of tourist village initiatives will be reinvested in the local community to enhance residents' wellbeing (Kurnianingsih et al., 2022). The notion of a tourist village would enhance welfare while ensuring the preservation of nature, the environment, culture, and traditions of the community. The engagement of the local population in the establishment of a tourist town serves as a means of strengthening collective development efforts (Damanik, 2005; Sihombing & Nugroho, 2018). The impetus for decentralization is to empower residents to organize and administer tourism within their locality, serving as a means to develop tourism rooted in social groupings (Tosun, 2000).

The objective of establishing a tourist village is to conserve the natural environment while fostering economic development, therefore positioning the tourist village idea as a model of sustainable tourism in the future (Sentanu & Mahadiansar, 2020). The establishment of tourist villages is intricately linked to the tourism sector. Currie et al. (2009); Vu et al. (2020). Law Number 10 of 2009 defines the tourism sector as a network of interconnected tourism enterprises that provide products and services to fulfill the requirements of visitors in facilitating tourism (Vanhove, 2010). The tourism industry encompasses many economic sectors that provide items or services required by visitors during their trips (Oktaviana et al., 2021; Zeho et al., 2020).

The establishment of tourist communities would stimulate the development of the tourism sector in Bintan Regency. The tourism sector is essential to facilitate activities that cater to the demands of visitors at locations. The majority of tourism sectors in a tourist village include restaurants, transportation services, hotels, or inns (Dharmiasih et al., 2012). The enhancement of the tourist sector in diverse nations seeks to augment the country's foreign currency revenues. The current tourist industry has induced a Culture Shock inside the community; as a result, the community has found it more accessible to generate revenue across many industries. This alteration engaged the majority of the local community in the tourist sector, according to the initial objective of enhancing the welfare of the community around the tourism site (Mahadiansar et al., 2021; Nuzululita et al., 2020).

Ekang Tourism Village is situated in Ekang Anculai Village, Teluk Sebong District, Bintan Regency, Riau Archipelago Province. Ekang Tourism Village represents community-based tourism. Government direction enhances current potential effectively. Additionally, it promotes sustainability and appreciation for the natural environment, traditions, and culture among both the local community and visitors to Ekang Tourism Village, which is strategically situated on an alternative route from Tanjung Pinang to the Lagoi Exclusive tourism area (Ramadhian, 2021). The Ekang Tourism Village is administered by the people of Ekang Village and a Village-Owned Enterprise (BUMDes) in partnership with youth organizations and tourism awareness groups (POKDARWIS). In the tourist sector, there is a 10% requirement for regional taxes, specifically for Bintan. Consequently, Strategic Management in Community Empowerment within Ekang Tourism Village, Bintan Regency, is essential for enhancing the quality of Human Resources in sustainable management.

## **RESEARCH METHOD**

The research method used is descriptive qualitative research, which is a problem that guides the research to explore or photograph the situation of the phenomena to be thoroughly, broadly, and in-depth researched (Moleong, 2012). Primary data collection is real-time data using in-depth interviews with informants consisting of (Boocock & Grahame, 2003) of the Village Government, Head of Tourism Management, Head of Village-Owned Enterprises (BUMDes) and Karang Taruna Youth of Ekang Anculai Village while secondary data is data related to important documents such as government reports. Data analysis uses triangulation techniques in pattern matching to analyze in depth related to relevant research case studies using the theory determined by the researcher (Olsen, 2004). In addition, in data analysis, the researcher carried out several stages, including collecting both secondary and primary data, reducing the data described in the description, visualizing the data both based on assumptions from the results of data analysis and interim results, and drawing conclusions that have been decided (Miles et al., 2014).

## **RESULTS AND DISCUSSION**

### **1. Community Empowerment in Ekang Anculai Village on Ekang Tourism**

Community empowerment is an effort to increase the ability and potential of the community so that the community can realize their identity and raise their dignity to the maximum to survive and develop themselves independently in the economic, social, religious, and cultural fields (Sutawa, 2012). Based on the findings of researchers in the

field and the results of interviews with the Head of Ekang Tourism Management, Mr. Wayan Santika, explained that the community empowerment used was to employ young men and women in Ekang Anculai Village, besides that currently, the local community employed as Ekang Tourism employees has entered the next generation third so far. Community empowerment in Ekang Anculai Village aims to help the local economy where Ekang Tourism managers more easily empower the local community empowerment, and there are several considerations in empowering the Ekang Anculai Village community, including.

- a. Understand the culture and culture of the local community in serving visiting tourists.
- b. Target local youth and women who can work well together to provide insight on tourism management; it is easy to understand and understand sustainably.
- c. Reducing the occurrence of social conflict so that employing local people as permanent employees is a top priority.
- d. The economic cycle of rural communities and tourism activities occurs sustainably with a very beneficial reciprocal relationship.
- e. Personality relationships in coordination and communication in tourism activities are very easy because they are local people.

Based on the explanation above, village community empowerment indeed in managing Ekang Anculai tourism has a positive impact on Ekang Anculai village residents, besides that empowering the village community also strengthens the connectivity in integrated tourism such as from the starting point to the final point, the findings of researchers are also outside the management of Ekang Tourism in the Village Ekang Anculai, like a Tour Guide, also uses local people who have certain skills in certain fields such as foreign language skills and as drivers in taking tourists from the starting point to the final point. This was conveyed by one of the Ekang Anculai youth organizations, namely Adam, as a Tour Guide, saying that every tourist who will visit Ekang tourism in Ekang Anculai Village will be offered first to several locations such as Lagoi tourism, Treasure Bay tourism, and others with the concept collaboration between tourism managers in Bintan Regency.



Figure 1. Ekang Tourism Gate, Ekang Anculai Village, Bintan Regency  
Source: Research Documentation, 2023

Ekang Tourism currently adheres to the principle of open and transparent collaboration. Ekang Anculai Tourism also collaborates with Village-Owned Enterprises (BUMDes) Anugrah Ekang. In its management, the impact of the collaboration is to

provide an inter-institutional contribution to the income from the management of Ekang Tourism in Ekang Anculai Village, Bintan Regency. This was conveyed by the Assistant Village Government, Mrs. Korina, who explained that the Ekang Tourism collaboration collaborated with BUMDes in receiving income such as entrance tickets to Ekang Tourism in Ekang Anculai Village, along with the income of Ekang Anculai tourism, the annual report for 2022 is as follows.

Table 1. Details of Ekang Tourism Revenue in 2022

No	Month	Revenue	BUMDes Revenue (10%)
1	January	IDR 3.530.000, -	IDR 353.000, -
2	February	IDR 5.830.000, -	IDR 583.000, -
3	March	IDR 1.390.000, -	IDR 139.000, -
4	April	IDR 2.230.000, -	IDR 223.000, -
5	May	IDR 14.960.000, -	IDR 1.496.000, -
6	June	IDR 6.050.000, -	IDR 605.000, -
7	July	IDR 4.540.000, -	IDR 454.000, -
8	August	IDR 3.860.000, -	IDR 386.000, -
9	September	IDR 1.770.000, -	IDR 177.000, -
10	October	IDR 3.320.000, -	IDR 332.000, -
11	November	IDR 2.030.000, -	IDR 203.000, -
12	December	IDR 4.430.000, -	IDR 443.000, -
Total		IDR 53.940.000, -	IDR 5.394.000, -

Source: Ekang Tourism Manager, PT Tunas Pratiwi Nusantara, 2022

Based on the entry ticket revenue data, in 2022, after the Covid-19 pandemic, in the recovery of the national economy, Ekang tourism was able to gain significant benefits from Ekang tourism entrance tickets, meaning that the existence of Ekang tourism in Ekang Anculai Village is of particular concern in the Southeast Asian region. As is known, Bintan Regency has a strategic area for foreign tourists such as Singapore and Malaysia, and it only takes 45 minutes of direct sea travel. Bintan Regency, also known as Bintan Island, is one of Indonesia's areas closest to neighboring Southeast Asian countries. This also makes the Ekang Tourism Office always open to the presence of foreign tourists visiting Ekang Tourism to enjoy nature tourism that is still sustainable. The Ekang Tourism Location in Ekang Anculai Village can be reached within 15 minutes from the Bandar Bentan Telani Ferry Terminal in Lagoi. Currently, the facilities offered at Wisata Ekang consist of the following:

- Ekang Tourism has a nice inn with super complete facilities, and its name is D'Bamboo Kamp. This inn carries an eco-lodge concept filled with green nuances from the trees. Tourists can also choose the type of residence they wish, such as the glamping type with wooden nuances or floating tents around the lake. The price of lodging is very affordable, starting from IDR. 600.000, - to IDR 1.500.000,-
- Motorized All-Terrain Vehicle (ATV), with an area of around 13 hectares, this village offers ATV facilities to get around the village. The travel tracks vary, ranging from block roads and red dirt to grass. This ATV facility can be enjoyed for free for visitors staying at D'Bamboo Kamp. Suitable for morning walks while enjoying the fresh air around Ekang Tourism in Ekang Anculai Village.
- Swimming Pool, swimming with a background of green fields filled with trees and

beautiful blue skies, can be felt at Ekang Tourism. Every visitor who stays at Ekang Anculai Tourism Village can enjoy swimming pool facilities, apart from that, in the swimming pool, besides being facilitated by a gazebo around the pool while drinking tea or coffee and relaxing in the afternoon.

- Mini Park can be enjoyed during the Ekang tour, such as rabbits, horse riding, and fishing.
- Mangrove Forest Tour, in Ekang tourism, applies mangrove forest ecosystems that are still sustainable by Ekang Tourism managers. Tourists can also enjoy the tour for approximately 3 hours because of the long river in Ekang Anculai Village.



Figure 2. Ekang Tourism with the concept of Nature Tourism  
Source: Research Documentation, 2023

2. Management Analysis of Ekang Tourism Strategy in Ekang Anculai Village  
In the (Wheelen & Hunger 2012) theory, indicators of strategic management in the management of Ekang Tourism in Ekang Anculai Village include:

a. Environmental factor

Environmental scanning in environmental analysis is the process of monitoring, evaluating, and disseminating information from the environment internally and externally to the community so that Ekang Anculai Village, Bintan Regency, has wide access and space to realize community empowerment-based tourism according to the goals set. Based on research data findings, Ekang Tourism commits to environmental sustainability management, which is evidenced by holding on to eco-friendly tourism with no more than 30% damaging the environment. This also makes it easier for tourism managers to no longer carry out the EIA process in conducting tourism activities.

Apart from that, in maintaining a sustainable environment, the manager of Ekang Tourism in Ekang Anculai Village also created the Goal Zero Waste program. Zero waste or zero waste is a concept that invites us to use disposable products more wisely to reduce the amount and impact of waste. The aim is to prevent waste from ending in landfills, protect resources, and preserve nature. Simply put, zero waste is a movement not to produce waste by reducing needs, reusing, recycling, and even making your

compost. This movement does not involve burning or landfilling as is generally done with waste. In addition, several important points in environmental preservation carried out by Ekang Tourism managers in implementing the environment in tourism activities or activities in Ekang Anculai Village, Bintan Regency, including

- Not using pure wood so that it does not cause potential for illegal logging. Not cutting wood can educate the community because the Ekang Anculai area is not a forest area that can be managed without rules and regulations from the Bintan Regency Government.
- Accessories or souvenirs as innovative economic products promoted to tourists visiting Ekang Tourism in Ekang Anculai Village are patterned so as not to damage the environment. Still, accessories use natural resources from recycled materials.
- The Ekang Tourism Manager has also submitted a proposal to the Bintan Regency Environmental Service.

So, in the context of Environmental Preservation in Tourism, Ekang strives for a process or method of protection from destruction and damage from tourism activities. Structuring natural resources ensures the sustainable use of their savings by continuing to improve the quality of their diversity values and maintaining them. So the Ekang Anculai Village Government is currently also in the management of natural resources divided into three, namely; (1) regulate and develop policies in the framework of environmental management; (2) regulate the provision, allocation, use, management of the environment, and reuse of natural resources, including genetic resources; (3) regulate legal actions and legal relations between people and other legal subjects as well as legal actions against natural resources and artificial resources, including genetic resources; (4) controlling activities that have social impacts; (5) develop funding for efforts to preserve environmental functions following applicable laws and regulations (Gregory & Mattingly, 2009).

#### b. Formulation Factor

Improving long-term strategies to create effective management governance of opportunities and threats and considering the strengths and weaknesses of Ekang Anculai Village, Bintan Regency. In formulating the Ekang tourism management policy, at the stage of determining tourist locations, a tourism potential mapping team was formed starting from satellite imagery and land contours by looking at several comparisons, such as land in Ubud, Bali. The next process is conducting socialization with the local community; in the formulation process, it is determined that Ekang tourism is one of the leading tourist destinations, must prioritize the local community, and their commitment is prohibited from urbanization for managing tourism in the village. Urbanization is the process of increasing the proportion of the population living in an area by significantly increasing the population.

The condition of the village community was that they did not want more residents from outside to come to Ekang Anculai Village, which had an impact on increasing the population due to the presence of Ekang Tourism in their village. Community empowerment is one of the main requirements for the Ekang Anculai Village Community to contribute to the local community in sustainably managing Ekang tourism. In addition, the local community is also actively involved in developing existing tourism potential and receiving benefits from tourism development, making a limited contribution in the form

of monitoring activities and encouraging the implementation of tourism development by not being directly involved.

As the main component in community-based tourism development, the community has an important role in supporting tourism development aimed at developing local potential originating from nature, socio-culture, or the community's economy. Formulation certainly has a positive socio-cultural impact on tourism development, which can be seen from the preservation of the local community's cultures, such as religious activities, customs, and traditions, and the acceptance of the development of tourist objects and the arrival of tourists by the local community.

c. Implementation Factor

In implementation, the strategic management carried out by Wisata Ekang is very good. It runs smoothly, such as implementation in institutional capacity building, by involving various institutional elements with the penta-helix concept. One of them is the involvement of academics by providing insight development or Share Knowledge and Learning Education to improve service quality in performance, as an example of increasing foreign language skills for foreign tourists. The implementation factor is also supported by collaboration, one of which is by conducting studies on several other areas to make Ekang tourism an example of a tourism village that implements sustainable environmental tourism.

The implementation factor is a stage where strategies and policies are placed in a series of actions through developing programs, budgets, and procedures in the Ekang Anculai Tourism Village, such as carrying out its functions and duties as a public service based on community empowerment. The findings of management researchers in managing Ekang tourism it has met standardization in public services in the development of sustainable programs and budget efficiency by using the concept of environmentally friendly development and tourism procedures that are not too strict. This is evidenced by the absence of prohibition provisions that burden tourists visiting Ekang Tourism in Ekang Village Bintan Regency.

Without management managing tourism, the tourism sites will not be managed properly either; for example, there is a lot of illegal logging, expensive parking lots, and the like. This management will be oriented to the Tourism Business to achieve predetermined targets through utilizing human resources and other resources in a sustainable, environmentally friendly tourism business. For example, there will be business law, management, marketing, hospitality, events, tourism economics, services, and a code of ethics in tourism management. For now, Ekang Tourism has implemented tourism management which the manager himself must implement.

d. Evaluation and Control Factors

Evaluation and control factors are a process of monitoring activities and achievement of results from an organization so that the results achieved can be compared with the expected results. Evaluation and control that occurs in Ekang Anculai Village in the management of Ekang Tourism, namely the role of the Village government and the BUMDes, this is because all forms of performance oversight in this management will become evaluation material for the Village government, namely BUMDes, one of the evaluation points both in terms of public service, income village economy, and



environmental conditions. Apart from that, the aim is also for evaluation and control to correct some small errors in the field that do not follow their designation.

One of the findings in the evaluation field was in overcoming the long dry season in Ekang Anculai Village, the Ekang Anculai Village government took the initiative to carry out various efforts to distribute water for the needs of Ekang Tourism so that the services provided to tourists are maintained following standardized management of tourism management in Indonesia. This is also because Bintan Regency is an island in a coastal area with minimal water availability. So the role of the government in coordinating collaboration is very much needed, so the control system is very important so that the development of Ekang tourism can be implemented properly. So facilities such as sanitation facilities such as toilets are an important factor in the service of the tourism sector. Several surveys stated that the existence of proper and clean public toilets could affect the level of tourist visits.

### 3. Alternative Strategic Management Concepts in Tourism Villages

Based on the findings of the management analysis of tourism management strategies (David, 2011), the researchers provide an alternative to the ideal strategic management pattern in managing tourism villages, especially in Ekang Tourism which can be described as follows.

- a. The importance of human resource management in achieving the success of tourism destinations. Because tourism is seen as a labor-intensive or labor-intensive industry.
- b. Optimizing the interaction between these elements to achieve the desired goals, namely improving the tourist experience, increasing the economic, social, and environmental value of the destination, and maintaining the sustainability of the destination in the future.
- c. Manage tourism sustainably or responsibly, considering the balance between the needs and expectations of tourists, the local community, and the environment.
- d. Emphasizing the importance of paying attention to the interests and expectations of all parties related (stakeholders) with tourism, including tourists, local communities, government, and the tourism industry, in making tourism management decisions.
- e. Marketing yourself to tourists and building the destination's image and reputation. This theory also explains understanding the needs and expectations of tourists and developing tourism products that suit those needs. A destination manages tourism activities to enhance the tourist experience, increasing the destination's economic, social, and environmental values and maintaining the sustainability of the destination in the future.
- f. Collaboration between various parties involved in tourism activities in a destination, such as the government, the tourism industry, the local community, and tourists. This collaboration is needed to create an attractive tourist experience for tourists and increase the destination's economic, social, and environmental value.
- g. A destination must be developed and sold as a brand to attract tourists and obtain economic benefits. Destinations must be managed sustainably so that they can continue to be developed and become a favorite tourist destination for tourists. The importance of maintaining the sustainability of tourism destinations in the future through responsible and sustainable management. This can be done by paying attention to the ecological, social, and economic aspects of the destination and

ensuring that tourist activities do not damage the destination but instead help improve the quality of life of the local community.

- h. Tourism Products pay attention to the needs and expectations of tourists and optimize the tourist experience by developing and marketing appropriate products.

## **CONCLUSION**

Ekang Tourism Management in Ekang Anculai Village is still recovering due to the impact of the Covid-19 pandemic. In the analysis of the management strategy for Ekang Tourism management, the factors that influence starting from the environment, formulation, implementation to evaluation and control, there are several improvements to the implementation of management strategy so that researchers provide several important points that must be considered in the concept of sustainable tourism management. Tourism management focuses on improving Natural Resources and Human Resources so that the quality and quantity follow good public services. This can also be received by visiting tourists, which positively impacts empowering village communities.

Alternative tourism management also has several inputs to cover some of the weaknesses in the current pattern in the Ekang Tourism management strategy, Ekang Anculai Village, Bintan Regency. Meaning the importance of innovation in strategic management to create changes in good decision-making. The aim of innovation in strategic management is also to create innovation management to recognize that fresh ideas must continue to flow as fast as possible and at any time in anticipation of the development of an increasingly fast, diverse, and dynamic world. This is where innovation management must play an important role in the management of Ekang Tourism in Ekang Anculai Village, Bintan Regency. In addition, the innovation strategy is a management concept consisting of many internal and external activities that increase the innovation potential of a business. It is necessary to emphasize the importance and role that influence the formation of innovation strategy.

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