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PREFACE

Indonesian Tourism Journal is a renowned academic publication that focuses on various aspects of tourism in Indonesia. It serves as a platform for researchers, scholars, and practitioners to showcase their work, exchange ideas, and contribute to the development of the tourism industry in Indonesia. Journal covers a wide range of topics including tourism management, sustainable tourism, cultural heritage, ecotourism, marketing, and policy development. It provides valuable insights into the challenges and opportunities faced by the Indonesian tourism industry and offers potential solutions to enhance its growth and competitiveness. Indonesian Tourism Journal aims to promote a deeper understanding of tourism in Indonesia by featuring original research articles, case studies, and literature reviews. It provides a comprehensive and up-to-date source of knowledge for anyone interested in exploring the complexities and dynamics of Indonesian tourism. With its rigorous peer-review process and high editorial standards, the Indonesian Tourism Journal ensures the credibility and reliability of the published content.

16 authors from Indonesia, Malaysia, Russia & China contributed to a series of studies that explore various dimensions of tourism development, including sustainable practices, cultural preservation, innovative marketing, and community empowerment. The first article, *Power of Local Culture in Regional Tourism Capital Development* by Riyono Gede Trisoko, Risna Yanti, and Rahma Putri Andita, examines the critical role of local culture in strengthening tourism capital and fostering regional economic growth. The second article, *Implementation of Tourism Village Management Policies Based on Edward III's Theory in Bintan Regency to Achieve Sustainable Tourism* by Yeni Yusnita and Raudah Zahra Annabila, highlights the importance of sustainable policy frameworks in ensuring the long-term success of tourism villages in Bintan Regency. In the third article, *Designing an Innovative SEO Marketing Plan to Promote Indonesian Tourism Using AI-Driven Tool*, Asep Koswara and Siti Marpuah explore the potential of AI-driven SEO tools to enhance the global visibility of Indonesian tourism. The fourth article, *Remarkable Journey on Sustainable Tourism Destinations; Case Study on Bintan Resort's Award Winning on Sustainable Tourism Destination* by Eva Amalia and Arina Lutfini Lubis, provides insights into the strategies that helped Bintan Resort achieve recognition as a leading sustainable tourism destination.

The fifth article, *Branding Strategy for the Tourism Attraction Potential of Pura Pengelukatan Tirta Sudamala Wanagiri Buleleng*, authored by Ni Komang Deviana, Misri Misri, I Putu Aditya Prawira Putra, Putu Gede Wirananda Manggala Putra, and Hawita Sapitri, discusses the implementation of effective branding strategies to highlight the cultural and spiritual allure of Pura Pengelukatan Tirta Sudamala Wanagiri in Buleleng. Lastly, the sixth article, *Strategy Management for Community Empowerment in the Ekang Anculai Tourism Village* by Fitri Kurnianingsih and Lia Muliawaty, explores community empowerment strategies in Ekang Anculai Tourism Village, emphasizing the significance of local involvement in achieving sustainable tourism development.

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The power of local culture in regional tourism capital development

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Abstract:

The successful development of tourist destinations plays a crucial role in fostering local economic growth. However, regions often replicate tourism models without accounting for their unique geography, culture, demography, and socio-economic characteristics, leading to ineffective and costly outcomes. This research aims to highlight the significance of local cultural strengths in creating sustainable tourism strategies tailored to specific regional contexts. The study employs a literature review and observational approach, coupled with surveys distributed to tourists, business operators, and travel agencies. Both quantitative and qualitative analyses were utilized to identify trends, behaviors, and perceptions related to tourism development. The findings reveal that local culture, as an intrinsic social capital, holds significant potential to attract visitors by offering authentic and unique experiences. Cultural elements such as traditions, arts, culinary heritage, and social practices create strong narratives that differentiate destinations and enhance tourist satisfaction. Moreover, understanding local psychographic and demographic factors is pivotal in positioning tourism products effectively. The research concludes that leveraging local culture not only preserves regional identity but also stimulates entrepreneurship and economic prosperity. Tourism strategies that integrate cultural heritage with innovative marketing approaches have the potential to create sustainable competitive advantages, encouraging repeat visits and fostering community involvement. This study underscores the importance of aligning tourism development with local cultural values to achieve harmonious growth, benefiting both tourists and host communities.

Keyword: Local Tourism, Social Capital, Demographics Local Economic Growth



INTRODUCTION

Tourism has become a significant driver of economic growth worldwide, serving as an economic locomotive for local communities. However, the development of tourism in many regions often relies on imitative models that fail to consider the unique characteristics of each area. This phenomenon contradicts the concept of Marketing Across Cultures (Usunier & Lee, 2009), which emphasizes the importance of cultural diversity as a key attraction. Many regions replicate successful tourism strategies without adequate planning or consideration of their distinct geographical, cultural, and socio-economic conditions. This not only undermines the potential of local tourism but

also jeopardizes its sustainability in the long term. A more thoughtful approach that aligns development strategies with regional strengths is crucial for achieving enduring success.

The concept of culture, as defined by Gazalba (1963), reflects a unity of social space and time that gives identity and meaning to a community. Each region possesses unique cultural elements—such as traditions, arts, cuisine, and social practices—that can serve as powerful differentiators for local tourism. However, these cultural assets are often underutilized or ignored in favor of generic, commercialized tourism models. The absence of cultural differentiation leads to a lack of authenticity, diminishing the attractiveness of destinations. Therefore, it becomes essential to highlight and promote the inherent uniqueness of local culture as a foundation for sustainable tourism. Authentic experiences rooted in cultural heritage can create a competitive advantage while fostering pride among local communities.

Cultural uniqueness not only adds value to tourism but also aligns with the Experience Economy proposed by Pine and Gilmore (2011). In a rapidly evolving market, tourists seek more than just physical destinations; they desire meaningful and immersive experiences that engage their emotions and senses. By leveraging cultural identity, tourism destinations can offer narratives that resonate with visitors, creating memorable experiences that encourage repeat visits. This shift from passive observation to active participation transforms tourism into an interaction between culture and market demand. Therefore, cultural differentiation becomes a strategic imperative for tourism operators aiming to capture the growing market of experience-seeking travelers.

Furthermore, consumer behavior in tourism is shaped by diverse psychographic and demographic factors. According to Danang Sunyoto and SE (2014), individuals have varying levels of needs and satisfaction that influence their travel decisions. Recognizing these behavioral patterns allows for a more targeted approach in designing tourism products. For instance, destinations that emphasize cultural authenticity can appeal to tourists seeking education, enrichment, and cultural appreciation. This understanding is vital for creating a strong market positioning strategy that aligns with consumer expectations. Regions that capitalize on their cultural strengths can establish themselves as unique, attractive, and sustainable destinations in a competitive global market.

The tendency to replicate successful models elsewhere often arises from a lack of understanding of regional strengths and untapped potential. Trisoko (2019) highlights that culture can serve as a subcultural force capable of inspiring local communities to engage in tourism development. This approach fosters not only economic benefits but also social cohesion and cultural preservation. However, successful implementation requires collaboration among stakeholders, including local governments, businesses, and communities. By integrating local wisdom and cultural narratives into tourism strategies, regions can achieve both economic growth and cultural sustainability. Such efforts must be carefully planned to avoid commercialization that dilutes the authenticity of cultural heritage.

In the Indonesian context, regions such as Yogyakarta, Bali, and Bandung provide exemplary models of cultural tourism. These destinations have successfully transformed daily social practices into marketable attractions, highlighting the richness of their traditions and way of life. For example, traditional ceremonies, culinary experiences, and artistic performances have become integral components of tourism

products. This fusion of cultural preservation and economic development underscores the importance of local community involvement. The pride and participation of local residents are critical to maintaining the authenticity and vibrancy of cultural tourism. Moreover, these regions demonstrate that cultural tourism can serve as a catalyst for inclusive growth, benefiting both local businesses and communities.

Tourism development must move beyond imitation to embrace the unique cultural identity of each region. The integration of local culture, consumer behavior insights, and experiential strategies can create tourism products that are both competitive and sustainable. By highlighting cultural uniqueness, destinations can attract visitors seeking meaningful experiences while preserving their heritage and fostering economic growth. This study explores the role of local culture as a key driver in regional tourism development, emphasizing the need for innovative approaches that align with the strengths and aspirations of local communities.

As such, the integration of local cultural understanding, consumer behavior, and experiential differentiation strategies can be a strong foundation in building sustainable tourism destinations. This will not only strengthen the attractiveness of local tourism, but also open up new opportunities for the economic development of local communities. The combination of cultural uniqueness and innovative marketing approaches will be able to create destinations that are not only visited once, but also become a favorite for tourists to return again.

RESEARCH METHOD

This research adopts a literature study approach by analyzing various phenomena in the community, particularly in tourist attractions. Data collection involves distributing questionnaires to a diverse group of respondents, including 50 tourists, 10 business operators, and 5 travel agencies. This multi-faceted approach aims to capture a broad spectrum of insights related to the current state of tourism activities. The use of questionnaires allows for gathering firsthand data from individuals directly involved in or affected by the tourism sector, thereby enriching the understanding of both the challenges and opportunities present.

Through observing the development of tourist attractions through field and literature studies and comparing with other tourist attractions which are then analyzed through theoretical studies will be the strength of this research. The collected data will undergo a combination of simple quantitative analysis and qualitative behavioral analysis. This dual-method approach is designed to extract preliminary insights that can inform strategic decisions for tourism businesses. The quantitative data will highlight key trends and patterns in tourist behavior, while the qualitative analysis will provide deeper understanding of motivations and preferences. Together, these findings can serve as valuable considerations for tourism operators seeking to enhance their offerings, attract more visitors, and create a sustainable competitive edge in the market.

The theory to be proven in this study is that the values contained in local culture have great potential to be the main attraction for the development of tourism business in an area. This assumption departs from the view that each community has a unique cultural heritage, which can be packaged into valuable experiences for tourists. This is in line with the concept proposed by regarding "value" as an important element in forming a "growth mindset". According to (Dweck, 2015), this growth mindset focuses not only

on developing individual capabilities, but also on creating a broader humanism, where people can appreciate the diversity and richness of the cultures around them.

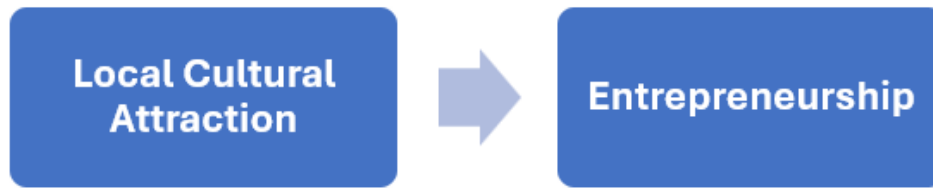


Figure 1. Research Method
Source: Author, 2024

In the context of tourism, the application of this theory means that tourist destinations that are able to highlight local cultural values can provide an experience that is not only interesting but also educational for tourists. This not only increases the attractiveness of the destination, but also contributes to the preservation of the local culture. By highlighting rich traditions, arts, cuisine, and unique social practices, destinations can create a strong and authentic narrative, which in turn can attract more visitors. Therefore, a deep understanding of local cultural values is crucial for tourism businesses in designing effective and sustainable marketing strategies. In this way, tourism is not only a source of economic revenue, but also a tool to strengthen cultural identity and promote inclusive social growth.

RESULT AND DICUSSION

Culture, as a unity of life values, is a set of procedures that aim to accelerate life to be harmonious (Koentjaraningrat, 1999) therefore, it is appropriate with this value that people as supporters of culture behave and act. Traveling as a behavior will be colored by the values it adheres to, both in the community in the tourist destination and the audience or tourists. This psychographic character situation will affect the growth of tourist destinations (Trisoko, 2019) is a good positioning for sustainable tourism (Hidayah, 2021). Because culture shapes the behavior, attitudes, and expectations of both tourists and local communities, it plays a pivotal role in influencing travel decisions and experiences. The values embedded in a community's culture create unique attractions that differentiate one destination from another, offering authentic experiences that resonate with visitors. When tourists travel, they bring their own cultural perspectives, which interact with the cultural practices of the destination, creating a dynamic exchange that enriches both parties.

1. Do you always need to travel at some point

The need to travel at some point in life arises from a combination of personal, social, and cultural factors that drive human behavior. Traveling fulfills an innate desire to explore, learn, and experience something beyond familiar surroundings, providing opportunities for growth and self-discovery. For some, travel serves as an escape from routine, offering moments of relaxation and renewal that are essential for mental and emotional well-being. Others view travel as a means to connect with different cultures, gaining new perspectives that enrich their understanding of the world. Additionally, in today's interconnected global society, travel often becomes a necessity for education, work, or personal relationships, highlighting its role as an integral part of modern life.

Whether driven by leisure, curiosity, or obligation, traveling satisfies fundamental human needs for adventure, connection, and personal fulfillment, making it an essential experience for individuals at various points in their lives.

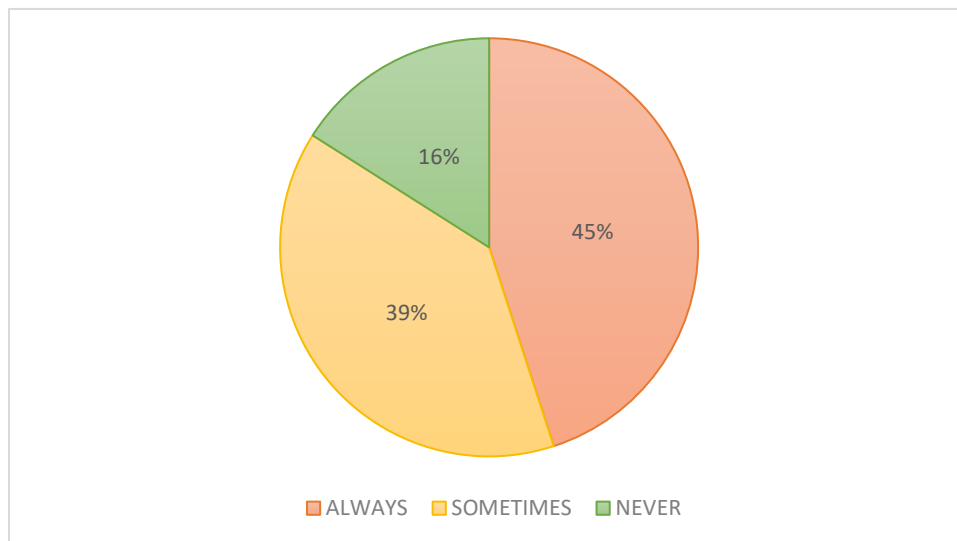


Figure 2. Do you always need to travel at some point
Source: Author, 2024

This figure explains that tourism has now become a community needs, therefore, it is important to organize it so that this community business has a long-term effect on life. (Trisoko et al., 2022) The figure explains that tourism has now become a necessity for the community, therefore, it is important to organize it so that this community effort has a long-term effect on life. the existence of tourism must be able to boost the economy of the local community as well as measure welfare. Therefore, this pattern will also explain the interest in visiting travel and tourism activities as an indicator of a prosperous country, this is because Tourism activities guarantee the occurrence of economic distribution through the emergence of various home industry businesses, local culinary as well as social distribution seen from increasing community activity as a symbol of welfare distribution which is a measure of the prosperity of a region in particular and the country in general.

In line with that in the pyramid of needs explains how the diagram of needs that emphasizes social position has an important role in the structure of human life. In line with (Frank & Fromm, 1968) in his book, about the revolution of hope which explains that the effect of increasing social welfare, increasing economic welfare also requires an increase in status in the ability to meet their needs, and this socially this society describes an increase in hope as a sign of a shift in welfare. From these theories, it can be seen that people's interest in visiting a place in tourism is also influenced by the character of the demographics of the community itself. this situation is known as psychographics and can be from the picture below will confirm how people's needs for travel in their influence to carry out an activity.

2. Tourist visits are more due to attraction

Tourist visits are primarily driven by attractions that offer unique, memorable, and engaging experiences. Attractions can take various forms, including natural landscapes,

cultural heritage, historical landmarks, artistic performances, culinary experiences, or local traditions that distinguish one destination from another. The uniqueness of an attraction lies in its ability to resonate with visitors' interests and provide emotional or intellectual enrichment. Cultural attractions, for instance, allow tourists to experience the authenticity of a community's way of life, traditions, and values, which often create a sense of wonder and connection. Moreover, attractions serve as a primary motivator for travel decisions, as they fulfill tourists' desires for discovery, relaxation, or adventure. Destinations that successfully highlight their attractions, whether through storytelling, promotion, or immersive experiences, can generate greater interest, increase tourist satisfaction, and encourage repeat visits. Therefore, understanding and developing attractions based on local strengths play a pivotal role in positioning a destination as a desirable choice in a competitive tourism market.

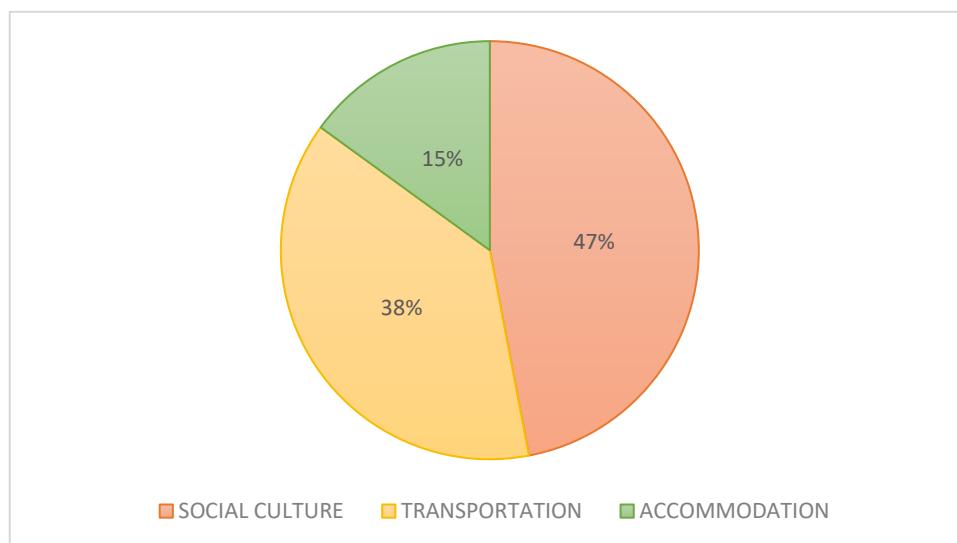


Figure 3. Tourist visits are more due to attraction
Source: Author, 2024

Through this figure, it explains that culture - social is the main choice of people traveling, this is in accordance with the attraction as a cultural magnet “anthro vision” (Tett, 2021) Therefore, the existence of a naturally differentiated and differentiated culture is an attraction that must be observed as a local advantage, which of course will also be able to have business value. Through Figure 3. it can be explained that the cultural - social character is the main choice of attraction for people traveling, this is in accordance with the view of attraction as a cultural magnet “anthro vision” (Tett, 2021). Therefore, the existence of a differentiated and diversified culture (Trisoko, 2023) is naturally an important attraction of choice and must be observed as a potential local advantage and which of course will also be able to have a high and inexhaustible business value.

From the Figure above, we can know that the role of anthropology is very important in the development of a culture as an attraction, it illustrates that social behavior is a fundamental force in the development of a social character (Kenneth, 2011) And this daily social life behavior is a basic capital for the development of socio-economic capital in a society that appears as a real attraction, This acceleration process by Koenjaraningrat (1999) is seen as a form of living culture because it has value for the

supporting community and seems alive (Gazalba, 1973) which acts as a social value in the development of a community group which of course also its economic value (Pine & Gilmore, 2011). The existence of such local power is certainly a potential attraction that can be developed as a tourist destination. And we see in some destinations in Indonesia, such as Yogyakarta, Bandung and Bali where we see how the life of the community becomes the main story and attraction for travelers. Therefore, cultural attractions as a cultural orchestra will certainly act as a miniature of life itself. Therefore, it is important for us to develop a business strategy based on local wisdom as a strong social capital as a basis for development (Kenneth, 2011).

3. Cultural interest due to elements

Cultural interest due to elements refers to the unique components within a culture—such as traditions, rituals, arts, cuisine, and social behaviors—that serve as significant attractions for tourism. These elements create an intrinsic appeal by offering experiences that are both authentic and distinct from a visitor's usual environment. The fascination arises from the cultural differences and the novelty they provide, which tourists often seek as part of their exploration and enrichment.

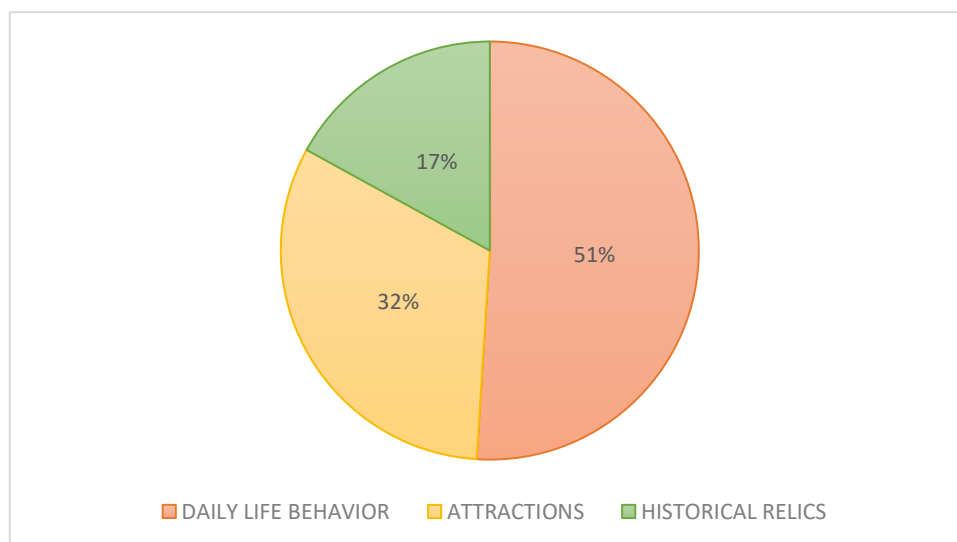


Figure 4. Cultural interest due to elements
Source: Author, 2024

This shows how behavior is created as an attraction in a tourist destination. This can happen because of the uniqueness as a characteristic of a community group that is different from the origin of tourists, and this difference becomes a moment that (Belsky, 2010) refers to as a new “makes ideas happen”. From this description, there will actually be many new things that can be developed from the potential or character of a community or region. In this Figure 4, we can see how the strength of behavior is the main goal of a cultural attraction, and this strengthens the theory of how culture becomes a social force of space and time, which is able to become its own strength because of the strength of its human resources and the idiotic sources that live in its society, therefore, community life in one culture, it has a magnet, has an attraction, has a selling point as a business value, especially tourism products that can be developed more broadly through, various kinds of communication strategies. Various cultural attractions

displayed (Trisoko, 2021) in his book *Tourism and Social maturity* says that the touch or the way people respond is a social behavior that can be valuable or has a high value on its meaning in a social hierarchy. and this can be proven in Figure 4, therefore the role of public awareness of cultural character is an advantage of “touch” that can be developed as an attraction. Because, the most important touch of attractiveness in the development of culture, it is the appearance of uniqueness that exists and grows in the community itself which is done without realizing it becomes a need for pride (Trisoko, 2020) which is termed as sub-culture.

4. A city that attracts culture for tourism

A city that attracts culture for tourism serves as a vibrant hub where local traditions, arts, and social practices are showcased to create unique and memorable experiences for visitors. This kind of city transforms its cultural richness into a living attraction by integrating heritage, daily life, and modern amenities into a cohesive tourism offering.

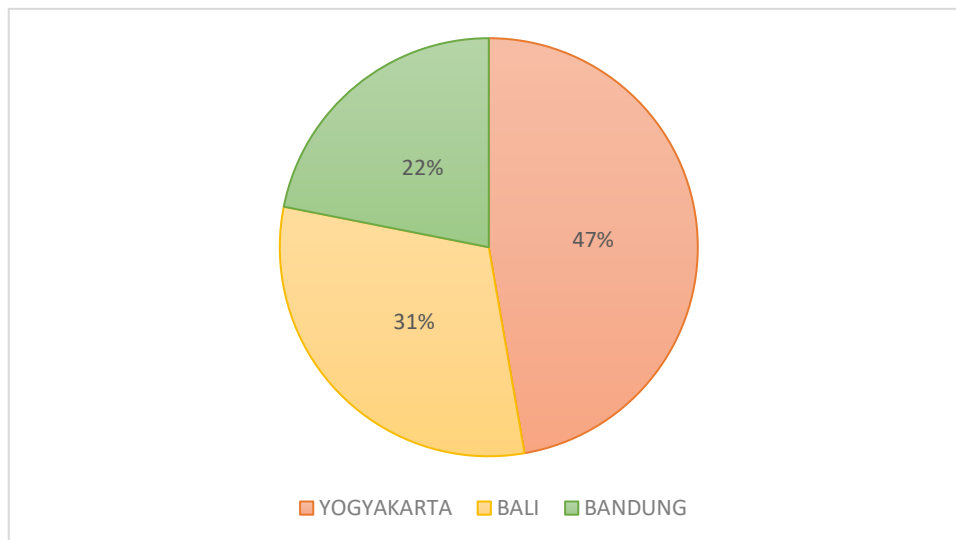


Figure 5. A city that attracts culture for tourism
Source: Author, 2024

Through Figure 5, we know together how a city displays daily life as a tourism attraction. Of the many we see in culture-based tourist destinations that are so alluring and endlessly to be explored whose appeal from life is endlessly polished. This kind of thing can be obtained and seen in the Yogyakarta, Bali and Bandung areas, with various social activities, and demographically it is certainly an advantage. This can happen more because of the awareness and support of the community to maintain the wisdom that is a necessity as well as pride. The wisdom of course as a way of seeing and behaving for daily life is a necessity that can be proud of and produces and has economic value for the lives of its people (Trisoko et al., 2021).

Ordinary urban life is transformed into an enthralling experience for tourists by this special fusion of cultural diversity and community involvement. The combination of contemporary social activities with traditional rituals in places like Bandung, Bali, and Yogyakarta creates a lively tapestry that attracts tourists from all over the world. These places are enticing not just because of their natural beauty but also because of the

regular encounters that showcase ingrained cultural values. In order to preserve and promote their legacy and make it a source of both identity and financial support, the local communities are essential.

According to (Trisoko et al., 2021) the people' awareness of the importance of preserving their cultural knowledge is not just a duty but also a source of pride. Visitors can explore and get a personal look at the customs and practices that are integrated into everyday life, which act as living museums. The upshot of this deliberate attempt to combine culture and business is sustainable tourism models that support cultural preservation in addition to the local economy. These towns gain a distinct competitive edge in the global tourism market by embracing their legacy and providing visitors with an opportunity to engage with something genuine. The possibility of using cultural assets as catalysts for long-term economic growth is highlighted by this synergy between culture and tourism.

5. Daily behavior values

Daily behavior values in tourism refer to the routines, traditions, and social practices embedded in a community's everyday life that become attractions for visitors. These behaviors, often seen as mundane by locals, carry significant cultural meaning and authenticity, offering tourists a glimpse into the region's unique identity. For instance, activities such as traditional food preparation, local ceremonies, or communal work highlight values like cooperation, heritage preservation, and pride. When presented thoughtfully, these behaviors transform into immersive experiences that resonate with visitors seeking authenticity and deeper connections with their destinations.

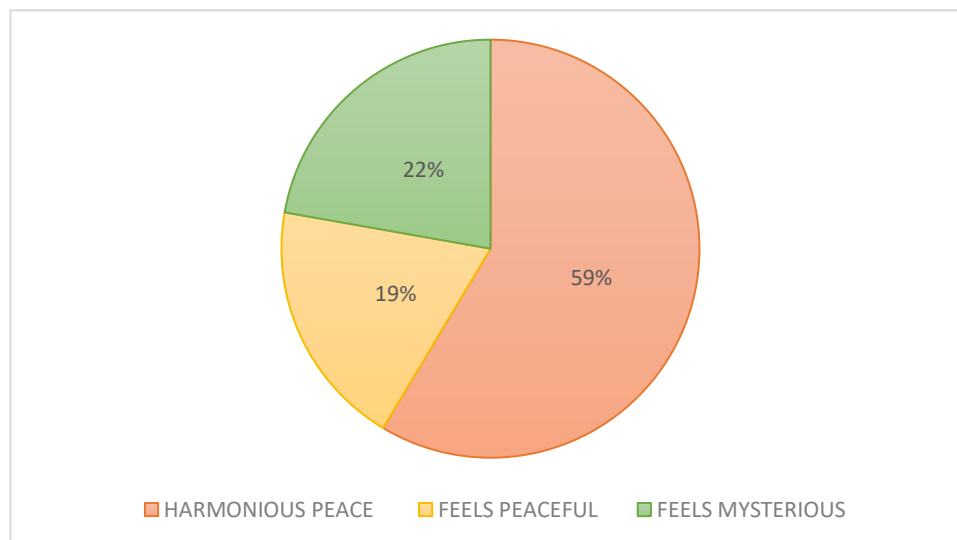


Figure 6. Daily behavior values
Source: Author, 2024

It can be seen in Figure 6 how culture as a behavior gets full trust from the community, in this case it becomes an attraction for tourism, because the elements in the culture that are embodied as a behavior become a value of life that is carried out as a pride, which in this case is considered an attractive and valuable behavior for the tourism market. In this figure, in fact, in the paragraph above, we can already mention that culture, which grows in the community, is a belief in the value of life that is carried

out as a matter of pride and is known as a tradition. The market formed from interest in this tradition turns out to have a strong influence on the formation of a harmonious community order, both the local community and the asa community, which has the power of 75% of tourist visits to form a harmonious influence on the formation of tourist destinations that offer local culture. (Usunier & Lee, 2009) in Cross Culture marketing, states how there is an interest in the value of psychographic visit activities, where the growth of interest in this table can be seen that the community believes in doing daily values that foster pride in respect for existing traditions because they consider that this life is a harmony and the value of values carried out as daily life is also a harmony and this harmony buys the value of a life that is important because it gives a sense of pride, This harmony buys the value of an important life because it gives a sense of pride, gives happiness and at the same time provides material value because economically what is done has a positive impact on its economic life, namely by the arrival of people to visit traveling to live together enjoying everything that is produced by the region or region itself.

Attractions described as a behavioral value that brings harmony has a high meaning for its supporters, which by (Weinstein, 2012) is a superior value expressed through a cultural characterization and this becomes attractive to tourists of course because there is a difference with what happens in the tourist's place, and by (Kartajaya, 2004) is termed positioning, which from a different perspective will provide a new value difference that not only has market potential but has harmony to be enjoyed as a product.

6. The community as a business actor, has the power of attraction visible

The community, as a business actor, holds a visible power of attraction because it serves as the backbone of cultural tourism by embodying unique traditions, social behaviors, and local wisdom that resonate deeply with visitors. This power stems from the community's ability to transform their way of life into living, interactive experiences that offer authenticity and emotional engagement for tourists.

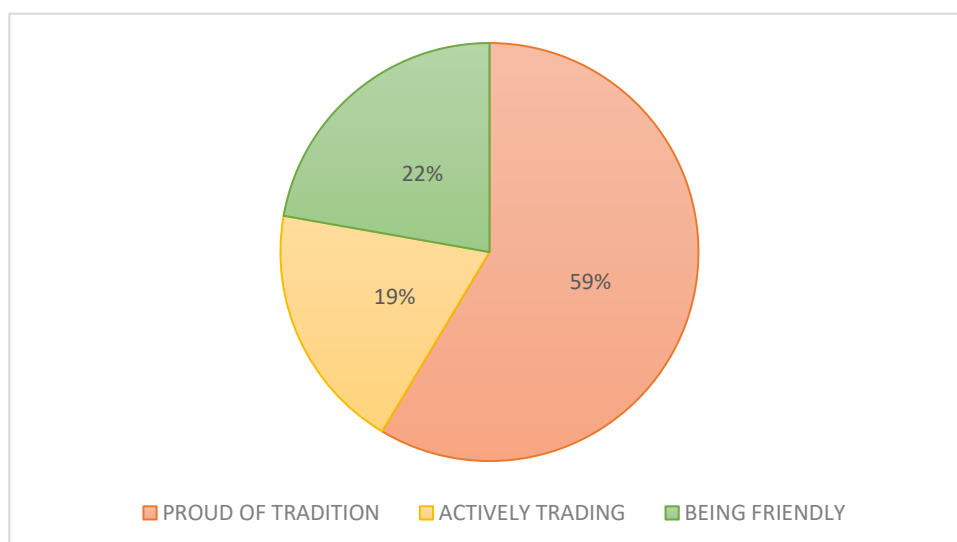


Figure 7. The community as a business actor, has the power of attraction visible
Source: Author, 2024

Through this figure, it can be seen that cultural strength is indeed a force in influencing decisions to determine tourist destinations, this is due to the human need to

recognize new wisdom as a new value (Mittal & Sheth, 2001) which strengthens awareness (Salusu, 2021). The community as a business actor, has the power of attraction seen from the information in the table above, it can be seen that harmonization is a force in life because it has a value of pride which can also be translated as a cultural attraction. (Mittal & Sheth, 2001) in his book *Space Value*. it says that everything of value, it can be used as a way or effort in order to satisfy the value that arises because of the difference in distance between people to people, people to time, people to goods and time to time which then becomes what people want to travel, which is by (Trisoko, 2024) In his book *Secrets of Tourism Products* explains about this concept that tourism can be said to be a transaction, which occurs through sensory activities.

From this theory we can know that there is an economic value that occurs, and as a value that is transacted in a cultural harmonization that lives in the community, therefore this becomes important to be explored as a local pride that has economic value because it has a market as a tourism product. This existence is important to know as a potential, which the author reveals from a theory about the subconscious, from (Berger, 2016) in his book *Contangius* he said that basically humans will stand up and always look for something new that becomes their needs without realizing it. This concept is a belief and encouragement that must be captured by us as tourism business actors so that tourism businesses or local cultures can develop because they become an attraction for other communities to come to travel to witness the harmonization of life in the tourism destination itself.

This process is an economic activity that grows in the circulation of socio-economic changes from a social capital or economic capital in an area that is important to be used as an economic source for its people. In the concept of village economy by (Phillips & Roberts, 2013), it is revealed that the development of village strength needs to be done simultaneously, not only the community itself, but through the penta helix, which in this study the author focuses on the role of travel agencies as a distribution channel that needs to be fostered in order to obtain differentiation and diversification functions for the community of cultural owners.

7. The power of attraction by the travel agency is more assessed due to

The power of attraction by the travel agency is more assessed due to its ability to act as an intermediary that effectively communicates the unique values of a destination to prospective tourists. Travel agencies play a crucial role in packaging local cultural experiences into structured tourism products that highlight the strengths and uniqueness of a region. By curating tailored itineraries, promoting local wisdom, and emphasizing immersive cultural elements—such as traditions, arts, and culinary experiences—travel agencies create a sense of exclusivity and appeal for travelers. Their expertise in market segmentation and promotional strategies ensures that the destination's attractions reach the right audience, enhancing visibility and marketability. Furthermore, travel agencies bridge the gap between local communities and tourists, fostering economic growth by increasing the flow of visitors and generating income for local businesses. This process not only boosts the attractiveness of the destination but also preserves its cultural heritage by showcasing its authenticity in a way that resonates with modern tourism demands.

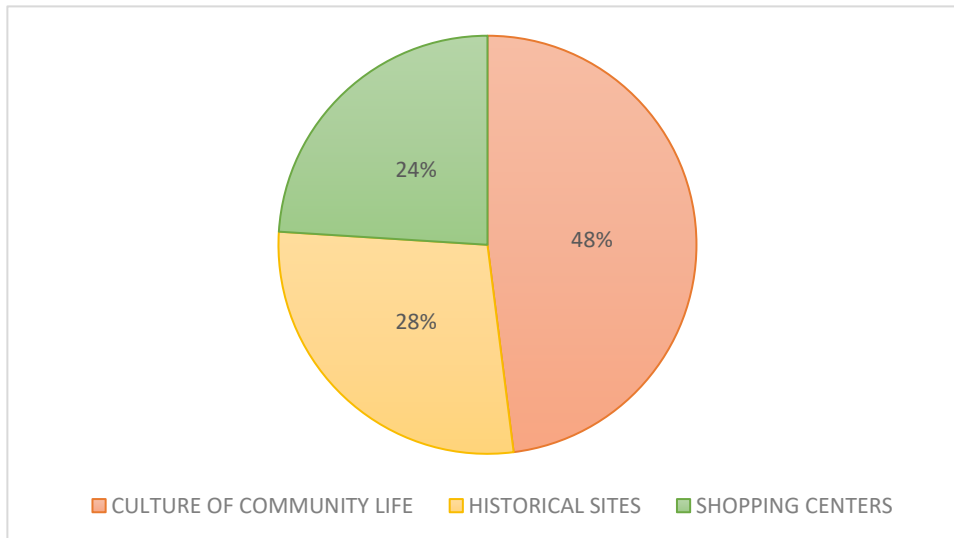


Figure 8. The power of attraction by the travel agency is more assessed
Source: Author, 2024

Book Contangius explains about the emergence of the power of the underworld formed due to the strong influence of information that aims to fulfill its living space and this is in accordance with the purpose of the happy mind by (Elfiky, 2019) and which describes as a touch that has a good impact on business (Berger, 2016; Berry 1999). Therefore, from the above information, it can be added that there is a lot that can be explored, a lot that can be developed, a lot that can be drawn from local wisdom as an attraction. Therefore, from the above information it can be added that a lot can be explored, a lot can be developed, a lot can be drawn from local wisdom as a tourist attraction, therefore the liquidity of the travel agency is important in order to package the experience more than an event which is said by (Chiu, 2014) has imaginary value, which will make something more interesting, and this is important for a village full of traditional life.

Therefore, how to communicate a tourism product also needs a separate effort that is not static, this is important to communicate so that the tourism product has a superior value. Why, this is important for a tourism service business manager and the flow is recognized that the village with its people who can be said to be laymen (Komariah et al., 2018) is a potential and obstacle in itself, and requires the support of a liaison who plays an important role as a creator and communicator with the hope of being able to provide a different positioning of the village in the minds of consumers. In the Figure above, it can be seen how actually, tourism business actors, in this case a travel agency, recreate a village with interesting information about local wisdom that gives power that is able to grow new value as a living value that can live (Trisoko, 2020).

Because of the ability to harmonize culture and become an attraction by managing where it is interesting, this is what must be developed as a joint effort that must continue to be explored about the values that have potential market value and can be developed in a tourism product. (Velasquez, 2018) in the book Business Ethics, reveals that the transaction process in business has a subjective value, and by (Kotler & Kartajaya, 2007) categorizing the subjective in services as an impression of a valuable message especially for tourism, and it can grow because of various values such as cheaper prices, because information is more complete, because the distance is closer,

because the time is more brush or long with price comparisons, because of the variety of attractions that are more, because of the pride of a tourism activity he visited, all of which the author believes to be such a strong message as emotionally attractive as a choice of travel destinations.

CONCLUSION

The development of tourism destinations based on local culture holds significant potential as a differentiation strategy in the increasingly competitive tourism market. The findings of this study reveal that local culture, as reflected in traditions, arts, cuisine, and social behavior, serves as a major attraction for both domestic and international tourists. However, the success of this development requires a deep understanding of the demographic and psychographic characteristics of local communities as a foundation for creating authentic and sustainable tourism narratives. This strategy not only fosters local economic growth through creative industries and small enterprises but also strengthens cultural identity, which is increasingly valued in the face of globalization.

Furthermore, the study highlights that culture as a "social magnet" must be viewed as a living and dynamic economic asset. Collaboration between tourism business actors, government, and local communities through the penta helix approach is key to transforming cultural values into competitive tourism products. Tourism activities grounded in local wisdom also create economic opportunities by ensuring equitable income distribution through home industries, performing arts, and other supporting tourism services. As such, active participation of local communities as tourism business actors becomes a determining factor in successfully developing sustainable and inclusive destinations.

Finally, the study emphasizes the critical role of facilitators or travel agencies in effectively bridging local culture with the global tourism market. By leveraging the unique values inherent in local communities, tourism destinations can create memorable and immersive experiences for tourists. This not only fosters visitor loyalty but also establishes a sustainable tourism model that generates positive economic impacts for local communities. Therefore, prioritizing local culture-based strategies is essential to enhancing authentic tourism appeal and improving the overall welfare of local populations.

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Implementation of tourism village management policies based on Edward III's theory in Bintan Regency to achieve sustainable tourism

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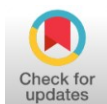
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Abstract:

Tourism villages have emerged as a crucial source of local income in Bintan Regency, yet the policy implementation for managing these villages faces both practical and theoretical challenges. This research aims to analyze the implementation of public policies in the management of tourist villages in Bintan, using Edward III's theory as a framework. The research employs a descriptive qualitative method, utilizing both secondary data from government documents and primary data collected through interviews with key informants. The findings reveal that although Bintan's tourism villages are generally managed effectively, several obstacles still hinder their full potential. These challenges include limited human resources, inadequate infrastructure, budgetary constraints, and social conflicts within the community. The study highlights the importance of communication as a key factor in policy implementation, where efficient and effective communication between stakeholders can improve service quality in the tourist villages. It also raises community awareness about the preservation of the environment and local culture, which are vital for attracting tourists. Moreover, the availability of both human and natural resources plays a significant role in enhancing tourist experiences. The attitudes and dispositions of tourism village managers are also essential in fostering an environment that supports environmental conservation and cultural heritage. The research underscores the need for a structured bureaucratic framework, characterized by clear policy hierarchies, active community involvement, government transparency, and better collaboration among agencies. To promote sustainable tourism in Bintan, this study recommends that the government provide training and support to local communities.

Keyword: Policy, Implementation, Tourism Village, Edward III's Theory



INTRODUCTION

The tourism sector currently features a new trend: villages. Tourism villages are defined as rural areas with specific characteristics that can serve as tourist destinations (Abnur et al., 2023; Irhandayaningsih, 2019). Tourism villages have a unique appeal due to their rural physical environment and the socio-cultural life of the local community (Zebua, 2016). The progress of tourism in a region must involve and benefit the local

community. Such policies are designed to encourage local community participation in developing the tourism potential of their villages, with the aim of improving economic and social welfare, as well as preserving local culture and the environment (Shelia et al., 2024). The management of tourism villages is closely tied to the role and wisdom of the local community, which acts as a driving force for tourism activities and adds value for tourists visiting these villages (Purwanti, 2019; Rayhaniah et al., 2024).

The development of tourism, specifically tourism villages, serves as a platform to create awareness of national identity and unity within diversity. The development of tourism villages is pursued using economic growth and equitable distribution approaches aimed at improving community welfare and regional development. This development focuses on empowering the community, encompassing various aspects of development (Prakoso & Lima, 2019; Sentanu & Mahadiansar, 2020). A tourism village offers a comprehensive rural experience, including natural attractions, traditions, and unique elements that can attract tourists by offering an immersive atmosphere (Antara & Arida, 2015). The development of tourism villages gained momentum when the central government enacted Law Number 6 of 2014 concerning Villages (Nofiyanti et al., 2018).

The Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration (Permendesa PDTT) Number 3 of 2015 governs village development, including tourism village development as a strategy for community empowerment and local economic enhancement. Additionally, the Regulation of the Minister of Tourism and Creative Economy Number 14 of 2016 provides guidelines for preparing and setting tourism business standards, including standards for tourism villages. The establishment of regulations related to tourism villages also aims to improve village management skills so that they can be managed professionally. Professional management of tourism villages contributes to poverty alleviation, preservation of resources and local wisdom, and increased Regional Original Income for sustainable economic growth (Fathur, 2021).

In Bintan Regency, several areas have been designated as tourism destinations based on Riau Islands Governor Regulation Number 62 of 2017 regarding Regional Leading Tourism Destinations (DPUD) in the Riau Islands Province. The designated destinations in Bintan Regency include the Lagoi International Tourism Area, Trikora Beach Tourism Area, Bintan Mountain Tourism Area, and Lepah River Tourism Area. The establishment of tourism villages is a crucial program initiated by the Regional Government to leverage the strategic tourism position of Bintan Regency. The development of tourism villages can be approached from three dimensions: tourism village institutional capacity, tourism objects and attractions, and tourism infrastructure and facilities.

Through Law Number 6 of 2014 concerning Villages, villages are expected to develop their potential as a form of productive enterprise to enhance community prosperity. This law mandates that each village establish a Village-Owned Enterprise (BUMDes) to manage productive businesses aimed at increasing village income. Furthermore, Bintan Regent Regulation Number 31 of 2022 on Tourism Villages and Tourism Kampongs in Bintan Regency regulates the establishment and management of tourism villages to promote village potential and improve community welfare through sustainable tourism. This regulation emphasizes infrastructure, promotion, and local community training. Moreover, Regional Regulation Number 4 of 2021 concerning the

Medium-Term Regional Development Plan (RPJMD) of Bintan Regency for 2021-2026 underscores the importance of developing tourism villages as a priority strategy to enhance tourism appeal and drive sustainable local economic growth.

The opportunity for villages to accelerate their development lies in the management of businesses under BUMDes, which source their operations from the natural potential of each village. Villages with significant tourism potential and communities capable of harnessing local resources can develop tourism villages. Stakeholders are defined as any group or individual who can influence or be influenced by the achievement of organizational goals. Stakeholder participation plays a significant role in enhancing organizational performance (Movahed et al., 2020; Rachman et al., 2021; Stoffelen et al., 2019). In the context of tourism village development, stakeholders' roles are crucial for the success of programs (Dwivedi, 2021).

The development of tourism villages involves various stakeholder roles. Roles are abstractions of the behavior of an entity that consist of parts of the entity's interactions, along with the constraints that may occur (Genilloud & Wegmann, 2000). One of the efforts to strengthen the national economy, beginning with regional empowerment, can be realized through strengthening the tourism sector (Setiawan, 2016). The development of the tourism sector inherently involves multiple stakeholders as part of a multi-sectoral industry (Arfandi & Adhayanto, 2017). To promote regional development and community welfare, tourism development must involve active community participation through the development of tourism villages (Gautama et al., 2020; Priatmoko et al., 2021).

The hallmark of tourism villages is that local communities serve as the main actors in developing tourism potential in their area, enabling them to develop independently. Several aspects that highlight the authenticity of tourism villages include their socio-cultural elements, traditional architecture, village spatial structure, local customs, and daily activities of rural communities. Furthermore, the integration of other tourism components, such as accommodations, attractions, and supporting facilities, adds to the village's appeal (Huttasin, 2008; Middleton & Hawkins, 1998; Widnyani, 2022). The tourism village phenomenon in Bintan Regency represents one of the region's tourism potentials, attracting both domestic and international tourists. However, preliminary observations conducted by researchers highlight factual problems in the management of tourism villages in Bintan Regency, such as a lack of coordination and communication among stakeholders. This can lead to overlaps in the implementation of policies and tourism village development activities.

To provide effective solutions and assist the communities in Bintan Regency's tourism villages, policy implementation must address these issues while considering the needs of local communities, protecting the environment, and improving integrated management of tourism villages. In analyzing tourism village management policies in Bintan Regency, it is crucial to identify and address theoretical problems that may arise, as well as formulate effective and integrated strategies to enhance sustainable tourism village management.

RESEARCH METHOD

The research method used in the study of Policy Implementation in Tourism Village Management in Bintan Regency is a descriptive qualitative method. This approach aims to deeply understand the phenomenon of policy implementation through

the collection of primary and secondary data (Johnston, 2014). Primary data is obtained through direct interviews with key informants such as government officials, tourism village managers, and the local community. Secondary data includes official documents such as government policies related to tourism village management, annual reports, and regional regulations supporting tourism village development.

This approach uses the theory of policy implementation proposed by Edward III (1980) as a foundation for analysis. This theory focuses on four main elements in policy implementation: communication, resources, the disposition of implementers, and bureaucratic structure. The study examines how effective and efficient communication can enhance community awareness and the quality of tourism village services. In addition, aspects of human and natural resources are also emphasized to improve the service capacity of tourism management. The data collection techniques include interviews, observations, and documentation (Afrizal, 2014; Moleong, 2012). The researcher conducted direct observations in tourism villages in Bintan Regency to understand the obstacles and challenges faced in management. Interviews with key informants provide direct perspectives from various stakeholders. Data analysis is carried out in-depth and inductively, where findings from the field are compared with theoretical frameworks to derive relevant and practical conclusions.

RESULT AND DISCUSSION

1. General Conditions of Tourism Management in Bintan Regency

Bintan Regency, strategically located near Singapore and Malaysia, is renowned as an island with a variety of coastal and marine attractions. Bintan has been projected as a tourism and relaxation island due to its many beautiful beaches adorned with luxurious facilities, mostly located along the island's northern coast, particularly in the Lagoi area, which directly faces Singapore and Malaysia. The tourism destinations developed in Lagoi include the Exclusive Integrated Tourism Area of Lagoi (Bintan Resort), Sebong Perih Beach, and the Sebong Perih Tourism Village, which offers marine tourism. Bintan Island is not only famous for Lagoi but also other tourist attractions ranging from natural tourism, ecological tourism, cultural tourism, and historical tourism. These include Tanjung Berakit Beach, Trikora Beach, the Kawal Fishermen's Village, small island beaches surrounding Bintan Island, Bintan Leisure Park, as well as the Gunung Bintan Waterfall, Gunung Bintan Cave, and the Natural Tirta Lake (a former bauxite mining site) in Teluk Bintan District, Bintan Regency.

In addition, these tourist destinations are no less beautiful than the Lagoi area. Other activities include tree planting in mangrove forests along the eastern coast of Bintan Island and conservation forests in Gunung Kijang and Bukit Kucing. Bintan also routinely hosts international events, particularly international sports events. Some notable examples include the Kite Festival, the International Triathlon "Meta Man," the International Golf Championship, and the Tour de Bintan, among others. To enhance the quality and quantity of tourists visiting Bintan Regency, the local government has developed various destinations that offer unique tourism experiences. One prominent example is the Exclusive Integrated Tourism Area of Lagoi (Bintan Resort), which offers marine tourism and luxurious facilities along the island's northern coast.

Additionally, there is Sebong Perih Tourism Village, which highlights cultural and ecological tourism. Beyond the Lagoi area, Bintan Island boasts other equally attractive

destinations, such as Tanjung Berakit Beach, Trikora Beach, and the Kawal Fishermen’s Village. The small islands surrounding Bintan Island offer unique natural tourism experiences. Furthermore, there are destinations like Bintan Leisure Park, the Gunung Bintan Waterfall, Gunung Bintan Cave, and the Natural Tirta Lake, which offer historical and natural tourism experiences.

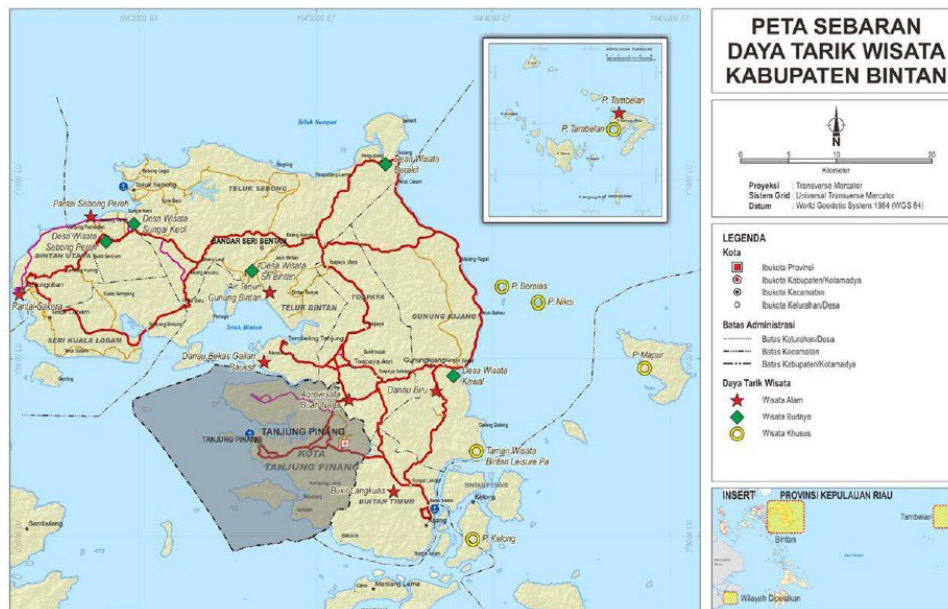


Figure 1. Map of Distribution of Tourist Attractions in Bintan Regency
Source: RIPPARDA Bintan Regency

To enhance the quality and quantity of tourists visiting Bintan Regency, the local government has developed various destinations that offer unique tourism experiences. One prominent example is the Exclusive Integrated Tourism Area of Lagoi (Bintan Resort), which offers marine tourism and luxurious facilities along the island’s northern coast. Additionally, there is Sebong Perih Tourism Village, which highlights cultural and ecological tourism. Beyond the Lagoi area, Bintan Island boasts other equally attractive destinations, such as Tanjung Berakit Beach, Trikora Beach, and the Kawal Fishermen’s Village. The small islands surrounding Bintan Island offer unique natural tourism experiences. Furthermore, there are destinations like Bintan Leisure Park, the Gunung Bintan Waterfall, Gunung Bintan Cave, and the Natural Tirta Lake, which offer historical and natural tourism experiences.

In improving the quality of tourism management, the local government has also made efforts to preserve the environment by planting trees in mangrove forests along the eastern coast of Bintan Island and conservation forests in Gunung Kijang and Bukit Kucing. This initiative aims to maintain environmental sustainability and prevent pollution, ensuring the effective implementation of tourism management. In addition, the local government has organized various international events, such as the Kite Festival, the International Triathlon "Meta Man," the International Golf Championship, and the Tour de Bintan, among others. These efforts aim to enhance the popularity of Bintan Regency as a tourist destination and increase regional revenue, fostering a sustainable economy.

Implementing tourism management policies, the local government must continue to improve the quality of tourism facilities and infrastructure while raising community awareness about the importance of environmental preservation. In this regard, the local government can collaborate with other stakeholders, such as the tourism industry, local communities, and non-governmental organizations, to achieve these goals. Furthermore, to strengthen the foundation of Tourism Villages, reference is made to the Bintan Regent Decree Number: 158/II/2023 on the Designation of Tourism Villages in Bintan Regency for 2023, as outlined in the following table.

Tabel 1. Determination of Tourism Villages in Bintan Regency 2023

No	Village Name	Location	Potential	Category
1	Ekang Tourism Village	Ekang Anculai Village, Teluk Sebong District	Ecotourism	Developing
2	Pengudang Sumpat Tourism Village	Pengudang Village, Teluk Sebong District	Ecotourism	Emerging
3	Sebong Lagoi Tourism Village	Sebong Lagoi Village, Teluk Sebong District	Ecotourism	Emerging
4	Berakit Tourism Village	Berakit Village, Teluk Sebong District	Cultural Tourism	Emerging
5	Tosela Ecotourism	Toapaya Selatan Village, Toapaya District	Ecotourism	Emerging
6	Mapur Culinary Village	Busung Village, Seri Kuala Lobam District	Culinary	Emerging
7	Busung Tourism Village	Busung Village, Seri Kuala Lobam District	Ecotourism	Emerging

Source: Author, 2024

In 2023, the Regent of Bintan designated several villages as tourism villages through Bintan Regent Decree Number 158/II/2023. In this designation, several categories were used to determine the selected tourism villages, namely ecotourism and cultural tourism. Ecotourism is a category used to identify tourism villages with high economic potential and adequate facilities and infrastructure. The table above shows that several villages have been designated as tourism villages under the ecotourism category, such as Ekang Tourism Village, Pengudang Sumpat Tourism Village, and Sebong Lagoi Tourism Village. In addition, there are also villages designated as tourism villages under the cultural tourism category, such as Berakit Tourism Village.

2. Community Empowerment in the Development of Tourism Villages Based on Innovation and Local Wisdom in Bintan Regency

The role of the community involved in Tourism Villages serves as an empowerment approach that positions the community as key actors and places them within the context of a new paradigm for sustainable development (Kedang & Soesilo, 2021). Through institutional roles, village organizations are established, consisting of local community members who have care, responsibility, and serve as drivers to create a conducive environment for the growth of tourism in the village area and the realization of *sapta pesona* (seven charms of tourism). Among the POKDARWIS (Tourism Awareness Groups) in Bintan Regency's Tourism Villages that remain active today are:

Table 2. POKDARWIS in Tourism Villages of Bintan Regency

No	Name of POKDARWIS	Type of Activity	Location
1	Desa Wisata Pesona E kang	Recreational Park	Desa E kang Anculai, Kecamatan Teluk Sebong
2	Desa Wisata Sumpat	Mangrove Tour	Desa Pengudang, Kecamatan Teluk Sebong
3	Desa Wisata Mutiara Bhinekka	Village Tour	Desa Sebong Lagoi, Kecamatan Teluk Sebong
4	Desa Wisata Mancing Berakit	Fishing	Desa Berakit, Kecamatan Teluk Sebong
5	Eco Wisata Tosela	Mangrove, Recreation	Desa Toapaya Selatan, Kp. Simpangan Km 16
6	Perisai Mapur	Marine Tourism	Desa Mapur, Kecamatan Bintan Pesisir

Source: DISBUDPAR Bintan, 2021

The implementation of BUMDesa (Village-Owned Enterprises) in Bintan Regency has been carried out since 2016, with the first establishment of BUMDesa administratively accompanied by the formulation of bylaws based on Law No. 6 of 2014, which mandates that every village must have a BUMDesa. BUMDesa serves as one of the key actors supporting the success of village tourism development. In the Riau Islands Province, BUMDesa focusing on the tourism sector is predominantly located in Bintan Regency, indicating that villages in this area are leveraging their tourism potential through BUMDesa initiatives. One notable example of successful tourism village management is E kang Anculai Tourism Village in Bintan Regency, which has been recognized as a model tourism village in Indonesia by the Ministry of Tourism and Creative Economy (KEMPAREKRAF). This recognition was granted because E kang Anculai Tourism Village is managed by the local community while applying local wisdom. The village was developed on a site previously used for rubber plantations that are no longer in production.

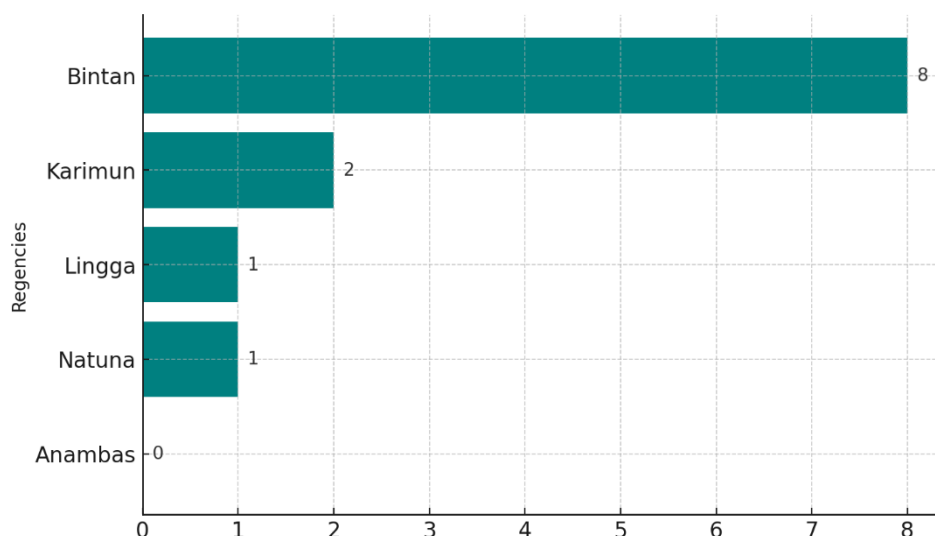


Figure 2. Graph of the Number of BUMDes in the Tourism Sector of the Riau Islands Province
Source: Milyawati, 2021

The accommodations available around the village are constructed from bamboo and equipped with various facilities for visitors/tourists, such as horseback riding and agrotourism. The Minister of Tourism and Creative Economy (MENPAREKRAF), Sandiaga Salahuddin Uno, stated that E kang Anculai Tourism Village is planned to become a prototype for tourism villages (Fathur, 2021). It is expected that E kang Anculai Tourism Village will serve as a prototype replicable by other regions. Through the implementation of local wisdom and involving the community—including village residents, youth organizations (karang taruna), and tourism awareness groups (POKDARWIS)—the village has experienced rapid development. This demonstrates the potential to optimize village tourism management, which can be implemented by other communities.

The village's location, consisting of hills, rubber forests, and a beautiful lake, is considered highly scenic. Apart from its natural beauty and infrastructure or offered facilities, another factor that makes E kang Anculai Tourism Village a leading example is collaboration. The collaborative model involves youth as managers working alongside the local community, which consists of approximately 800 households (Ramadhian, 2021). In tourism village development, public participation in tourism management must be ensured. Public participation is strongly embedded in community-based tourism development. Awareness of public participation arises from policymakers' recognition of the need to understand the stakeholders affected by the policy and those with the power to influence the policies implemented.

There has been an increase in the results of regional innovation in Bintan Regency in 2020 compared to 2019. While the implementation of regional innovation has been carried out by regional agencies and initiated by the community, challenges remain, particularly in identifying the forms of activities implemented. The positive impact of these innovations has influenced governance in Bintan Regency. Currently, the Bintan Regency Government, through the Village Empowerment and Community Service Office, has implemented a village innovation market program at the village level (Budiman et al., 2021). Regent Regulation No. 27 of 2013 on the Establishment of Regional Leading Tourism Destinations in Bintan Regency reflects the local government's decision to enhance and strengthen the tourism sector in the area.

This document provides guidelines and identifies potential tourism sites capable of attracting more national and international visitors. In this context, a "Leading Tourism Destination" is defined as a site with high quality, uniqueness, and the potential to influence tourism development in Bintan Regency. The Regent Regulation facilitates the effective development and marketing of tourism in the region. Furthermore, Regional Regulation of Bintan Regency No. 11 of 2008 on the Delegation of Government Affairs to Village Governments states that village governments—comprising the Village Head and village apparatus—are obligated to manage tourism potential within their territories. This regulation serves as the initial step in developing tourism villages in Bintan Regency to achieve independently managed tourism destinations.

However, the development of tourism villages in the region faces challenges due to a lack of support from the local community. This is evident as local residents are often unable to maintain existing tourism facilities, posing a significant obstacle to the development of tourism areas. Additionally, limited support from the government, particularly concerning the lack of information available at tourism sites, is further

exacerbated by the limited education levels of the local tourism community (Arifin, 2017).

3. The Implementation of Edward III's Policy in the Management of Tourism Villages in Bintan Regency

The implementation of tourism village management policies ensures that tourism villages operate optimally, delivering balanced benefits to the local community, visitors, and the environment. Such policies must be based on an analysis of the strengths and weaknesses of the tourism villages, as well as their alignment with regional development goals. In practice, the village government and the local community must collaborate to identify existing tourism potentials, improve service quality, and develop the necessary infrastructure. The findings and discussion of this study employ Edward III's policy implementation model, which can be elaborated as follows:

a. Bureaucratic Structure

The bureaucracy is a system consisting of various visible and invisible elements that work together to achieve specific goals within an organization. In managing tourism villages, the bureaucratic structure is critical for maintaining security, order, and efficiency in the management of tourism objects. In Bintan Regency, the tourism village management bureaucracy operates through several hierarchical levels and interconnected elements. The bureaucratic structure in implementing tourism village management policies in Bintan Regency involves staged processes. According to Santi Rosalinda, Head of Programs at the Bintan Regency Department of Culture and Tourism, she explained:

"Certainly, it involves the participation of the community as members of the tourism village. Before a tourism village is officially established, it is mandatory to form a Tourism Awareness Group (POKDARWIS). This group comprises the various tourism potentials available in each village. Once POKDARWIS is established, the tourism village structure is formed. The decree (SK) for POKDARWIS and the tourism village is issued by the local government and forwarded to the regent through the tourism department, after which the regent issues the decree for the tourism village."

From the explanation above, it can be analyzed that the bureaucratic structure in implementing tourism village management policies in Bintan Regency demonstrates a hierarchical policy. This policy begins with the establishment of the Tourism Awareness Group (POKDARWIS), which identifies and organizes the tourism potentials in each village. The decrees for POKDARWIS and tourism villages are issued by the local government, forwarded to the regent via the Department of Culture and Tourism, and formally approved by the regent. This process aligns with a statement from Asrul of the Bintan Regency Village Empowerment and Community Service Office, who emphasized:

"The tourism village technically falls under the supervision of the Department of Culture and Tourism, and they are the ones responsible for establishing and managing it. Meanwhile, the Village Empowerment Office

focuses more on aspects related to the management of BUMDes (Village-Owned Enterprises), and the regent eventually issues the decree."

In the bureaucratic structure for managing tourism villages in Bintan Regency, each bureaucratic element plays a distinct role in achieving tourism village management objectives. The hierarchical involvement of multiple actors—such as the local government (Pemda), the regent, and the Department of Culture and Tourism—ensures effective coordination. Therefore, it can be concluded that the implementation of tourism village management policies in Bintan Regency reflects a well-ordered bureaucratic structure, which is crucial for maintaining security, order, and efficiency in managing tourism attractions. This structured approach highlights the importance of inter-agency collaboration and community involvement in achieving successful tourism village management.

b. Implementers' Attitude or Disposition

In the context of tourism village management in Bintan Regency, the attitude or disposition of the implementers is crucial, as tourism villages have significant potential to become a primary source of income for the local community. The management of tourism villages in Bintan Regency focuses not only on developing infrastructure and facilities but also requires a positive attitude and disposition from the implementers. The implementers' attitude or disposition can be defined as a combination of knowledge, skills, and values possessed by individuals or teams in managing tourism village activities. This point is emphasized by community leaders who possess knowledge about tourism village management. According to the Chairman of the Lembaga Adat Melayu (LAM) of Bintan Regency, he explained:

"But regarding knowledge, Alhamdulillah, we have experience as facilitators appointed by the local government. At that time, we were also given an honorarium, so we understand tourism villages, the polarization of tourism villages, and the programs that need to be implemented in these tourism villages across Bintan Regency."

From the statement above, it is clear that the attitude and disposition of implementers highlight active community participation beyond the bureaucracy in managing tourism villages in Bintan Regency. This indicates that the community does not merely rely on the bureaucracy to regulate and manage tourism villages but actively engages in the process. This aligns with the views of youth group members (Karang Taruna) such as Dina Aulia, who elaborated:

"There has been good collaboration, where we often hold meetings and cooperate between villages. We also involve the local community, which improves efficiency in managing resources, facilitates the sharing of information, and encourages the exchange of knowledge between tourism villages."

In the implementation of tourism village management policies, the involvement of non-bureaucratic actors, such as entrepreneurs, traders, farmers, and the general public, plays a significant role. These actors actively contribute to the development of tourism villages and share knowledge for managing resources effectively. They support infrastructure development, promotion, and services for visitors, which are critical to the success of tourism villages. The participation of non-bureaucratic actors enhances the efficiency and effectiveness of tourism village management. By contributing creative and innovative ideas, they help improve the quality of the tourist experience while simultaneously boosting local income through tourism-related economic activities. This collaborative and proactive attitude ensures the sustainability and long-term success of tourism village initiatives in Bintan Regency.

c. Resources

Resources are a crucial component in the management of tourism villages in Bintan Regency. Resources can be defined as all materials, attributes, and expertise possessed by the community, organizations, and government, which are utilized to achieve the goals and objectives of tourism villages. In tourism village management, these resources serve as the main support for developing sustainable tourism potentials. In Bintan Regency, the resources that support tourism villages include natural resources, cultural resources, human resources, and infrastructure. Natural resources are among the most significant assets, as Bintan possesses extraordinary natural beauty, such as beaches, coral reefs, and mangrove forests. Cultural resources consist of local traditions, festivals, and ceremonies that reflect the values of the community. According to Santi Rosalinda, from the Department of Culture and Tourism:

"Everything that has uniqueness, beauty, and value in the form of natural diversity becomes the target or purpose of tourist visits. It is these attractions that bring visitors to a village. The organizations managing the tourism villages must continue their programs to advance their tourism destinations, and community involvement here is very important for the progress of the tourism villages. We only facilitate this process, although not fully."

The discussion above shows that natural resources are prioritized in the tourism village programs. Natural beauty, such as beaches, coral reefs, and mangrove forests, serves as the main attraction for tourists. Therefore, programs to advance tourism villages and encourage community involvement are essential for sustainable development. This point is reinforced by Asrul, S.Sos. from the Village Empowerment and Community Service Office, who emphasized the significance of natural resources in Bintan Regency:

"So far, the tourism villages are performing well because they have developed based on the potential of each village. For example, Busung Village has sand dunes managed by the BUMDes. Meanwhile, Ekang Village was developed through investments by entrepreneurs, who collaborated with the village to manage it. However, the larger share of

control lies with the investors, as they provided the capital for Ekang Tourism Village."

The statements above highlight that Bintan's tourism villages have been successfully developed through their natural resources, which have positively impacted the local economy. For instance, Busung Village utilizes its sand dunes under the management of the BUMDes, while Ekang Village involves collaboration between entrepreneurs and the local village government. However, challenges exist concerning human resources. According to Dato' Mustafa Abbas, a key informant, not all community members are willing to participate actively in tourism village development, especially without financial incentives or proper facilities:

"The dominant issue, as we see it, is human resources. Not everyone in our community is willing to participate sincerely, especially if there are no financial returns or tangible benefits. People are unlikely to endure the heat or spend their time without gaining something, particularly since most residents work in informal jobs to make ends meet. Training should be prioritized first because if people have stable jobs, it is easier to find dedicated village facilitators. Without proper financial incentives or training, it is challenging, and the government at the village, district, or regency level has not fully optimized these efforts."

From the statement above, it becomes evident that there is a significant difference between natural resources and human resources. While natural resources are abundant and provide economic opportunities, human resources face challenges related to participation and financial expectations. Many community members prioritize immediate financial benefits, which hinders their willingness to contribute voluntarily to tourism village programs.

While natural resources in Bintan Regency serve as the foundation for tourism village development, the challenges with human resources particularly in participation and training must be addressed. Comprehensive training, adequate funding, and improved community engagement are needed to ensure the successful implementation of tourism village management policies. Collaborative efforts involving the government, private sector, and the community will help optimize both natural and human resources for sustainable tourism development.

d. Communication

Communication plays a crucial role in the management of tourism villages in Bintan Regency. In tourism village management, communication is one of the key factors that influence the success of tourism village programs. Communication can be defined as a process involving the exchange of information, ideas, and concepts among stakeholders engaged in managing tourism villages. Research informants highlighted that communication in the implementation of tourism village management policies in Bintan Regency particularly inter-institutional communication has been functioning effectively, from the village to the regency level. According to Asrul from the Village Empowerment and Community Service Office:

"The communication is quite good, but when it comes to tourism, there are limitations. For instance, we cannot intervene in the Tourism Awareness Groups (POKDARWIS) because they are directly under the supervision of the tourism department, and we cannot manage matters specific to the tourism sector."

This highlights that inter-institutional communication between the Village Empowerment Office and the Department of Tourism is well established, but responsibilities are clearly delineated. This separation ensures clarity in management roles while preventing overlap between departments. However, the perspective shared by Zaili Adi, the Village Head of Ekang Anculai, emphasizes communication at the program management level, particularly with tourists. He elaborated:

"We have a program to make Ekang Anculai a 'Kampung Inggris' (English Village), although it has not yet been implemented. We aim to start by offering free English courses to schoolchildren. Our hope is that this initiative will attract broader community participation. Since English is an international language and a tool for communication between nations, it will help us adapt to tourists visiting our village. We believe that word-of-mouth promotion will help attract more tourists to Ekang Anculai."

Although the perspectives of informants differ, it can be concluded that communication is vital for the successful implementation of tourism village management policies in Bintan Regency. Effective communication exists in inter-institutional relationships, ensuring policy execution from village to regency levels. At the same time, communication aimed at managing interactions with tourists plays an essential role in program innovation, community engagement, and promotion. By improving both inter-institutional communication and tourist-focused communication, the development and sustainability of tourism villages in Bintan Regency can be further enhanced.

CONCLUSION

The study highlights that tourism village management policies in Bintan Regency hold significant potential to enhance the local economy through the utilization of natural and cultural resources. By employing Edward III's theory, the implementation of these policies is examined through four key elements: communication, resources, implementer disposition, and bureaucratic structure. The bureaucratic structure in Bintan Regency has been relatively effective, with the regional government, Tourism Office, and local communities working in a tiered manner to establish Tourism Awareness Groups (POKDARWIS) and develop tourism village infrastructure. This has led to the formation of several tourism villages categorized under ecotourism and cultural tourism, such as Ekang Anculai Tourism Village, which serves as a national prototype.

Communication emerges as a critical factor in the successful implementation of tourism village management policies. While inter-institutional communication has been functioning well, challenges remain in managing communication with tourists,

particularly regarding improving international language proficiency. On the other hand, natural resources are a primary advantage for Bintan Regency, including its beautiful beaches, mangrove forests, and unique cultural attractions. However, limitations in human resources, both in terms of skills and active participation, continue to pose significant challenges. The lack of training and financial support has resulted in suboptimal community participation in developing tourism villages.

To achieve sustainable tourism villages in Bintan Regency, a more integrated and innovative approach is required. The government needs to enhance human resource capacity through training and mentoring programs focused on tourism management skills. Furthermore, collaboration between the government, private sector, and local communities must be strengthened to ensure effective tourism village management that provides sustainable economic and environmental benefits. By doing so, tourism villages in Bintan Regency can develop into leading destinations capable of attracting both domestic and international tourists while supporting the improved welfare of the local community.

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Designing an innovative SEO marketing plan to promote Indonesian tourism using AI-driven tool

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Abstract:

This study adopts the descriptive research method to design an innovative SEO marketing plan aimed at promoting Indonesian tourism using AI-driven tools, specifically SEO.AI and ASKOPTIMO AI. The objective is to explore how artificial intelligence can be leveraged for enhancing keyword generation, content creation, and overall SEO optimization to boost the visibility of Indonesian destinations on global search engines. The research identifies some targeting keyword categories, include geographic targeting, seasonality and traveler demographics. The researcher also found high-volume tourism-related keywords like Bali, Komodo Island, and Raja Ampat with more than 1900 search volume. Later on, researchers designed marketing plan through a step-by-step SEO strategy, including AI-powered content generation, website optimization, and link-building techniques. Through this process, the study demonstrates the effectiveness of AI-driven tools in streamlining SEO tasks and improving search engine rankings, providing practical implications for the tourism industry. The findings suggest that using AI for SEO can significantly enhance the digital presence of Indonesian tourism. However, the research also acknowledges certain limitations, such as dynamic search trends and external influences on tourism. Future studies are recommended to explore additional digital marketing strategies and assess the long-term impact of AI-driven SEO methods on tourism marketing.

Keyword: SEO Marketing Plan, Indonesian Tourism, AI-Driven Tool



INTRODUCTION

The rapid digital transformation of the global tourism industry has significantly altered how destinations are marketed and promoted. As tourism organizations seek innovative ways to stand out in a crowded digital landscape, Artificial Intelligence (AI) has emerged as a game-changer. AI, particularly through tools such as seo.ai, has revolutionized Search Engine Optimization (SEO), providing unprecedented opportunities for destinations like Indonesia to increase their visibility and engagement with potential tourists. This research aims to design an innovative SEO marketing plan for promoting Indonesian tourism using AI-driven tools, focusing on the potential and effectiveness of seo.ai. (Optimo, 2023; Page & Brin, 2024). Indonesia, with its vast array of cultural and natural attractions, has long been a popular destination for travelers.

However, the increasing competition from other global tourism markets means that traditional marketing strategies are no longer sufficient (Khan, 2024). As digital marketing becomes the primary tool for attracting tourists, Indonesia's tourism sector must adopt more advanced and efficient strategies (Mkwizu, 2019). AI has proven to be a powerful tool in enhancing SEO, enabling more personalized and targeted content delivery, thus improving online presence and search engine rankings (Kong et al., 2023). Tools like seo.ai use machine learning and data-driven insights to optimize websites, target specific keywords, and improve search engine rankings—critical factors for any tourism destination aiming to compete globally.

Research in the application of AI in tourism marketing has grown significantly over the years. Discusses the growing role of AI in content creation and marketing strategies within the hospitality and tourism sectors (Doborjeh et al., 2022; Dwivedi et al., 2024; García-Madurga & Grilló-Méndez, 2023). AI-generated content is increasingly used to engage potential travelers by tailoring advertisements, social media posts, and website content to meet the needs and preferences of target audiences (Tuomi, 2023). Similarly, Conducted an extensive review of AI's impact on the hospitality and tourism industry, noting that AI technologies such as predictive analytics, machine learning, and AI chatbots have transformed marketing, customer experience, and operational efficiency (Lisi & Esposito, 2015; Wang et al., 2022). Also highlighted how AI-driven marketing tools are used to personalize content and enhance consumer interactions in tourism, demonstrating AI's potential in driving engagement and conversion rates (Fileri et al., 2021).

Despite the considerable body of literature on AI applications in tourism marketing, there is a noticeable gap in research on the specific implementation of AI-driven SEO tools, particularly in the context of Indonesian tourism (Asturi et al., 2019; Putri et al., 2024). While studies have explored AI's potential across various regions and industries, there has been limited focus on how AI can be utilized to create an effective, targeted SEO strategy for promoting a specific country's tourism sector, such as Indonesia. The research gap in existing literature lies in understanding how AI-driven SEO tools, such as seo.ai, can be harnessed to promote Indonesian tourism and enhance its competitive positioning on digital platforms. This research, therefore, aims to bridge this gap by providing a comprehensive, practical framework for integrating seo.ai into the SEO marketing strategies of Indonesia's tourism sector.

A unique aspect of this study is its focus on the tool seo.ai, which combines artificial intelligence with SEO strategies to optimize digital marketing efforts. Unlike traditional SEO methods, seo.ai automates many processes, such as keyword analysis, content optimization, and performance tracking, which can result in more efficient and effective marketing campaigns. AI's impact on tourism marketing has been profound, enabling faster decision-making, better targeting, and more effective personalization strategies (Bulchand-Gidumal et al., 2024). This research will evaluate how seo.ai can be utilized to develop SEO strategies that are specifically designed to promote Indonesia's tourism offerings to a global audience.

The increasing reliance on AI for digital marketing in tourism is a relatively new phenomenon. The impact of AI in tourism, they tend to focus on general trends and technologies, with limited analysis of specific tools or their direct impact on the tourism marketing of particular countries (Doğan & Niyet, 2024; Islam et al., 2024). By focusing

on seo.ai as a case study, this research will provide insights into the practical applications of AI in SEO for tourism promotion. It will explore the effectiveness of AI in improving search engine rankings, targeting high-value tourist segments, and enhancing the online experience for potential travelers.

This research is both timely and relevant. As the tourism industry recovers from the impacts of the COVID-19 pandemic, digital strategies that use AI to boost visibility and attract tourists will be critical to ensuring sustainable growth. AI-powered SEO tools like seo.ai offer the potential to redefine how Indonesian tourism is marketed in a competitive, digital-first world (Kusumanegara et al., 2024). This study will contribute to the broader understanding of AI's role in modern tourism marketing, providing valuable insights into the integration of AI into SEO strategies and offering actionable recommendations for stakeholders in Indonesia's tourism sector. By investigating the use of AI-driven SEO tools in promoting Indonesian tourism, this research aims to fill an important gap in the literature while providing practical insights for industry professionals. Ultimately, it will contribute to the development of a more effective, data-driven marketing strategy for Indonesian tourism, one that can leverage AI to improve online visibility and drive global tourism to the country.

RESEARCH METHOD

This study adopts a Descriptive Research Method to design an innovative SEO marketing plan to promote Indonesian tourism using AI-driven tools, specifically seo.ai and Ask Optimo AI. The descriptive approach is chosen to detail the steps and processes involved in formulating and implementing an AI-powered SEO strategy, offering an in-depth exploration of how AI can transform the digital marketing landscape in the tourism industry. Descriptive research is selected as it allows for a structured analysis, description, and documentation of the stages involved in developing an effective SEO marketing strategy (Saunders & Lewis, 2019). This methodology was preferred over experimental or mixed methods due to its suitability for exploring complex processes without requiring controlled conditions. Experimental methods, while valuable for testing hypotheses, may overlook the nuanced, real-world application of AI in SEO. Similarly, mixed methods were deemed unnecessary for this study's focused scope, as the descriptive method sufficiently addresses the need for step-by-step process documentation. Additionally, the data sources and criteria for keyword selection were meticulously determined. Keywords were identified through a comparative analysis between seo.ai and Ask Optimo AI. The criteria included:

- a. **Geographic Targeting:** Focus on keywords relevant to specific Indonesian regions or tourist destinations.
- b. **Seasonality:** Keywords tied to peak travel seasons, such as holiday or festival periods, to maximize relevance and traffic.
- c. **Traveler Demographics:** Keywords reflecting the preferences of specific traveler groups, such as eco-tourists, adventure seekers, or luxury travelers.

1. Comparative Analysis of AI Tools

In this research, a comparative analysis of seo.ai and Ask Optimo AI serves as a foundation for integrating both tools into a cohesive strategy for tourism marketing. Each tool brings unique capabilities that complement one another, allowing the research to

harness their combined strengths in achieving optimal SEO results. This combination ensures a holistic approach, covering both the technical and creative aspects of search engine optimization. The analysis guides the research in strategically utilizing seo.ai for its precision in technical SEO tasks, such as on-page optimization and performance monitoring, while leveraging Ask Optimo AI for its ability to generate engaging, contextually rich content and uncover high-value long-tail keywords. Together, these tools provide a well-rounded framework for developing and implementing an AI-driven SEO strategy tailored to the unique needs of Indonesian tourism. By combining the strengths of both tools, this research leverages seo.ai for its technical optimization capabilities and Ask Optimo AI for content strategy development, ensuring a balanced and robust SEO plan.

2. Expanded Methodology Stages

In detail implementations or applications, there are several things that are done in this research process. The following stages will be used:

- a. **Analysis of Existing Tourism Marketing Practices;** The first step involves analyzing the current state of tourism marketing in Indonesia, particularly focusing on digital marketing and SEO practices. The research will explore existing digital marketing strategies, identify common approaches, and highlight their limitations. This review will lay the groundwork for introducing AI-driven tools like seo.ai and AskOptimo ai as a solution to optimize and enhance SEO efforts.
- b. **Introduction to AI and SEO Tools;** This phase will examine how artificial intelligence tools, such as seo.ai and AskOptimo, are revolutionizing SEO practices. AI has gained attention for its ability to analyze large sets of data, predict trends, and optimize content, all of which can lead to higher visibility for websites in search engine results. AI tools automate tasks like keyword research, content generation, and technical SEO, thus streamlining marketing efforts and saving time. Research from Ai and Emotional Intelligence for Modern Business Management (2023) discusses the impact of AI in various industries, including tourism, emphasizing the efficiency and scalability of AI-driven solutions (Reejo, 2023)
- c. **Developing an AI-Driven SEO Strategy;** Using seo.ai, the research will develop an SEO strategy designed to improve the online presence of Indonesian tourism destinations. The key components of the strategy include:
 - **Keyword Research and Content Strategy:** AI tools will analyze search engine data to identify relevant keywords for Indonesian tourism. Content will be optimized to target these keywords, ensuring that it ranks higher in search engine results.
 - **On-Page Optimization:** seo.ai will assist in optimizing key elements of website pages such as meta descriptions, titles, headers, and images. This optimization ensures the website is structured in a way that is search-engine friendly.
 - **Link-building Strategy:** A robust link-building strategy will be designed, leveraging AI's ability to identify authoritative websites in the tourism sector and suggest effective backlink opportunities.
- d. **Implementation and Monitoring Using AI;** Once the SEO strategy is developed, it will be implemented using seo.ai. AI will automate content creation, track website performance, and adjust SEO efforts based on real-time data. AI tools also offer insights into user behavior, which will be utilized to optimize the user experience on

tourism websites. Research from the International Journal of Digital Marketing emphasizes the importance of continuous SEO monitoring and adjustments to stay ahead of competitors (Eccles, 1995). The Descriptive Research Method is ideal for this study as it allows for a detailed exploration of how AI tools like seo.ai can be integrated into the process of designing an SEO strategy for promoting Indonesian tourism. The methodology includes data collection, content optimization, technical SEO, link building, and ongoing monitoring, offering a comprehensive approach to digital marketing.

RESULT AND DICUSSION

1. Overview of AI-Driven Tools

Currently there are many AI-Driven Tools available that can be used for SEO keyword research needs. There are two that researchers use to search for potential keywords in the tourism sector which are applied in this research, namely: seo.ai and AskOptimo. Both have the same function, but there are differences in several things.

- a. SEO.AI; SEO.AI is a modern, AI-driven platform designed to revolutionize search engine optimization (SEO) by automating and optimizing content creation for better rankings on platforms like Google. The platform was developed by a team of veteran SEO professionals who have been working with SEO and search engine optimization strategies since 2004. Their extensive experience in the industry revealed that many businesses are still relying on outdated manual for SEO content, which limits the potential of their online presence. SEO.AI addresses this gap by leveraging advanced artificial intelligence to generate high-quality, SEO-optimized content that ranks well on search engines. By using AI, SEO.AI can rapidly produce relevant, impactful content based on data-driven insights, while saving time and effort that would otherwise be spent on manual SEO tactics. The tool simplifies the often complex and time-consuming process of keyword research, content creation, and optimization, enabling businesses to create content that directly aligns with search engine algorithms. This makes SEO.AI a perfect solution for businesses looking to stay ahead in an increasingly competitive digital space.
- b. AskOptimo; AskOptimo, developed by FATJOE, is a versatile AI-driven tool designed to cater to a wide range of SEO and marketing needs. As part of the Optimo Tool Suite, it empowers users to streamline various aspects of digital marketing, from ad creation and social media management to email marketing and business content generation. What sets AskOptimo apart is its comprehensive approach to SEO, offering much more than basic keyword research. With features for generating meta-titles and meta-descriptions, keyword clustering, long-tail keyword identification, and even link-building ideas, AskOptimo is a one-stop solution for enhancing online visibility and improving search engine rankings.

The tool's functionality extends beyond keyword analysis, making it a powerful asset for businesses seeking to optimize their digital strategies. For example, its keyword clustering feature groups similar keywords to target multiple related search queries, while its long-tail keyword suggestions help focus on niche, high-conversion phrases. Additionally, AskOptimo provides actionable link-building ideas by identifying authoritative backlink opportunities, ensuring a balanced SEO strategy. Its ease of use

and robust features make it an excellent choice for both beginners and seasoned marketers looking to enhance their digital presence.

2. Indonesian Tourism: Key Keywords and Opportunities for International Promotion

Indonesia is one of the world's most popular tourist destinations, known for its rich cultural heritage, stunning natural landscapes, and diverse ecosystems. As a country with over 17,000 islands, it offers tourists everything from beautiful beaches and tropical rainforests to historical sites and vibrant cities. With its unique blend of culture and nature, Indonesia has become a significant player in the global tourism market. To promote Indonesian tourism internationally, there are many valuable keywords and trends that can be targeted using AI-driven SEO tools like SEO.AI. After conducting keyword research, it is evident that several key terms related to Indonesian tourism are not only highly searched but also offer substantial potential for growth when optimized effectively. Some of the most promising keywords include:

- a. Bali vacation packages: Bali remains one of the top tourist destinations globally, drawing travelers for its beaches, temples, and unique culture.
- b. Best places to visit in Indonesia: Keywords related to the top tourist spots such as Java, Sumatra, and Lombok are highly searched by tourists planning trips to Indonesia.
- c. Indonesian cultural tourism: With its rich history, Indonesian culture is an attractive topic for foreign tourists looking for unique, immersive experiences.
- d. Eco-tourism in Indonesia: Indonesia's biodiversity and commitment to sustainable tourism provide a strong foundation for promoting eco-tourism, with keywords related to nature tours and wildlife experiences.
- e. Indonesia adventure tours: As adventure tourism grows in popularity, Indonesia's vast natural resources, including volcanoes, jungles, and mountains, offer key opportunities for adventure-seeking tourists.

SEO.AI can assist in identifying such keywords, optimizing content around these terms, and ensuring that they appear in search engine results. The tool can also analyze search trends, providing valuable insights into emerging tourist interests such as wellness tourism, island hopping, and cultural festivals, which have become increasingly popular among international tourists. By integrating AI-powered SEO strategies, Indonesian tourism promotion can target a wider audience more effectively, making use of data-driven insights to optimize digital content for better global visibility. This approach not only enhances the reach of Indonesian tourism websites but also ensures that potential visitors find relevant, engaging, and well-optimized content when they search online.

3. The Potential Indonesian Tourism Keywords Based on Targeting Categories

The research utilized seo.ai and Ask Optimo AI to generate a diverse range of keywords tailored to the Indonesian tourism sector. The keywords were categorized based on Geographic Targeting, Seasonality Targeting, and Traveler Demographics. The final selection combined the top 10 keywords from each tool to create a comprehensive list. Because this approach ensured a balanced and strategic keyword set that aligns with user intent and market demand. By leveraging SEO.AI and Ask Optimo AI, the

research benefited from advanced AI-driven analysis, identifying keywords that are both highly relevant and optimized for search engine algorithms

- a. Geographic Targeting; This category highlights specific destinations in Indonesia, catering to travelers interested in particular regions or attractions.

Table.1. List of Indonesian Tourism Keywords According Geographic Targeting

Keywords	Description
<ul style="list-style-type: none"> • Bali tourism destinations • Java island attractions • Komodo National Park tours • Yogyakarta cultural landmarks • Raja Ampat diving spots • Mount Bromo hiking trails • Lombok beaches and resorts • Borobudur Temple sightseeing • Tana Toraja cultural tours • Tanjung Puting National Park 	<ul style="list-style-type: none"> • Popular attractions and activities in Bali • Notable sights across Java island • Guided tours to explore Komodo dragons • Iconic heritage sites in Yogyakarta • Best diving locations in Raja Ampat • Scenic trekking routes on Mount Bromo • Relaxing beach destinations in Lombok • Visits to the world-renowned Borobudur • Cultural experiences in Tana Toraja • Wildlife tours in Central Kalimantan

Source: Author, 2024

- b. Seasonality Targeting; This category includes keywords targeting specific travel seasons, festivals, and holidays in Indonesia.

Table 2. List of Indonesian Tourism Keywords According Seasonality Targeting

Keywords	Description
<ul style="list-style-type: none"> • Bali cultural festivals 2024 • Best places for Christmas in Indonesia • Rainy season travel destinations • Top spots for New Year's Eve in Jakarta • Summer holidays in Raja Ampat • Ramadan travel experiences in Indonesia • Annual Lake Toba festival • Top dry season hiking trails • Festive season getaway to Bali • Best destinations for Easter in Indonesia 	<ul style="list-style-type: none"> • Major cultural events in Bali for 2024 • Festive destinations for Christmas • Places to visit during the rainy season • Celebratory venues for New Year's Eve • Activities and tours during summer months • Unique trips during the Ramadan season • Highlights of Lake Toba's annual festival • Best hiking trails in dry months • Holiday escapes during festive periods • Places to visit for Easter celebrations

Source: Author, 2024

- c. Traveler Demographics; This category focuses on keywords for specific traveler profiles, such as eco-tourists, adventure seekers, and luxury travelers.

Table 3. List of Indonesian Tourism Keywords According Traveler Demographics

Keywords	Description
Eco-friendly resorts in Bali	Eco-tourists
Sustainable tourism in Kalimantan	Eco-tourists
Mangrove conservation tours in Indonesia	Eco-tourists
Trekking Mount Rinjani	Adventure Seekers
Whitewater rafting in Bali's Ayung River	Adventure Seekers
Luxury resorts in Nusa Dua Bali	Luxury Travelers

Keywords	Description
Premium tours to Labuan Bajo	Luxury Travelers
Exclusive Raja Ampat resorts	Luxury Travelers

Source: Author, 2024

This classification ensures targeted strategies for different audiences, seasons, and destinations, enhancing the relevance and effectiveness of SEO campaigns in promoting Indonesian tourism.

4. Design of SEO Marketing Plan for Indonesian Tourism Using AI-Driven Tools

SEO.AI is an AI-driven platform designed to optimize content for better search engine rankings. Developed by experienced SEO professionals, it automates content creation, enabling businesses to efficiently generate high-quality SEO content that aligns with search engine algorithms. This tool simplifies keyword research, content creation, and optimization, saving time and effort while improving search rankings. It leverages advanced algorithms to analyze trends, identify relevant keywords, and ensure content meets user intent. By offering real-time feedback, SEO.AI helps users craft engaging, well-structured content that resonates with both search engines and readers. Its intuitive interface and data-driven approach make it accessible for beginners and invaluable for SEO experts looking to enhance their content strategy.

The platform's features include automated keyword suggestions, competitor analysis, content performance tracking, and on-page SEO optimization, all of which contribute to higher visibility and improved website traffic. Businesses can streamline their SEO efforts, reduce manual workload, and achieve sustainable growth in search engine rankings. For Indonesian tourism promotion, SEO.AI can help to design an innovative SEO marketing plan. Here are the ways of how to use AI-Driven Tool SEO.AI to create an effective marketing strategy on promoting tourism destinations in Indonesia:

- a. Step 1: Keyword Generation; The initial step involves generating a list of keywords relevant to Indonesian tourism using SEO.AI and AskOptimo's AI Keyword Tool. This provides a comprehensive set of keywords related to various aspects of tourism in Indonesia, allowing the focus to be tailored to specific interests and destinations. Some of the keywords identified are:

Table 4. List of Keywords Relevant to Indonesian Tourism from SEO.AI

No	Keywords
1	Indonesia tourism
2	Tourist attractions in Indonesia
3	Best places to visit in Indonesia
4	Indonesia vacation packages
5	Explore Indonesia
6	Bali tourism
7	Komodo Island tours
8	Raja Ampat diving
9	Indonesia adventure travel
10	Bali tourism

Source: Author, 2024

Table 5. List of Keywords Relevant to Indonesian Tourism from AskOptimo

No	Keywords
1	Bali tourism
2	Jakarta attractions
3	Indonesian culture
4	Beach vacations in Indonesia
5	Adventure tourism in Indonesia
6	Famous landmarks in Indonesia
7	Indonesian food and cuisine
8	Surfing in Indonesia
9	Island hopping in Indonesia
10	Indonesian national parks

Source: Author, 2024

These keywords form the foundation of the marketing strategy, highlighting high-interest areas such as Bali tourism and Komodo Island tours, which are globally recognized as major tourist attractions.

- b. Step 2: Keyword Search Volume Analysis; Next, the keywords' search volume is analyzed using the Keyword Search Volume Tool. This step helps prioritize which keywords have the most potential for driving traffic to the Indonesian tourism website. The top-performing keywords based on search volume are:



Figure 1. List of Indonesian Tourism Keywords with High Search Volume

Source: Author, 2024

These high-volume keywords indicate that travelers are particularly interested in vacation packages and adventure travel (like Raja Ampat diving and Komodo Island tours), suggesting that content should focus on travel planning and specific destinations.

- c. Step 3: AI Content Creation Based on Keywords; In this step, the generated keywords are used to create content using SEO.AI's AI Writer or AI-powered Paraphrasing Tools. For example, by focusing on keywords like Raja Ampat diving and Bali tourism, AI-generated content can be tailored to highlight the unique experiences each

destination offers. Content could include detailed travel guides, diving tips, or insights into the cultural and adventure aspects of Bali, all optimized for SEO to attract organic search traffic. *Keyword example:* "Discover the best Bali tourism experiences for 2024" or "Why Komodo Island tours should be on your bucket list."

- d. Step 4: Content Strategy and Optimization; Once the AI-generated content is created, the next step involves refining the content strategy using tools such as AI Title Generator, Keyword Intent, and Density Checker from SEO.AI. For example, for the keyword "Komodo Island tours", SEO.AI can suggest optimized titles like "Top 10 Things to Do in Komodo Island" or "Experience the Ultimate Komodo Island diving tour." These titles aim to capture user intent while ensuring proper keyword density to avoid keyword stuffing. *Keyword optimization example:* For Bali tourism, content should emphasize related keywords like Bali beach resorts, Bali cultural experiences, and Bali adventure tours to ensure comprehensive coverage of Bali-related search queries.
- e. Step 5: On-Page Optimization; On-page SEO is crucial for improving the page's search engine ranking and user experience. Using SEO.AI's Internal Linking Tool, relevant internal links can be added to content, guiding visitors to other related pages, such as Bali tourism or Komodo Island tours. Additionally, the Meta Description Generator ensures that the meta descriptions for each page are concise, engaging, and optimized with keywords like Indonesia vacation packages or tourist attractions in Indonesia. This ensures the page is easily discoverable and appeals to both search engines and users. *For example,* the meta description for a page about Raja Ampat diving could read: "Explore the stunning underwater world of Raja Ampat diving. Book your next adventure with exclusive Indonesia vacation packages."
- f. Step 6: Link-Building Strategy; Backlinks are a powerful ranking factor, so building a solid link-building strategy is essential for driving more traffic. Using SEO.AI's Backlink Checker and Backlink Audit tools, websites that already rank for high-volume keywords like Bali tourism and Komodo Island tours can be identified. Then, backlinks can be strategically acquired by reaching out to tourism blogs, online publications, or travel influencers who focus on destinations in Indonesia. This can increase the website's authority and search engine ranking for these key terms. *For example,* securing backlinks from reputable travel websites that mention Komodo Island tours or Indonesia beach resorts could improve the page's SEO performance for these specific keywords.
- g. Step 7: Implementation, Monitoring, and Evaluation; Finally, the SEO strategy is implemented, and the website's performance is continuously monitored using tools such as SERP Checker, SEO Analyzer, and Website Ranking Checker. For instance, the ranking for keywords like Bali tourism and Komodo Island tours is tracked to evaluate how well the content is performing. This real-time monitoring allows for adjustments, such as optimizing underperforming pages or focusing on new high-potential keywords like Indonesia adventure travel or volcano tours Indonesia. *Example:* If a page optimized for Raja Ampat diving shows an increase in rankings and traffic, further optimization or content expansion can be performed to target similar high-search volume keywords such as Indonesia diving tours.

By following these steps, the SEO marketing plan designed with SEO.AI tools ensure a targeted, efficient, and continuously improving strategy for promoting

Indonesian tourism. The combination of data-driven keyword analysis, AI-powered content generation, on-page optimization, and backlink strategy all work together to enhance visibility, attract international visitors, and drive tourism to Indonesia.

5. Comparative Analysis of AI Tools: seo.ai vs. Ask Optimo in Tourism Marketing

To ensure a robust and effective approach, a comparative analysis of seo.ai and Ask Optimo AI was conducted. This comparison focuses on identifying the strengths and limitations of each tool, guiding their optimal application in the context of tourism marketing. Both tools bring unique capabilities to the table, enhancing various aspects of SEO and content strategy.

Table 6. List of Keywords Comparative Analysis of AI Tools: SEO.ai vs. Ask Optimo

ASPECT	SEO.AI	ASK OPTIMO
Primary Focus	Specialized in advanced SEO features for keyword research, on-page optimization, and analytics.	Comprehensive content generation and contextual recommendations for diverse marketing needs.
Ease of Use	Beginner-friendly interface with intuitive tools.	Requires a steeper learning curve for new users but offers extensive customization.
Cultural Adaptability	Focused on search data to identify cultural nuances and trends.	Uses sentiment analysis and keyword clustering to create culturally relevant content.
Global Trend Analysis	Excels in identifying global tourism trends via keyword analytics.	Generates diverse content ideas that align with current global and regional trends.
Integration Capabilities	Limited features for broader marketing strategies; best used with complementary tools.	Requires integration with other platforms for a complete SEO and marketing workflow.
Best Use Case	Optimizing on-page SEO and generating data-driven keyword strategies for tourism campaigns.	Creating contextual and adaptive content for creative tourism marketing efforts.

Source: Author, 2024

Seo.ai stands out with its advanced keyword suggestion algorithms, particularly tailored for the tourism sector. Its automated on-page optimization features streamline tasks such as meta-tag and header updates, saving time and effort. Additionally, the tool offers real-time SEO performance monitoring, providing actionable insights to keep strategies aligned with search engine requirements. However, seo.ai primarily focuses on SEO, offering limited features for broader digital marketing needs like ad campaigns or social media integration.

Ask Optimo AI, on the other hand, excels in contextual content recommendations, making it ideal for creating engaging travel articles. It provides insights into long-tail keywords with high niche relevance, a crucial factor for targeting specific traveler demographics or niche destinations. Furthermore, its built-in sentiment analysis allows marketers to tailor content tone to audience preferences, enhancing

engagement. Despite these advantages, Ask Optimo AI has a steeper learning curve for new users and requires integration with other tools to achieve a comprehensive SEO workflow. By leveraging the strengths of both tools—seo.ai for its technical SEO capabilities and Ask Optimo AI for content strategy and engagement—the comparative analysis provides a balanced foundation for developing an AI-driven SEO strategy tailored to the unique challenges and opportunities in Indonesian tourism marketing.

6. The Integration of AI-Driven Tool with Broader Marketing Strategies

AI-driven SEO tools, such as seo.ai and Ask Optimo, can significantly enhance Indonesian tourism marketing when integrated with other digital strategies. These tools are not just limited to optimizing search engine visibility but can act as a bridge to align efforts across various platforms for a cohesive marketing plan. Below is a discussion on how AI-powered SEO can complement other digital marketing channels:

- a. **Social Media Campaigns;** AI tools help identify trending keywords and content ideas that resonate with target audiences. These insights can guide the development of engaging posts, reels, and stories across platforms like Instagram, Facebook, and TikTok. For example, keywords like “Best beaches in Lombok” or “Eco-tourism in Raja Ampat” can drive content creation for visually appealing posts or hashtags. By combining this with geotargeted ads and user engagement analytics from social platforms, marketers can ensure their SEO-driven content reaches and resonates with the right audience.
- b. **Email Marketing;** SEO insights from AI tools can also enhance email campaigns. By using long-tail keywords and relevant trends identified through tools like Ask Optimo, marketers can craft personalized subject lines and content for newsletters. For instance, an email titled “Discover Hidden Gems: Top Cultural Festivals in Indonesia” can be powered by SEO data, ensuring it ranks well in search results and engages recipients with content tailored to their interests.
- c. **Influencer Partnerships;** Collaborating with influencers becomes more strategic with AI-driven insights. Tools like Ask Optimo can help identify niche keywords and content themes that resonate with specific traveler demographics, such as eco-tourists or luxury travelers. Influencers can create posts or videos centered around these themes, boosting visibility and engagement. For example, promoting “luxury private villas in Bali” through an influencer can amplify a campaign's impact when aligned with an SEO-driven strategy.
- d. **Unified Marketing Strategy;** Integrating AI-powered SEO efforts with these digital marketing channels ensures a unified strategy. The data-driven approach of AI tools ensures that content across all platforms is cohesive, engaging, and optimized for maximum reach. This synergy can help Indonesian tourism campaigns attract diverse traveler profiles, increase conversions, and build long-term brand equity.

7. Ethical Implications of AI-driven Tools into Tourism Marketing

The integration of AI-driven tools into tourism marketing brings significant benefits, but it also raises ethical considerations that must be addressed. One major concern is data privacy, as these tools rely on collecting user information such as search queries and online behavior to deliver personalized campaigns. Ensuring compliance with regulations like GDPR or Indonesia’s PDP Law is crucial to protect user data and

maintain trust. Transparent privacy practices, including clear consent mechanisms, are essential for fostering consumer confidence, especially in a global tourism market.

Another critical issue is algorithmic bias. AI tools trained on historical data can unintentionally favor well-known destinations, such as Bali, while overlooking emerging spots like Wakatobi or Tanjung Puting. This bias may perpetuate inequality in tourism promotion, limiting growth opportunities for lesser-known regions. Regular audits and diverse training datasets are necessary to ensure fair and inclusive promotion that supports a more balanced tourism ecosystem across Indonesia. Transparency in AI-generated content is equally vital. Consumers need to trust that the information they receive is accurate and unbiased, especially when it comes to travel recommendations. Clearly labeling AI-generated materials and ensuring their cultural relevance can prevent misrepresentation. By addressing these ethical concerns, tourism marketers can leverage AI tools responsibly, combining innovation with accountability to create campaigns that are effective, inclusive, and sustainable.

CONCLUSION

In this research, the innovative approach of using AI-powered SEO tools, specifically SEO.AI and AskOptimo, to design a marketing plan for promoting Indonesian tourism has been explored in detail. The findings highlight the effectiveness of leveraging artificial intelligence to enhance keyword generation, content creation, and SEO optimization. By focusing on high-volume keywords related to Indonesian destinations such as Bali tourism, Komodo Island tours, and Raja Ampat diving, the SEO marketing plan demonstrates significant potential in improving the visibility of Indonesian tourism on a global scale.

The practical implications of this research are substantial for the tourism industry, especially in the context of digital marketing. Tourism boards, travel agencies, and other stakeholders in the Indonesian tourism sector can benefit greatly from adopting AI-driven SEO strategies to target international tourists. By utilizing tools, businesses can generate high-quality content optimized for search engines, ensuring that their offerings whether related to Bali beach resorts or Indonesia vacation packages reach the right audience. The AI-powered system can save significant time and resources in content generation while improving SEO efficiency and ranking, ultimately attracting more potential tourists to Indonesia.

Another limitation is that this research did not account for external factors, such as economic changes, global crises (like the COVID-19 pandemic), or local regulations in Indonesia, all of which can influence the tourism industry and SEO outcomes. These factors may affect the accuracy and longevity of the strategies implemented in this study. Future research could explore the integration of SEO-driven strategies with other digital marketing channels, such as social media platforms, email campaigns, and paid search advertising. This could provide a more holistic approach to promoting Indonesian tourism. Additionally, researchers should consider a longitudinal study to evaluate the long-term effects of SEO optimization strategies, tracking changes in traffic, bookings, and tourism growth over extended periods. Moreover, future studies could investigate the user experience and interaction with AI-generated content. Finally, it would be beneficial for future research to consider a more extensive evaluation of AI tools, comparing their performance across various tourism-related keywords and

destinations. This would offer a more comprehensive understanding of the most effective AI-powered tools for marketing tourism, for countries with diverse offerings like Indonesia.

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Remarkable journey on sustainable tourism destinations; case study on Bintan resort's award winning on sustainable tourism destination

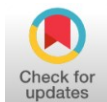
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Abstract:

Bintan Resorts awarded the Certificate of Sustainable Tourism Destinations (2022–2025), has demonstrated a significant journey from its establishment to its current position as a leader in sustainable tourism. This research aims to explore the initiatives undertaken by Bintan Resorts in developing a sustainable tourism concept that balances environmental, economic, and socio-cultural aspects. The study elaborates on the best practices and learning experiences from Bintan Resorts' efforts to achieve sustainable development, which considers the current and future economic, social, and environmental impacts. These initiatives address the needs of visitors, the tourism industry, the environment, and host communities. This study employs a qualitative descriptive approach through field observations, interviews with key stakeholders, and documentation analysis. The research findings reveal both achievements and challenges in implementing sustainability, including the need for stronger policies, stakeholder participation, and the adoption of sustainable practices within a complex system. Bintan Resorts exemplifies a well-executed development scenario that prioritizes sustainability through its blueprint and roadmap. The resort has contributed to economic growth, community empowerment, job creation, and environmental conservation. By employing biodiversity-sensitive approaches and integrating sustainability into all operations, Bintan Resorts has proven that resort development can protect and conserve fragile environments while simultaneously contributing to local, regional, and national economies. This case study highlights how thoughtful design, and planning can successfully align tourism development with environmental protection, societal benefits, and economic progress.

Keyword: Sustainable Tourism, Conservation, Community Empowerment



INTRODUCTION

Bintan Resorts, one of Indonesia's leading tourism destinations located in Bintan Regency, Riau Islands Province (Kepulauan Riau), has received the Certificate of Sustainable Tourism Destinations for the period 2022–2025. The award was presented by the Minister of Tourism and Creative Economy of the Republic of Indonesia during the World Tourism Day celebration on September 27, 2022, in Bali. The development of Bintan Resorts, which began in the early 1990s, has evolved to align with sustainable tourism concepts. According to the United Nations World Tourism Organization

(UNWTO), sustainable tourism is defined as “tourism that takes full account of its current and future economic, social, and environmental impacts, addressing the needs of visitors, the industry, the environment, and host communities” (UNWTO, 2023).

The Indonesian Sustainable Tourism Council (ISTC) played a key role in awarding this recognition. The council's decision was based on surveillance, monitoring, field assessments, and verification by an independent auditor team. Bintan Resorts' implementation of sustainability practices has not only transformed the destination but also contributed to regional development through cultural and economic shifts. Sustainable tourism development relies on a balance between economic, environmental, and socio-cultural dimensions. Integrated planning, local community involvement, and consistent monitoring are critical to driving this transformation. The WTO emphasizes the importance of protecting tourism resources including the environment, cultural diversity, and heritage while simultaneously meeting tourist expectations.

Bintan Resorts has demonstrated success in achieving this balance. Its efforts include minimizing environmental impacts, conserving biodiversity, and empowering local communities. These practices aim to ensure long-term sustainability by fostering economic growth, creating employment opportunities, and preserving local ecosystems. However, the COVID-19 pandemic in 2020 had a severe impact on the tourism sector, with Bintan Regency experiencing a 98% decline in Regional Original Income (PAD) (Yusnita et al., 2021). Despite this setback, Bintan Regency remains Indonesia's second most visited destination after Bali, underscoring its significance to the national tourism economy.

Tourism, as one of the world's fastest-growing industries, brings both positive and negative impacts. While it generates economic benefits, it also raises concerns regarding environmental degradation, cultural disruption, and the carrying capacity of destinations (Purandare, 2009). This research explores how Bintan Resorts has implemented sustainability concepts and identifies the challenges it faces in achieving long-term sustainability goals. Efforts at Bintan Resorts include eco-friendly infrastructure development, community-based tourism projects, and initiatives such as mangrove conservation and coral reef restoration (Dangi & Jamal, 2016). These measures align with the United Nations Sustainable Development Goals (SDGs), particularly Goal 12 (responsible consumption and production) and Goal 14 (life below water). However, significant challenges remain, including waste management, overcrowding, and the marginalization of local communities.

Local community participation plays a pivotal role in advancing sustainable tourism. Bintan Resorts has supported community empowerment through training programs in hospitality and ecotourism, fostering economic inclusivity by promoting local businesses and artisans. Research indicates that involving local stakeholders in decision-making enhances the effectiveness and acceptance of sustainability efforts. Nevertheless, further integration of community perspectives into tourism policies is essential to ensure equitable benefit distribution and mitigate socio-cultural disruptions. Bintan Resorts exemplifies the importance of collaboration among government bodies, private stakeholders, and local communities in achieving sustainability. Through partnerships, Bintan Resorts has pursued green certifications, low-impact infrastructure, and eco-conscious measures. These experiences provide a

valuable model for other destinations aiming to implement sustainable tourism practices in response to increasing environmental pressures (Student et al., 2020). Long-term success, however, will depend on adaptive governance, continuous monitoring, and responsiveness to emerging sustainability challenges.

This research aims to examine the efforts undertaken by Bintan Resorts to develop a sustainable tourism concept that addresses economic, social, and cultural needs while meeting tourists' expectations. The study explores how these initiatives protect environmental health, preserve cultural identity, and promote the well-being of host communities. Furthermore, it seeks to identify best practices and key learning experiences from Bintan Resorts' approach to achieving sustainable development in tourism. In addition, this research investigates the major challenges in implementing sustainable tourism practices that ensure long-term benefits for local communities, environmental conservation, and socio-economic development. By addressing current and future economic, social, and environmental impacts, the study aims to provide a comprehensive understanding of strategies that balance the needs of visitors, the tourism industry, the environment, and host communities.

RESEARCH METHOD

This study employs a qualitative approach, categorized as library research, utilizing secondary data from various sources relevant to the research topic. These sources include books, literature, electronic media (websites), and online media that address the research problem (Maxwell, 2012). The research team has reviewed several pieces of literature related to Bintan Resort and sustainability development, as well as the concept of sustainable tourism and its impacts from both perspectives. Data collection was conducted through the study and documentation of materials pertinent to the research focus. According to Sugiyono (2014), literature study is integral to theoretical studies and provides valuable references regarding values, culture, and norms in the social context under investigation. Library research plays a crucial role in ensuring the scientific foundation of the study, as no research is separate from existing scientific literature.

The research focus was broadened to examine various components of how Bintan Resorts introduces and promotes sustainability concepts within its master plan, setting a blueprint for an environmentally friendly approach, and addressing the challenges that arise from implementation. Purposive sampling was employed to select interviewees, specifically representatives from the tourism industry, including PT Bintan Resort Cakrawala (the master developer), the Tourism and Culture Office of Bintan Regency, and other stakeholders.

Table 1. Name of Interviewees

Interviewee	Designation	Scope of Expertise
Abdul Wahab	Chief Operating Officer	Company Policy and Framework for Sustainable Development
Hebron Habeahan	General Manager, Finance & Admin	Results of the assessment and review by ISTC, implementation of

Interviewee	Designation	Scope of Expertise
		sustainability concepts at Bintan Resorts
Roy Manaek Sebastian Tobing	Head of Health, Safety & Environment	Environmental Sustainability
Bakti Adi Chandra	Head of Community Development	Economic, Social, and Cultural Sustainability
Drs. Arif Sumarsono	Head of Tourism & Culture, Bintan Regency	Government's perspective on Bintan's tourism
Riona Caroline Panson	Head of YETHAS (Yayasan Tunas Harapan) Sebong Lagoi – Ecotourism Foundation	Community involvement and perspective on Bintan Resorts
Indah Andesta	Head of LPPM, Politeknik Bintan Cakrawala	Review on the identification of sustainable components

Source: Compiled by Researcher, 2023

Qualitative data analysis involved interacting with, organizing, classifying, and synthesizing the data into manageable parts. Patterns were searched for, significant findings were identified, and conclusions were drawn based on the research focus (Sugiyono, 2014). Qualitative research is recognized for its ability to generate rich theoretical insights and foster methodological pluralism, offering a challenge to conventional ways of understanding (Plakoyiannaki & Stavraki, 2022). According to Bogdan and Biklen (2009), qualitative data analysis involves engaging with the data, organizing it, classifying it, synthesizing it, searching for patterns, identifying what is significant and learned, and determining the key findings to communicate. This approach allows for a comprehensive exploration and explanation of research phenomena in tourism.

RESULT AND DICUSSION

1. Sustainable Tourism Framework: Global Practices and Applications at Bintan Resorts

To analyze the sustainability framework implemented at Bintan Resorts, various documentary data and literature were reviewed to provide a comprehensive understanding of its practices and alignments with global standards. The sustainable development model proposed by Puiu Nistoreanu (2014) serves as the primary framework for this research, where a resort is considered sustainable when it minimizes environmental damage, empowers local communities socially and culturally, and contributes to economic prosperity. Bintan Resorts' approach to sustainable tourism can be compared to other global destinations that have successfully balanced

economic, environmental, and socio-cultural factors. For instance, South Africa's Port St. John exemplifies sustainable tourism initiatives that promote economic growth while conserving natural and cultural heritage.

By focusing on inclusive development, South Africa has enhanced the quality of life for local communities, ensuring that future generations benefit from the country's unique attractions (Chiwawa & Wissink, 2023). Similarly, Romania's rural and ecotourism sectors highlight the role of natural resource management and cultural preservation in sustainable development. Despite the challenges posed by technological and economic transformations, rural communities in Romania have leveraged ecological diversity to foster tourism, showcasing the integration of environmental conservation, economic viability, and social inclusivity (Dorobantu & Nistoreanu, 2014).

The concept of sustainable development gained prominence through the World Conservation Strategy (WCS) in 1980 and was further popularized by the Brundtland Report in 1987, which defined sustainable development as meeting the needs of the present without compromising the ability of future generations to meet their own needs. This definition highlights the importance of integrating economic, social, and environmental concerns into decision-making processes to achieve long-term stability (Reid, 2007). Sustainable development involves three interconnected dimensions: economic sustainability, which emphasizes local employment, income generation, and quality of life improvements; social sustainability, which focuses on equitable benefit distribution and the preservation of cultural values; and environmental sustainability, which aims to conserve biodiversity and ensure the rational use of natural resources (Asara et al., 2015). These principles are reflected in the sustainable tourism framework proposed by UNEP and UNWTO (2005), which stresses the need for environmental conservation, respect for cultural authenticity, and long-term economic operations that benefit all stakeholders.

Sustainable tourism plays a crucial role in maximizing the positive contributions of tourism to biodiversity conservation while addressing poverty reduction and environmental protection. It encourages reinvestment of tourism revenues into conservation efforts and capacity-building programs for local communities to manage protected areas effectively (Matharu & Xalxo, 2017). However, achieving a balance between economic development and environmental protection remains a challenge, as many tourism destinations struggle to implement sustainability practices in their operations (Harrison, 2015). In this regard, Bintan Resorts has implemented several initiatives to minimize its ecological footprint, protect biodiversity, and engage local communities through training programs and community-based projects. These efforts align with global sustainable tourism goals, particularly those outlined in the United Nations Sustainable Development Goals (SDGs), such as Goal 12 (responsible consumption and production) and Goal 14 (life below water).

While Bintan Resorts provides a strong example of sustainable tourism development, its practices also highlight the complexities of achieving long-term sustainability. Global comparisons, such as those in South Africa and Romania, underscore the importance of integrating economic prosperity, environmental conservation, and cultural preservation into a cohesive framework. This literature review establishes the foundation for analyzing Bintan Resorts' sustainability practices and

identifying the challenges it faces, particularly in balancing environmental protection with the socio-economic needs of host communities. The subsequent discussion will further elaborate on these components to provide a comprehensive analysis of Bintan Resorts' contributions to sustainable tourism.

2. Identification sustainable component implementation

During an interview, the Chief Operating Officer of PT Bintan Resort Cakrawala emphasized that Bintan Resorts has consistently adhered to sustainability standards in its operational activities, ensuring significant social and economic impacts in managing Bintan Island as a leading tourist destination. Abdul Wahab, the Group General Manager (GGM), highlighted the importance of proper and sustainable operations through programs that align with regulatory policies. These initiatives are strongly supported by the local government of Bintan Regency, tourism stakeholders, hotel operators, and surrounding communities, both within and beyond the Bintan Resorts area. This collective support has been instrumental in developing Bintan as a sustainable and thriving tourism destination.

The Head of Health, Safety, and Environment (HSE) at PT Bintan Resort Cakrawala reiterated the organization's commitment to maintaining high-quality standards for tourism destinations, particularly in the Riau Islands Province and Indonesia as a whole. He stressed the moral responsibility of ensuring that sustainable tourism meets the needs of the present generation without compromising the ability of future generations to fulfill their needs. Achieving this balance requires integrating sustainable development concepts, which ensure that economic progress occurs alongside cultural development and environmental preservation. While immediate economic benefits from tourism can sometimes overshadow sustainability efforts, it is essential to recognize that sustainable development does not necessarily equate to reduced economic growth (Scoones, 2007). Instead, the triple bottom line approach—balancing economic, ecological, and socio-cultural benefits—defines sustainable tourism success, as it considers not only financial gains but also the broader impacts on the environment and society (Sunkar et al., 2013).

The statement emphasizes how tourism significantly impacts Bintan Island's local economy and regional development, particularly by contributing to Local Revenue (PAD). The Head of Tourism and Culture of Bintan Regency noted that the number of tourists visiting Bintan Island has shown a significant increase. In 2023 alone, 588,000 tourists visited the island, contributing substantially to the region's Local Revenue (PAD). This surge underscores the tourism sector's vital role as a driver of regional development, particularly in improving the local economy. The economic impact of tourism highlights the interconnectedness of sustainable development and economic frameworks, where tourism can foster regional growth while ensuring long-term sustainability (Holik, 2016).

Through collaboration, responsible management, and adherence to sustainable principles, Bintan Resorts demonstrates that tourism can drive economic development while preserving the environment and benefiting local communities. The general objective of identifying sustainable components in implementation is to ensure that projects or processes are developed. As stated at the research problem. Research has identified sustainable component at Bintan Resorts development and its cycle of its development

Tabel 2. Identification sustainable component of Bintan Resorts

Component Implementation	Description
Economy sustainability	Tourism can have enormous benefits to a country's economy, such as the alleviation of poverty through job creation for locals and subsequent improvements to infrastructure and services. However, the importance of economic growth must remain hand-in-hand with social and environmental development as without such balance, tourism can be destructive with the effects only seen in the long-term.
Social Sustainability	Social sustainability is about identifying and managing business impacts, both positive and negative, on people. The quality of a company's relationships and engagement with its stakeholders is critical. Directly or indirectly, companies affect what happens to employees, workers in the value chain, customers and local communities, and it is important to manage impacts proactively.
Environmental sustainability	Particularly important in island development to maintain and build upon existing resources, thus keeping the location a desirable resort capable of supporting the local econom

Source: Researcher Compiled Data, 2023

Bintan Resorts has adopted a comprehensive development concept to sustain tourism as an industry while balancing economic, social, and cultural needs with ecological preservation, environmental health, and cultural identity. This approach aligns with their corporate values, which emphasize economic development, poverty eradication, and societal welfare. As stated on their official website, www.bintanresorts.com, the history, background, and policies on their development strategy highlight a strong commitment to environmental sustainability. The environmentally aware approach has resulted in the creation of eco-friendly resorts, culminating in recognition through sustainable tourism destination awards.

From the outset, Bintan Resorts has complied with environmental regulations by preparing an Environmental Management Effort (UPL) document, which serves as the foundation for all environmental management activities. These efforts are further guided by the Environmental Impact Analysis (AMDAL) document, ensuring the overall development of the tourism area adheres to sustainability principles. The development blueprint outlines that all construction and activities must prioritize environmental sustainability while empowering cultural, economic, social, and demographic elements. To operationalize this vision, Bintan Resorts implements various sustainability programs through the Health, Safety & Environmental (HSE) and Community Development (CD) departments, emphasizing long-term sustainability for both the present and future generations (Habeahan, 2023).

The sustainability of Bintan Resorts is assessed based on the Four Sustainable Tourism Standards established by the Global Sustainable Tourism Council (GSTC). These standards include Sustainable Management, Socio-Economic Sustainability, Cultural Sustainability, and Environmental Sustainability, comprising 175 application criteria derived from international guidelines. According to Abdul Wahab, Group General Manager of PT. Bintan Resort Cakrawala (BRC), the verification and certification process conducted by the Product Certification Agency (LS-Pro), appointed by the Ministry of Tourism and Creative Economy, confirmed that Bintan Resorts successfully meets all requirements for Sustainable Tourism Destinations.

a. Economic Sustainability

Bintan Resorts is committed to creating employment opportunities and providing economic assistance to the local community, with a targeted plan to coordinate and build stable, harmonious, and healthy relationships with stakeholders and residents in the vicinity of the resorts. The community development initiatives focus on seven villages in North Bintan, namely E kang Anculai, Sri Bintan, Pengudang, Berakit, Sebong Lagoi, Sebong Pereh, and Sebong River. Key community programs include social assistance, employment link-and-match opportunities tailored to align with the availability of local labor, and economic empowerment efforts.

Bintan Resorts has continuously implemented initiatives aimed at addressing the economic needs of surrounding communities. These efforts include social assistance programs such as revolving funds, particularly targeting livelihoods like fishing, to ensure that financial support contributes to sustainable economic activities. By facilitating access to resources and financial support, these programs aim to enhance the economic resilience of local communities and encourage self-sufficiency. A significant milestone in Bintan Resorts' economic empowerment efforts is the establishment of village enterprises through integrative programs, such as the Bintan Bekarya Program. This program focuses on empowering local communities through training, coaching, and assistance to create products with economic value, thus fostering the development of micro-businesses at the community level.

Since 2000, Bintan Resorts has demonstrated its commitment to fostering village enterprises by supporting cooperatives and foundations in various areas. A notable example is the Yayasan Tunas Harapan, located in Sebong Lagoi, the nearest village to Bintan Resorts. The foundation operates independently and manages a mangrove tour at the Sebong River, exemplifying successful community-led tourism initiatives. This initiative not only supports local economic activity but also promotes environmental preservation and sustainable tourism practices.

b. Social & Cultural Sustainability

The concept of sustainable tourism at Bintan Resorts is built upon two primary pillars: social and cultural sustainability, with programs that are carefully formulated and implemented to benefit local communities while enhancing the tourism experience.

- **Social Pillar;** Bintan Resorts emphasizes the importance of education as a foundation for social sustainability. Educational assistance packages are provided to children from underprivileged yet high-achieving families, ensuring they can pursue education and secure a better future, potentially leading to employment opportunities within

the Bintan Resort area. In addition, the Cakrawala Scholarship program offers financial assistance to high school graduates, enabling them to pursue higher education, vocational training, or university degrees both domestically and internationally. The primary objective of this program is to empower local youth to become skilled, competitive, and highly capable human resources who can contribute to national development. These initiatives also include career preparation support, helping students identify their interests and talents while facilitating access to scholarships that align with their future aspirations.

- Cultural Pillar; Bintan Resorts highlights and preserves local culture as an integral part of its tourist attractions. However, utilizing culture as a tourism asset can sometimes lead to shifts in the values and meanings associated with it (Marhomi et al., 2023). To address this, Bintan Resorts actively works to enhance the quality and presentation of local cultural groups within surrounding villages. These initiatives aim to elevate their performances to meet international standards, thus ensuring they are well-received by global tourists. Cultural performances are held regularly at Plaza Lagoi, a dedicated venue equipped with a performance stage where local groups showcase their talents on weekends. These performances not only serve as a platform to promote local heritage but also provide financial compensation to the performers, fostering cultural sustainability while improving their economic well-being.

Through these programs, Bintan Resorts demonstrates a commitment to balancing economic growth, social empowerment, and cultural preservation, making sustainable tourism a tangible and impactful reality for the local community.

c. Environmental Sustainability

Bintan Resorts introduced the Eco Initiative in early 2018 as part of its Corporate Social Responsibility (CSR) program, focusing on environmental sustainability through mangrove forest replantation, turtle conservation, waste handling, and flora and fauna conservation. These efforts align with their commitment to ecological preservation and sustainable tourism development. The Mangrove Forest Replantation program highlights the critical role of mangroves in stabilizing riverbanks, filtering sediments, and protecting coral reefs. Since the establishment of a mangrove nursery in 2007, over 18,000 m² of mangrove area has been restored, with more than 28,000 saplings planted along the Sebung River. This restoration contributes to an annual carbon offset of 1.8 metric tonnes. In December 2010, Bintan Resorts restricted tourism activities in the mangrove restoration area to minimize disturbances and enhance biodiversity. Managed in collaboration with the Sebung Lagoi community and a village foundation, the program promotes both environmental sustainability and local economic empowerment. Monthly mass replantation efforts began in 2018, starting with the replanting of 2,500 mangrove seedlings at Sebung River Mangrove.

The Turtle Conservation initiative addresses the declining turtle population by collaborating with hotels, resorts, and local communities. During nesting seasons, turtle eggs are collected and placed in protected hatcheries until they hatch, after which the hatchlings are released into the sea. To date, more than 4,500 hatchlings have been released, achieving an impressive hatching success rate of 85% to 91%. Egg poaching has significantly decreased, from 91% in 2004 to 12% in 2010, due to education

programs targeting schools and youth centers. Seasonal hatcheries are located in resorts such as Nirwana Gardens, Angsana Bintan, Banyan Tree Bintan, and Club Med Bintan.

Bintan Resorts also prioritizes Waste Handling through various recycling initiatives. The Health, Safety & Environmental (HSE) Department manages compost production by recycling horticultural waste, while the Resorts Waste Bank concept encourages the collection and reuse of specific types of waste, transforming them into economically valuable resources. Additionally, collective clean-up activities are organized on National Waste Awareness Day and World Clean-up Day, fostering a culture of environmental responsibility within the community. The Flora and Fauna Conservation efforts focus on protecting endangered species and wildlife. Programs such as those implemented at Safari Lagoi provide care and preservation for animals requiring special protection, further contributing to biodiversity conservation in the Bintan region.

3. Challenges and Strategies for Implementing Sustainable Tourism in Bintan Resorts

The increase of the local revenue of the tourism sector in Bintan has jump out not only the target but also the realisation , as below table shown :

Tabel 3. Local Revenue 2021-2023

Year	Target PAD from Tourism (IDR)	Actual PAD from Tourism (IDR)
2021	66.7 billion	19.8 billion
2022	67.8 billion	66.7 billion
2023	168 billion	16.2 billion (Jan-Feb)

Source: Researcher Compiled Data, 2023

The implementation of sustainable tourism practices in Bintan Resorts highlights the importance of addressing systemic challenges to achieve long-term benefits for natural resources, local communities, and socio-economic development (Day, 2012). Sustainable tourism requires multi-level implementation, where key actors—such as hotels, attractions, transportation providers, and other service organizations—adopt sustainable practices, and individuals within these organizations embrace new approaches (Sustainability Leaders United, 2016). The success of Bintan Resorts demonstrates that stakeholder participation, particularly from local communities, employees, and businesses, is crucial for sustainability efforts to succeed (Achmad, 2022). However, several challenges hinder the broader implementation of sustainability concepts.

One significant challenge lies in Indonesia's decentralized governance structure, which often results in fragmented and inconsistent policies. While national-level strategies may emphasize sustainability, regional governments frequently prioritize short-term economic gains over long-term environmental goals. Bintan Resorts' success is attributed to its well-defined development blueprint that integrates sustainability, yet replicating such models in other regions remains difficult due to weak policy alignment, enforcement mechanisms, and limited incentives for businesses to adopt sustainable practices (Achmad, 2022). To address this, Indonesia must establish a harmonized

regulatory framework that aligns local, regional, and national goals, supported by incentives such as tax benefits and subsidies for businesses that implement sustainable measures.

Financial constraints further exacerbate the challenges. Building and maintaining sustainable infrastructure such as renewable energy systems, waste management facilities, and conservation projects requires significant investment, which many smaller tourism operators cannot afford. While Bintan Resorts benefits from private sector funding and international collaborations, other regions lack similar financial resources. Leveraging public-private partnerships (PPPs), green financing mechanisms, and international funds like the Green Climate Fund could provide sustainable funding sources. Additionally, microfinancing options for small and medium-sized enterprises (SMEs) would enable broader adoption of green technologies and practices without creating significant financial burdens.

Stakeholder engagement also remains a critical issue. Engaging local communities is essential, yet challenges arise from a lack of awareness, skepticism, and immediate economic needs that often overshadow long-term sustainability goals. Businesses, too, may view sustainability as an added cost rather than a growth opportunity. Although Bintan Resorts has made strides in involving stakeholders, achieving equitable benefits and fostering meaningful participation remains an ongoing effort. Addressing this requires community outreach and education programs to raise awareness about the benefits of sustainable tourism. Engaging cultural and community leaders can further bridge trust gaps and ensure local concerns are integrated into development processes (Litheko, 2022).

Despite these challenges, Bintan Resorts serves as a model for sustainable tourism, demonstrating how thoughtful planning can achieve harmony between environmental preservation, economic growth, and socio-cultural enrichment. Its biodiversity-sensitive approach, community empowerment programs, and focus on job creation showcase that sustainable development can be both feasible and profitable (Madanaguli et al., 2022). Scaling such practices across Indonesia requires clear policies, innovative funding mechanisms, and robust stakeholder engagement. By addressing policy gaps, financial constraints, and community involvement, Indonesia has the potential to position itself as a global leader in sustainable tourism. This transformation can benefit not only tourism destinations but also the lives and livelihoods of local communities across the archipelago.

CONCLUSION

Bintan Resorts exemplifies a successful implementation of sustainable tourism through a balanced approach to economic, social, and environmental development. By adopting comprehensive policies and adhering to the principles of the Global Sustainable Tourism Council (GSTC), the resort has achieved economic empowerment, community development, and environmental conservation. Programs such as the Bintan Bekarya initiative, village enterprise support, and environmental efforts like mangrove replantation and turtle conservation highlight its commitment to integrating sustainability into every operational aspect. These initiatives not only support local livelihoods and preserve cultural heritage but also mitigate ecological degradation, ensuring long-term viability as a tourist destination.

Despite its achievements, Bintan Resorts faces several challenges that must be addressed to sustain its progress. These include fragmented policymaking, financial constraints, and limited stakeholder participation. Structural issues within Indonesia's decentralized governance have at times hindered the replication of Bintan's success in other regions. Additionally, ongoing efforts are needed to strengthen local community engagement, provide incentives for sustainable practices, and bridge the financial gaps for smaller tourism operators. Addressing these issues requires adaptive governance, collaborative partnerships, and innovative funding mechanisms such as public-private partnerships and green financing.

Bintan Resorts serves as a benchmark for sustainable tourism by demonstrating how thoughtful design and planning can harmonize economic growth, societal enrichment, and environmental preservation. Its success highlights the importance of policy alignment, stakeholder inclusivity, and continuous monitoring to overcome challenges. With proper governance and strategic investments, Bintan Resorts' model can inspire similar initiatives across Indonesia and other developing nations, positioning sustainable tourism as a catalyst for regional development and global environmental stewardship.

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Branding strategy for the tourism attraction potential of Pura Pengelukatan Tirta Sudamala Wanagiri Buleleng

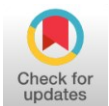
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Abstract:

Tourism branding strategies are crucial for creating a unique and compelling identity for destinations to attract visitors. This study focuses on Pura Pengelukatan Tirta Sudamala, a spiritual temple located in Wanagiri Village, Bali, which holds significant potential as a religious and healing tourism destination. Despite its historical and cultural importance, the temple's potential remains underdeveloped and underexplored. The research objectives are to analyze the temple's spiritual, cultural, and natural appeal and to propose an effective branding strategy to elevate its recognition as a healing tourism site. The study adopts a qualitative research methodology with a descriptive approach, utilizing in-depth interviews, field observations, and document analysis. Key stakeholders, including temple caretakers, local residents, and visitors, provided critical insights. Field observations highlighted the temple's purification rituals rooted in Tri Kaya Parisudha and Panca Maha Bhuta concepts, combining spirituality, natural elements, and therapeutic experiences. The findings demonstrate that Pura Pengelukatan Tirta Sudamala possesses unique attributes for spiritual healing, including traditional purification practices, serene natural surroundings, and cultural heritage. However, challenges such as limited accessibility, inadequate promotion, and low visitor awareness hinder its development. To address these issues, the proposed branding strategy focuses on the 4A framework: Awareness, Attitude, Action, and Accessibility. Key strategies include increasing online visibility through social media, engaging with wellness tourism influencers, improving visitor facilities, and developing infrastructure. Collaborative efforts with travel agencies and local stakeholders are also recommended to enhance accessibility and sustainability. Pura Pengelukatan Tirta Sudamala has immense potential as a premier destination for spiritual and healing tourism. A well-structured branding strategy can position the temple as a sought-after site for domestic and international visitors seeking cultural, natural, and spiritual rejuvenation while contributing to the local community's sustainable development.

Keyword: Spiritual Tourism, Healing Tourism, Branding Strategy



INTRODUCTION

Branding strategy for tourism is a deliberate approach to creating a unique and compelling identity for a destination to attract visitors (Aaker, 2012; Blain et al., 2005; Fletcher et al., 2018). It involves defining the destination's core values, culture,

attractions, and unique selling points, then communicating these effectively through visual design, storytelling, and targeted marketing campaigns (Scorrano et al., 2019; Seric & Perisic, 2012). A successful strategy establishes emotional connections with tourists by highlighting experiences, such as natural beauty, cultural heritage, local traditions, or adventure opportunities (Kotler et al., 2017; Lew, 2017; Tabatabaei et al., 2024). Consistency across platforms like social media, websites, and advertisements reinforces this image, ensuring the destination stands out in a competitive global tourism market (Pike, 2005; Siswantoro & Ikhwan, 2024).

According to local stories and elders in the area, Wanagiri Village in Buleleng, Bali, is a culturally rich area that has recently gained recognition as one of the officially designated Tourism Villages in the region. Historically, Wanagiri Village was formed in 1973 through the merger of three smaller hamlets from surrounding villages (Nugraha et al., 2022). These hamlets were originally part of Banjar Dinas Asah Panji (formerly part of Panji Village), Banjar Alas Ambengan (now known as Banjar Dinas Bhuanasari), and others. Situated at an elevation of 1,220 meters above sea level, the village is blessed with a unique combination of natural beauty, including lush forests and panoramic views, as well as deep cultural and spiritual traditions (Balsalobre-Lorente et al., 2020; Budayana & Adi, 2021; Dwyer et al., 2020). One of the village's most significant sites is Pura Pengelukatan Tirta Sudamala, a religious temple where Hindus come to engage in spiritual purification through sacred water rituals.

Pura Pengelukatan Tirta Sudamala stands out as a temple with great spiritual significance in the area. For centuries, it has served as a place of pilgrimage for individuals seeking purification of the body and soul through holy water, which is believed to cleanse negative energy and bring peace (Hall, 2010; Hall & Page, 2014; Sustacha et al., 2023). Despite its deep spiritual importance, the temple's potential as a healing tourism destination has not been fully explored or developed. Healing tourism, as described (Hikmah et al., 2022), merges recreation and entertainment with spiritual wellness, allowing tourists to rejuvenate mentally, physically, and spiritually (Simpson, 1993). Given the temple's historical role as a place of spiritual cleansing, it holds immense promise as a destination for tourists interested in both religious and healing experiences (Hussin et al., 2009; Sharpley, 2018).

This article addresses the primary issue of how Pura Pengelukatan Tirta Sudamala can be developed into a recognized and attractive destination for both religious and healing tourism. The research explores the importance of establishing an effective branding strategy that will not only highlight the temple's religious significance but also emphasize its potential for healing tourism. Such a strategy is crucial for elevating the temple's profile and attracting a broader audience, including both domestic and international visitors. By strategically branding the temple, it can be positioned as a key site for individuals seeking to balance their mind, body, and spirit through spiritual rituals and therapeutic experiences.

The primary goal of this paper is to analyze and propose a branding strategy that will enhance the tourism potential of Pura Pengelukatan Tirta Sudamala. This study is grounded in the context of previous research on religious and healing tourism, particularly in Bali, where such destinations are becoming increasingly popular. This article aims to build upon existing studies by exploring how branding can be used to make religious sites more accessible and appealing to tourists interested in healing. It

highlights the gap in current tourism offerings in Bali and argues that there is an urgent need for a clear and unique brand identity for Pura Pengelukatan Tirta Sudamala, which would allow it to stand out amidst other tourist destinations in the region.

Research are expected to provide practical recommendations for developing a successful branding strategy for Pura Pengelukatan Tirta Sudamala. These recommendations will focus on enhancing the temple's cultural appeal while also promoting its potential as a healing destination. By emphasizing the unique combination of spirituality, natural beauty, and wellness that the temple offers, the proposed branding strategy aims to increase the temple's visibility and recognition, thereby positioning it as a sought-after destination for healing tourism. Additionally, the branding strategy will seek to ensure that the economic benefits of tourism flow back to the local community, contributing to the sustainable development of Wanagiri Village.

RESEARCH METHOD

This study employs a qualitative approach with a descriptive design to gather data on the tourism potential of Pura Pengelukatan Tirta Sudamala in Wanagiri Village, Buleleng, Bali. The qualitative approach is well-suited for this research as it allows for an in-depth exploration of the temple's cultural, spiritual, and tourism significance. This approach emphasizes understanding phenomena from the perspectives of those who experience them, in this case, the temple's caretakers (pengempon), local residents, and tourists. The research design aims to provide a comprehensive description of the site and its potential for healing tourism, which is a key focus of the study.

The primary data for this study is collected through in-depth interviews, field observations, and document analysis. Explains that the descriptive qualitative method is particularly useful for obtaining a detailed and accurate understanding of a specific situation, setting, or phenomenon (Sugiyono, 2016). Through this method, the researcher can explore the various dimensions of Pura Pengelukatan Tirta Sudamala, its role in the local community, and its potential as a religious and healing tourism destination. The interviews provide firsthand insights from key informants, including the temple caretakers, who offer valuable knowledge about the temple's historical and spiritual significance, as well as local residents who can share their perspectives on the temple's current role in the community.

In addition to interviews, the researcher conducts field observations at the temple to better understand its physical characteristics, spiritual practices, and any ongoing tourist activities. These observations are crucial for assessing how the temple's environment and practices align with the principles of healing tourism. Field notes are taken during visits to capture details about the temple's ambiance, accessibility, and any signs of growing tourism interest. These observations are analyzed alongside the interview data to identify patterns and themes related to the temple's potential as a tourist destination.

The study utilizes purposive sampling, a non-probability sampling method that focuses on selecting individuals with specific knowledge or experience relevant to the research. In this case, participants are chosen based on their in-depth knowledge of Pura Pengelukatan Tirta Sudamala, such as the temple caretakers, community leaders, and other local stakeholders. This approach ensures that the data collected is rich in detail

and directly related to the temple's role in the local community and its potential as a tourist attraction.

To ensure the reliability and validity of the data, the study incorporates multiple data collection methods, including document review to gather existing information about the temple's history, rituals, and tourism potential. This document analysis includes reviewing local government reports, historical records, and tourism statistics related to the area. Participatory observation is also employed, where the researcher actively engages with the local community and visitors to better understand their perceptions of the temple's significance and tourism potential.

The data analysis process follows the principles of thematic coding, which involves identifying key themes or patterns in the data. After transcribing interviews and reviewing observation notes, the researcher codes the data based on recurring themes, such as the temple's cultural value, the spiritual practices associated with it, and the perceptions of local residents and tourists about its potential for healing tourism. This thematic analysis helps to provide a clear understanding of the factors that contribute to the temple's appeal and the strategies needed to develop its tourism potential.

One potential limitation of this study is researcher bias, which may arise from the researcher's subjective interpretation of the data, particularly during interviews and field observations. To mitigate this, the researcher ensures that data collection is conducted systematically, and multiple data sources are triangulated to cross-check findings (Thurmond, 2001). Additionally, the study acknowledges that social desirability bias may occur if participants provide responses that they think are more socially acceptable, especially when discussing tourism potential. To minimize these biases, the researcher fosters an open and neutral atmosphere during interviews and observations, allowing participants to express their genuine opinions.

Ultimately, this methodology is designed to provide transparent, replicable, and valid findings that contribute to the development of a branding strategy for Pura Pengelukatan Tirta Sudamala. By clearly outlining the research design, data collection procedures, and analysis techniques, this study ensures that the research process is rigorous and that the conclusions drawn are based on reliable and well-supported data. The findings will offer practical recommendations for leveraging the temple's unique cultural and spiritual resources to attract tourists while preserving its heritage and promoting sustainable tourism development (Liu, 2003; Weaver, 2007).

RESULT AND DISCUSSION

1. Healing Tourism Potential of Pura Tirta Sudamala

According to Jro Dasaran Ketut Suwirda, the caretaker of the temple, Pura Pengelukatan Tirta Sudamala was originally called Puser, though its exact history remains unclear. However, according to the elders, the temple's history is closely related to Panji, due to its connection with the Panji legend, which is still being researched. Jro Dasaran Ketut Suwirda further explains that he received a spiritual message (pawisik) in 2007, during which holy water was discovered flowing from a jackfruit tree. This tree is said to have three layers: the outer skin, the middle layer, and the inner part. It was at that time that the temple site adopted the concept of Tri Pramana—Sabda (speech), Bayu (wind), and Idep (thoughts). This Tri Pramana concept has since been applied to several locations within the Panca Tirtha Sudamala area. The first area is the Campuhan (a

confluence), which takes one of the Tri Pramana concepts, Sabda. The area is divided into three pancoran (fountains), each embodying the concept of Tri Kaya Parisudha, which consists of Kayika (physical actions), Wacika (speech), and Manacika (thoughts). The easternmost fountain is for kayika purification, where visitors cleanse their hands and feet, as these represent physical actions. The second purification is wacika, related to words (wak), where visitors rinse their mouths and face. The westernmost fountain is manacika, for the purification of the mind, which starts from the crown of the head (siwadwara) and flows throughout the body (angga sarira). After undergoing purification at this confluence, it is hoped that visitors will be spiritually cleansed according to Tri Kaya Parisudha.

According to Jro Dasaran Ketut Suwirda, the deity worshipped at the Campuhan is Ida Ratu Gede. After the purification at the Campuhan, visitors proceed to the Panca Tirta Sudamala for further cleansing, which adopts the Panca Maha Bhuta concept. This area is divided into five pancoran, each representing one of the five elements of the Panca Maha Bhuta: Apah (water), Teja (fire), Akasa (ether), Bayu (air), and Pertiwi (earth). After cleansing in the pancoran, the next step is the purification using bungkok gadang (young green coconuts), symbolizing the panyudamalaan or final cleansing, with Ida Dewa Ayu Manik Klenting Sari presiding over this purification.

The final stage takes place in the Parahyangan (holy site), embodying the concept of Idep, where worshipers conduct their prayers individually, according to their personal desires and intentions. Since every visitor's thoughts and desires are unique, the prayers are not led by a priest. According to the temple caretakers, the temple has existed for a long time but was officially developed starting in 2022, specifically on Buda Kliwon Pegatwakan, coinciding with the full moon (purnama kasa), when a pemelaspasan (ceremonial purification) was performed. The water source here flows into a river known as Tukad Banyumala, which eventually reaches Penimbangan Beach. Several other water sources originate from this area, including Banyumala Waterfall, Tirta Kuning (Yellow Water), Pancaka Tirta, Tembuku Selaka, and Aling-Aling Waterfall.

Currently, there are 72 households (KK) in the community around Panca Tirta Sudamala. The Piodalan (temple ceremony) or Pujawali at Panca Tirta Sudamala is held during Tumpek Wariga, beginning with Pamaspas, followed by offerings of Sayut Siddha Purna after 12 days, and after one month and 7 days, offerings of Pekelem Suci Ireng. The ceremony continues with Guru Piduka (offering for spiritual guides), as the site had previously been rebuilt. The offerings include chickens and ducks, with no use of four-legged animals.

Visitors typically come during Purnama (full moon), Tilem (dark moon), and Kajeng Kliwon. Long-term plans for the development of Pura Panca Tirta Sudamala include adding other forms of tourism to Wanagiri Village, such as tracking and a camping ground, as the area is close to a waterfall. These plans will ensure that the development is far from the sacred temple area. In the short term, the priority is to establish a Yoga center. The overall concept of Pura Panca Tirta Sudamala is Siwa Durga, as in Hindu belief, the body is a meeting place between Siwa (the father) and Durga (the mother). The five pancoran are flanked by Lingga (Siwa) and Yoni (Durga). Additionally, the temple embraces the concept of birth and time, symbolized by the purification process. The process begins with the cleansing at the Campuhan to purify the Tri Kaya Parisudha spiritually, followed by cleansing at the Panca Tirta Sudamala, and finishing at the

Parahyangan (holy site). This sequence holds the philosophical idea that what we experience here will never be the same again.



Figure 1. Tourism Potential of Pura Tirta Sudamala
Source: Observation Documentation, 2024

The ceremonies at Panca Tirta Sudamala are performed according to human life rituals, beginning with Pamlepas (Buda Kliwon Pahang), followed by Tutug Solas Dina (12 days) with offerings of Sayut Siddha Purna, then Tutug Abulan Pitung Dina (7 months) with Pakelem offerings, Guru Piduka, and offerings for the beings in the Panca Tirta Sudamala area. The ceremony continues with Tutug 3 Bulan (3 months) and Tutug 6 Bulan (6 months), and after 6 months, the Piodalan is held again, which is then followed by the Tumpek Wariga ceremony.

2. Branding Strategy for Tourism Potential

Pura Pengelukatan Tirta Sudamala is a spiritual tourism destination in Bali that offers an experience of self-purification with holy water from a natural spring. The

branding strategy for this tourism destination uses the 4A Theory approach, focusing on creating an authentic, sacred, and spiritually calming image (Yuliardi et al., 2021). Below is a description of the branding efforts that can be undertaken:

a. Awareness

Local awareness of the tourism potential of Pura Pengelukatan Tirta Sudamala has started to grow, particularly within the community of Wanagiri Village. This increased awareness is largely focused on preserving the temple's cultural and spiritual significance rather than pushing for commercialization (Li, 2012; Richards, 2018). The local community has expressed interest in attracting tourists while maintaining the authenticity of the temple's practices and rituals. However, while there is growing recognition of the temple's value as a healing tourism destination, efforts to promote it have been relatively limited. Current promotional activities, such as those on the Wanagiri Village website, are insufficient to establish the temple as a widely recognized tourist destination. As a result, despite its potential, the temple is still relatively unknown, especially when compared to more established healing tourism sites in Bali, such as Tirta Empul or Holy Spring Water Temple.

One of the key challenges facing the promotion of Pura Pengelukatan Tirta Sudamala is the lack of visibility in the broader tourism market. While Wanagiri Village's website and word-of-mouth within the local community have helped raise some awareness, these efforts are not enough to make the temple a notable destination for both domestic and international tourists. Given the current competition within Bali's tourism industry, it is essential for Pura Pengelukatan Tirta Sudamala to adopt more active and targeted promotional strategies. In particular, social media platforms present an excellent opportunity to showcase the temple's unique offerings, such as its spiritual purification rituals, beautiful location, and the potential for healing tourism experiences. By creating a compelling online presence, the temple can reach a broader audience, especially among tourists looking for alternative wellness experiences that go beyond traditional spas and resorts (Smith & Puczko, 2009).

To effectively increase the visibility and attractiveness of Pura Pengelukatan Tirta Sudamala, a more collaborative marketing approach is needed. This includes engaging with travel agencies, particularly those specializing in wellness tourism, to incorporate the temple as part of curated travel packages. Collaboration with influencers, especially those focused on spirituality, wellness, or eco-tourism, could also help raise awareness and attract younger, more environmentally conscious travelers. Additionally, the temple could partner with local media outlets to feature stories, interviews with temple caretakers, and testimonials from visitors who have experienced the spiritual benefits of the temple. By utilizing these channels, the temple's profile could be significantly raised, bringing in tourists seeking meaningful, transformative travel experiences while ensuring that the integrity of the temple's spiritual and cultural practices remains intact.

b. Attitude

Visitor attitudes towards Pura Pengelukatan Tirta Sudamala play a crucial role in the temple's overall tourism development, especially considering the growing interest in spiritual tourism and healing destinations in Bali. For tourists who are already familiar with the temple's significance and its spiritual offerings, the experience is likely to be

more meaningful and aligned with their expectations. However, for those who are visiting the temple for the first time or are only vaguely aware of its purpose, the initial impression may not fully reflect the temple's unique offerings. Without proper context or sufficient information, these first-time visitors may miss out on understanding the depth of the spiritual experiences the temple offers, which could affect their overall perception of the site. Therefore, addressing this gap in knowledge is vital for shaping a positive and enriching experience for all visitors, regardless of their familiarity with the temple (Martínez-Martínez et al., 2023).

To improve visitor engagement and create a more informed experience, it is crucial to enhance the quality of information provided through various communication channels. The official website of the temple, for instance, can be updated with detailed content that explains the temple's history, significance, and the spiritual benefits of visiting. This can include not just text, but also high-quality images and videos that visually depict the purification rituals, the temple's serene environment, and the healing aspects of the site. Additionally, the temple's social media presence should be strengthened by providing regular posts, stories, and updates about events, ceremonies, or special offerings at the temple. By doing so, tourists can gain a deeper understanding of what they can expect and prepare for a more meaningful visit. Engaging with potential visitors via travel apps also allows for real-time information, such as temple hours, visitor guidelines, and even testimonials from past visitors, which further enhances the decision-making process for tourists considering the temple as a destination.

In addition to online communication, providing informative signage at the temple site itself is essential for creating a respectful and organized visitor experience. Clear and concise signs should be installed at strategic locations, especially at the temple's entrance and around the purification areas, to guide visitors on temple etiquette, such as appropriate attire, the need for quiet and respectful behavior, and prohibited actions within sacred spaces (Xie et al., 2024). These signs can also inform visitors about the spiritual significance of certain rituals, helping them understand the customs and practices they may witness or participate in. By integrating these educational elements, the temple can foster a more respectful environment for visitors, ensuring that they feel welcomed while also honoring the sacredness of the site. Properly informing visitors not only enhances their experience but also supports the temple's preservation efforts by encouraging respectful behavior and minimizing the risk of disrespectful actions that could harm its cultural and spiritual integrity.

c. Action

Tourists' decisions to visit Pura Pengelukatan Tirta Sudamala are significantly influenced by the availability of information and the accessibility of the location. In particular, the temple's relatively remote location, requiring visitors to travel through local plantations and navigate winding roads, presents a logistical challenge that could deter some potential visitors. Additionally, the time constraints faced by tourists, especially those on tight schedules, make it even more difficult for them to justify a trip to a more out-of-the-way destination like Pura Pengelukatan. For tourists unfamiliar with the temple, the lack of clear, accessible information about the temple's offerings and how to reach it can create hesitation, as they may not fully understand the value of the experience compared to other more easily accessible attractions in Bali. Therefore, it is

essential to address both the informational and logistical barriers to make the temple more appealing to a broader audience.

To address these challenges, a targeted promotional strategy is required to enhance awareness of the temple's unique offerings and to overcome the obstacles of accessibility. Highlighting the temple's self-purification rituals, which are central to its appeal as a spiritual and healing destination, can serve as a powerful draw for tourists interested in wellness and personal growth. The ritual itself is a unique aspect of the temple that distinguishes it from other tourist sites in Bali. By marketing the experience as a transformative and culturally rich activity, promotional materials can encourage tourists to prioritize the visit despite its location. Additionally, the cultural significance of the temple, along with stories about its historical and spiritual importance, can be emphasized in promotional content to pique tourists' curiosity. The more tourists understand the deeper cultural and spiritual benefits of the temple, the more likely they will feel motivated to make the effort to visit.

Another key factor in improving accessibility is to provide tourists with comprehensive information about the facilities and services available around the temple. Detailing the amenities, such as parking, guided tours, food options, and nearby attractions, will help alleviate concerns about the convenience and comfort of visiting the site. Travelers are more likely to consider visiting a destination if they know that the practical aspects, such as access to refreshments and rest areas, are well taken care of. Additionally, promoting the surrounding natural beauty and the opportunity for a peaceful retreat in the scenic surroundings can enhance the appeal of the temple. By showcasing the temple as part of a holistic experience that combines spiritual healing, cultural enrichment, and a tranquil environment, tourists will be more inclined to make the effort to visit (Pitana, 2008). The key is to present Pura Pengelukatan Tirta Sudamala not just as a destination but as a complete experience that offers something rare and valuable in Bali's diverse tourism landscape.

d. **Accessibility**

Accessibility remains one of the primary challenges in the branding strategy for Pura Pengelukatan Tirta Sudamala, particularly due to the temple's relatively isolated location. Although the temple is nestled in a beautiful and serene area, the access roads leading to it are not well connected to the major transportation routes, making it difficult for tourists to reach the site easily. This lack of accessibility is a significant barrier to attracting a diverse range of visitors, especially those who do not have their own means of transportation or are unfamiliar with the region. Furthermore, the absence of public transport options adds to the challenge, as tourists typically rely on accessible transport services to explore remote areas. As a result, despite the temple's potential as a unique tourism destination, it remains a hidden gem, underappreciated by many travelers who might otherwise be interested in visiting. This logistical hurdle is one of the key factors limiting the temple's broader appeal and growth as a tourist destination.

To address these accessibility issues, infrastructure development becomes a crucial component of the branding strategy for Pura Pengelukatan Tirta Sudamala. Improving the roads leading to the temple is essential to ensure that tourists can navigate the area more easily, whether they are driving themselves or relying on local transport. Road improvements could include better signage, better road maintenance, and

possibly expanding routes to accommodate larger tourist vehicles. Additionally, providing local transport options such as shuttle buses, taxis, or even bicycles could help overcome the barrier for visitors who do not have their own vehicles. By collaborating with local transportation providers, the temple could offer affordable, convenient transport packages for tourists, thus reducing the stress of finding a way to reach the temple. These transportation options would help bridge the gap between the temple's remote location and the wider tourism infrastructure of Bali, making the site more accessible to a larger audience .

Moreover, one of the simplest but most effective ways to improve accessibility is by installing clear directional signage throughout key areas that lead to the temple. These signs would not only guide visitors along the path but also inform them of nearby attractions, services, and essential information such as operating hours, temple etiquette, and points of interest. By improving the overall navigability of the area, these signs would reduce confusion and help visitors feel more confident in their ability to reach the temple. This would also create a more professional and organized atmosphere, signaling to visitors that the temple is prepared for tourism and that their experience is a priority. In the long term, investing in transport solutions and infrastructure development would not only increase visitor numbers but also help boost the sustainability of the temple's tourism efforts. As access improves, more tourists would be drawn to the temple, leading to greater awareness, positive word-of-mouth, and ultimately, the development of Pura Pengelukatan Tirta Sudamala as a prominent healing and spiritual tourism destination in Bali.

CONCLUSION

Pura Pengelukatan Tirta Sudamala holds significant potential as a destination for spiritual and healing tourism due to its rich cultural heritage, traditional purification rituals, and serene natural surroundings. The temple's unique offerings, such as rituals based on the Tri Kaya Parisudha and Panca Maha Bhuta concepts, present a transformative experience for visitors seeking spiritual rejuvenation. However, despite these attributes, the temple's current status remains underdeveloped due to a lack of proper branding, limited accessibility, and insufficient promotional efforts. Addressing these challenges is critical to position the temple as a prominent destination for tourists seeking holistic wellness, while also preserving its spiritual and cultural integrity.

To unlock its full potential, a comprehensive branding strategy based on the 4A framework Awareness, Attitude, Action, and Accessibility needs to be implemented. Enhancing awareness through targeted promotional efforts, such as leveraging social media, collaborating with wellness tourism influencers, and developing engaging digital content, can significantly improve the temple's visibility. Providing tourists with clear information, educational signage, and immersive storytelling can enhance their understanding and appreciation of the temple's spiritual significance. Improving accessibility by developing infrastructure, transportation options, and supporting visitor amenities is equally crucial to attract both domestic and international tourists. These measures can help bridge the gap between the temple's offerings and its current visibility in the competitive tourism market.

Finally, the branding strategy must emphasize sustainability by balancing tourism development with the preservation of the temple's cultural and spiritual essence. By

collaborating with local stakeholders, including the community and government, the economic benefits of tourism can flow back to the Wanagiri Village community. The proposed strategy not only positions Pura Pengelukatan Tirta Sudamala as a leading spiritual tourism destination but also ensures its long-term sustainability. With a clear and unique identity, the temple can stand out amidst Bali's diverse tourism offerings, attracting visitors seeking a harmonious blend of cultural, natural, and spiritual experiences.

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Strategy management for community empowerment in the Ekang Anculai tourism village

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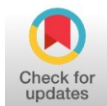
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Abstract:

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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