



Tourism Potential Development Strategy in the Malinau Regency through Community-Based Tourism Approach

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Abstract

This study aims to analyze tourist potential development strategies and factors that influence the development of tourism potential through a community-based tourism approach in the Malinau Regency. The theory used is the operationalization of the concept of Community-Based Tourism with social indicators, economic, cultural, and environmental dimensions using SWOT analysis. The following research results are obtained: strength that is owned is reliable human resources, high leadership support, and a sufficient number of personnel. The weakness is still limited professional human resources in the field of tourism. In addition to its natural potential, attractions are also an opportunity in the tourism sector of Malinau Regency. The threats faced are tourism competition between other tourist objects. The strategy for developing tourism potential can be done is to optimize strengths, look for new tourism potentials that are unique and different from other tourist destinations, create a tourism brand of the regency, development of infrastructure, tourism promotion, and marketing. While the influencing factors are accessibility, budget, and regional policies.

Keywords

Community-based tourism, development strategy, tourism potential

Abstrak

Penelitian ini menganalisis strategi pengembangan dan faktor yang memengaruhi pengembangan potensi wisata melalui pendekatan pariwisata berbasis masyarakat di Kabupaten Malinau. Teori yang digunakan adalah operasionalisasi konsep *community based tourism* dengan indikator sosial, ekonomi, budaya, dan lingkungan yang dianalisis dengan teknik SWOT. Hasil penelitian sebagai berikut: kekuatan yang dimiliki adalah sumber daya manusia yang handal, dukungan pimpinan, dan jumlah personel yang cukup. Kelemahannya terdapat pada masih terbatasnya sumber daya manusia murni dibidang pariwisata. Selain potensi alamnya, daya tarik lainnya adalah peluang di sektor pariwisata. Ancamannya adalah persaingan di bidang pariwisata dengan objek wisata lain. Strategi pengembangan potensi wisata dilakukan melalui optimalisasi kekuatan, yaitu mencari potensi wisata baru yang unik, menciptakan brand pariwisata kabupaten, mengembangkan infrastruktur, melakukan promosi, dan memasarkan pariwisata. Sementara itu, faktor yang memengaruhi adalah aksesibilitas, anggaran, dan kebijakan daerah.

Kata kunci

pariwisata berbasis masyarakat, strategi pengembangan, potensi pariwisata

Introduction

In the Malinau Regency, various tourism objects are very beautiful and must be managed properly by making tourist attractions for tourists. Therefore, intensive promotion was carried out to make tourist objects in this regency known by many parties. In addition, the manufacture of facilities and infrastructure to complement the tourist attraction has also been considered. The cooperation with the parties involved such as the sub-district government, the community and investors has been carried out. So from the opinion of the Head of the Culture and Tourism Office of the Malinau Regency and the Head of the Tourism Promotion Division of the Malinau Regency, it was concluded that all related parties helped or depended on each other to build strategies for the development goals of tourism objects.

The development of tourism objects and attractions in the Malinau Regency needs to be improved. Likewise, efforts to introduce tourism objects and attractions to tourists through activities and marketing continue to be improved in a planned, integrated, and directed manner by optimally utilizing national regional tourism cooperation. This is because from the results of temporary monitoring it is clear that the frequency of visits to tourist objects in the Malinau Regency is still very small, both foreign tourists and domestic tourists. This has also affected the number of dance studios that previously grew, gradually began to decrease, and no longer existed.

CBT is tourism that focuses on environmental, social, and cultural sustainability in one package. It is managed and owned by the community, for the community, to enable visitors to increase their awareness and learn about the community and local way of life (Suansri, 2003). Community-Based Tourism aims to ensure that the community is empowered in tourism development, and opportunities for local communities to sell certain goods and services can be formed through the development of cultural, social, and environmental resources in the area. In other words, this type of tourism is considered the main tool in fighting/overcoming poverty, where community participation influences decisions about tourism programs and policies (World Tourism Organization, 2004).

Previous studies related to the problem of tourism development found different views. These differences are shown in the following table.

Table 1
 Research GAP Community-Based Tourism Development

Research GAP	Researcher	Findings
There are differences in the results of research on Community-based Tourism Potential Development	1. Dewi (2014)	Community-based tourism development does not have a significant impact on improving the community economy
	2. Dedy Prasetya (2014)	
	3. Damanik (2015)	
Tourism Potential Development	1. World Tourism Organization (2002)	Community-Based Tourism provides many benefits for improving the local economy
	2. Wardiyanta (2006)	
	3. Binahayati Rusyidi (2018)	

Source: Several empirical research results were developed for the Thesis

The community-based approach is indeed not fully feasible, given the cultural situation and the character of the local community. This is certainly a new study material, whether the



community-based tourism development approach can be successful or other things are quite significant because Indonesia is known for its diversity of customs and cultures.

In the Malinau Regency, tourism development certainly refers to the line of the regional authority, carrying out a standard strategy without paying attention to the character of the local community (da Conceição Walkowski et al., 2019), of course, it does not fully help the region to turn local tourism into a capable source of regional income. Strongly rooted ideas and innovations are needed so that tourism development can be developed with targeted and effective strategies.

Based on the description above, the formulation of the research problem, namely (1) What is the Strategy for Developing Tourism Potential Through a Community-Based Tourism Approach in the Malinau Regency and (2) What factors influence the Development of Tourism Potential through a Community-Based Tourism Approach in the Malinau Regency. The objectives of this study are (1) to analyze the tourism potential development strategy through a community-based tourism approach in the Malinau Regency and (2) to analyze the factors that influence the development of tourism potential through a community-based tourism approach in the Malinau Regency.

Method

This research approach is descriptive. Descriptive research is research that seeks to describe current problem solving based on data. This study intends to obtain empirical data on the Tourism Potential Development Strategy through a Community-Based Tourism Approach in the Malinau Regency, so to achieve this goal, this study uses a research approach that combines qualitative forms.

In this study, the determination of informants used the snowball sampling technique (Miles & Huberman, 1984), namely as a technique for determining the sample which was initially small in number, then this sample was asked to choose friends to be sampled and so on so that the number of samples increased. The determination of informants in this study was carried out using a snowball sampling technique, in which the selection was made of information and recommendations from previous informants (Wahidmurni, 2017). The informants in this study were the Regional Government, in this case, the Culture and Tourism Office of the Malinau Regency, the community of as many as 10 people, the Tourism Business as many as 3 types of businesses, namely the business of travel transportation services, hotels and selling souvenirs, and one Non-Governmental Organization (NGO), namely Bio Sahe, a community-run institution in the Apau Ping Tourism Village which is engaged in tourism.

The matrix can clearly describe how the external opportunities and threats faced by the company can be adjusted to the strengths and weaknesses it has. This matrix can produce four possible sets of strategic alternatives.

Table 2
 SWOT Matrics Analysis

	STRENGTHS (S) Determine 5-10 external strength factors	Weakness (W) Determine 5-10 internal weakness factors
OPPORTUNITIES (O) Determine 5-10 external opportunity factors	STRATEGI SO Create strategies that use strength to take advantage of opportunities	STRATEGI WO Create strategies that minimize weaknesses to take advantage of opportunities
THREATS (T) Determine 5-10 internal opportunity factors	STRATEGI ST Create strategies that use strength to overcome threats	STRATEGI WT Create strategies that minimize weaknesses and avoid threats

Source : (Rangkuti, 2015)

Result and Discussion

Result

From the operational categorization of the concept of Community-Based Tourism (Salim & Purbani, 2015), the following research findings are generated:

Table 3
 The Operational Concepts

Concepts	Indicators
1. Economic Dimensions	<p>Funds for developing the tourism community are not sufficient, with the percentage of regional tourism development still below 5 percent of the total APBD of the Malinau Regency in 2019 and 2020;</p> <p>Jobs that are expected to be created are currently still stagnant considering the pandemic conditions and the national economic recovery plan is still focused on the budget for overcoming the COVID-19 pandemic;</p> <p>The local income of the tourism community still relies on local tourists who are not significantly through tourism activities</p>
2. Social Dimensions	<p>The quality of life of the people of the Malinau Regency, based on HDI data (BPS, 2020) is quite improved due to program policies that are directed directly to the community through GERDEMA (Development Village Movement)</p> <p>The pride of the tourism community still relies on normative conditions, not much creativity and innovation has been carried out to increase tourist visits;</p> <p>The roles between men and women are relatively good and proportionately divided;</p> <p>The existence of several programs that target young people (millennials) is enough to trigger the enthusiasm of youth to take part in the development of tourism in the Malinau Regency, for example, tourism awareness groups, it is handled directly by local village youth;</p> <p>Tourism community organizations are still running slowly, this condition is influenced by development policies in the village, specifically, Tourism Villages have not focused on handling village tourism, it is proven that the APBDes is directed at increasing empowerment, while tourist attraction facilities are still minimal and rely on funds from third party assistance</p>
3. Culture Dimensions	<p>Indigenous peoples have a strong role to play in maintaining local culture and customs. So that the cultural diversity in Malinau is still very well preserved. There are 11 major tribes that can stand parallel and complement each other;</p> <p>Existing cultural exchanges are more of contemporary culture so that the dynamics of the development of local arts emerge;</p>



The Malinau community is very strong with the culture of *gotong-royong*. Several local terms (*senguyun, tenguyun, feruyung*) are characteristics that are always maintained in every activity that involves many people.

4. Environment Dimensions	<p>The carrying capacity area is well maintained and the people of Malinau understand this very well considering the culture that upholds the advice of parents and the rule of customary law which has been passed down from generation to generation by the ancestors of the Dayak tribe.</p> <p>The role of local government is very significant with concern for environmental cleaning. There is an innovative program called the BERSIH RT Program. This program is a policy that is directed at meeting the needs of an environment that remains beautiful, clean, and comfortable which directly involves the role of the community.</p> <p>Declared as a conservation regency (2005), the Malinau Regency remains focused on preserving forests. This is supported by various elements of society and customs.</p>
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Source: Research results, 2021

From the research conducted by the author on internal and external analysis of tourism owned by Malinau Regency, the authors get the results through a SWOT analysis as follows:

Table 4
 Supporting and Inhibiting Factors
 The Malinau Regency Tourism Development Strategy SWOT Analysis

Supporting Factors		Inhibiting Factors	
Intern	S1 Adequate Tourism Human Resources	W1	Limited tourism technical personnel
	S2 High leadership support	W2	Limited budget
	S3 Natural potential and included in the National Park area	W3	Public awareness in the Tourism Village is still lacking
	S4 There is a determination of several villages as tourist villages	W4	Limited tourism facilities and infrastructure
Ekstern	O1 The potential of a unique and unique tourist attraction	T1	There is a pandemic that slows down the movement of the economy in the tourism sector
	O2 High leadership support	T2	There is a pandemic that slows down the movement of the economy in the tourism sector
	O3 Natural potential and included in the National Park area	T3	Competition between regions in tourism development

Source: Research results, 2021

Discussion

Based on the results of the mapping of the factors that influence the tourism development strategy of the Malinau Regency, the researchers carried out an elaboration with the SO, WO, ST, and WT strategies, with the results described in point 5, the strategy for developing tourism potential in the Malinau Regency through the Community-Based Tourism approach. Strategy for Developing Tourism Potential in the Malinau Regency through a Community-Based Tourism Approach

Tourism has now become a necessity for people in various social classes from the upper, middle, and lower classes so handling it must be done seriously and involve the parties

involved. Regions that have good tourism potential need to make efforts to regulate an adequate tourism system in the form of promotion and development of tourism potential, this is done to achieve the success of tourism targets.

The development of tourism potential in the Malinau Regency through a community-based tourism approach optimally requires planning, utilization, control, institutional strengthening, and community empowerment strategies by taking into account economic, social, and ecological principles, as well as involving stakeholders in managing tourism potential.

The strategy for developing tourism potential in the Regency through a community-based tourism approach has an important role to achieve. Given this, the Department of Culture and Tourism of the Malinau Regency has a strategy for developing community-based tourism potential. Based on the explanation above, the tourism development strategy in the Malinau Regency through a community-based approach is as follows:

SO Strategy (Utilizing strengths to maximize opportunities)

1. Utilizing the available Human Resources (HR) in the tourism sector to develop the natural potential and areas included in the Kayan Mentarang National Park Area. These tourism human resources can collaborate with related institutions/agencies, such as the Kayan Mentarang National Park Center and the central project implemented in the Malinau Regency;
2. Utilizing policies and support from regional leaders related to the development of community-based tourism, through budget policies and innovative programs, for the implementation and performance of cultural attractions (Koster, 2007), that are continuously and consistently carried out;
3. Utilizing the status of a tourist village by referring to the provisions and regulations of tourism to attract tourist visits. Utilization of this status can be used as a potential issue to attract budgets from the central government and tourism business actors to invest in the Malinau Regency;
4. Utilizing the potential of existing natural, cultural, and artificial tourism objects through cooperation with various organizations/institutions related to tourism development. Cooperation, in this case, is to share roles and interests with tourism stakeholders so that there is synergy in efforts to improve community welfare through existing tourism potential (Giampiccoli & Saayman, 2018);

ST strategy (utilize strengths to minimize threats)

1. Optimizing the role of the regional apparatus with the limited role of tourism actors due to the pandemic. The limited resources of the existing apparatus can be maximized through consistent and integrated training channels to improve their skills and abilities (Damiasih & Samudra, 2022).
2. Utilizing the support of the regional leadership which is quite high by making innovations in the implementation of tourism to compete with other regions, especially in the North Kalimantan region. Commitment and consistency of regional policies are important factors



- so that tourism development can run on the track and have a strong impetus to give birth to various creativity and innovations in the tourism sector;
3. Utilizing the status of a tourist village to increase awareness and involvement of the local community (Koster, 2007) in the context of empowering and developing the potential of tourism objects. The status of a tourist village is the power to position regional budgets and policies that focus on handling increased tourism potential.
 4. Utilizing the potential of unique and attractive tourist villages to anticipate government regulations that are still overlapping.

WO Strategy (Take advantage of opportunities to reduce weaknesses)

1. Utilizing the natural potential that is included in the national park area by maximizing the role of the apparatus involved in the tourism sector. The Kayan Mentarang National Park area as one of the areas that have biodiversity is a potential that has a high selling value for tourists, especially foreign tourists. There are endemic flora and fauna as a characteristic (Mohamad & Lahay, 2021).
2. Optimizing unique and interesting local cultural attraction activities with consistent scheduling and using a minimal budget. Local attractions are the main attraction (Endi & Prasetyo, 2020). Within a year, several cultural attractions can become tourism potential, including the Great Conference of Indigenous Peoples, IRAU, Wedding Culture, Traditional Ceremonies before and after harvest, and others;
3. Implementing central government policies that empower local communities to increase awareness and understanding regarding local tourism development (Koster, 2007);
4. Utilizing the role of organizations/institutions through sustainable cooperation to improve regional tourism facilities and infrastructure.

WT Strategy (Minimizing threats to reduce weaknesses)

1. Optimizing the role of the regional apparatus during the pandemic (Windarsari et al., 2021). The limited resources of the apparatus in the field of tourism can be collaborated by conducting joint partnerships for managing tourism potential, with various related institutions. For example, conducting cooperation in the management of tourism objects in the national park area, conducting cooperation or sharing budgets for the construction of tourism facilities and facilities with NGOs or regional tourism observer institutions, building cooperation in the use of CSR funds from several companies operating in Malinau Regency to develop community-based tourism, etc;
2. Using the budget effectively and efficiently by maximizing the existing potential to face competition between regions. The use of the budget can be minimized by utilizing village funds from the APBN. Villages, especially those with the status of tourist villages, can be directed to use the village budget to meet the needs of developing local tourism potentials and objects;
3. Increasing awareness and empower the community through socialization activities and utilization of natural and cultural potentials (Wiwin, 2018);

- Utilizing the existing facilities and infrastructure through policies that regulate in detail the functions and roles of each tourism actor in the Malinau Regency.

Conclusions

The tourism potential development strategy can be carried out by utilizing existing human resources to develop the natural potential and areas included in the Kayan Mentarang National Park area with the support of regional leadership policies for the implementation and performance of cultural attractions that are sustainable and consistent. Village status can be used to attract tourist visits through awareness and involvement of local communities in the context of empowering and developing tourism potential, including unique and interesting local cultural attractions. Utilizing the potential of existing tourism objects also needs to be supported by collaboration with various organizations/institutions related to tourism development, one of which is village officials, local government, and community organizations.

Suggestion

Following the conclusions of the research, the authors can provide suggestions. The tourism object is one of the beauty or advantages possessed by the area, this is because the tourism can be used as a business opportunity for the local community, and therefore it requires community participation in the development of tourism objects and can work together with the government. Potential attractions that are strong and have high value for the Malinau Regency are natural attractions, including Kayan Mentarang National Park, Tana Ulen Sungai Enggeng, Lalut Birai Tropical Forest Research Station, Tane Olen Setulang, and Long Tua Grassland as the habitat of the Bornean Bull.

Good participation and strong cooperation from all stakeholders involved in the management of the area's natural resources are required, including the development of natural tourism potential. The stakeholders in question are the local government of the Malinau Regency as policymaker and planner of the Development Program, Kayan Mentarang National Park Office, Tourism Village Tourism Awareness Group, Village Tourism Managers, and also several companies through CSR funds in the context of developing and increasing Malinau tourism.

The local government needs to change its policy regarding the pattern of approach to the community, not only providing training, socialization, and assistance, but also intensive assistance to the community, in this case, the local government needs to cooperate with industry players and experienced tourism actors, considering the number of officers from the Department of Culture and Tourism of the Malinau Regency is very limited. The collaboration is in the form of collaborative tourism management between the Malinau Regency stakeholders, through activity planning mechanisms, budget sharing to mapping tourism potential, both kalam, culture, and artificial tourism objects.



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