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Adaptation and collaboration of local community in super priority destination tourism program in Labuan Bajo

Islahuddin^{1*}, Buntu Marannu Eppang², Ahmad Puad Mat Som³, Anwari Masatip⁴, Muhammad Arfin Muhammad Salim¹

¹ Hospitality Department, Politeknik Pariwisata Makassar, Indonesia.

² Travel and Tourism Department, Politeknik Pariwisata Makassar, Indonesia.

³ Faculty of Applied Social Sciences, Universiti Sultan Zainal Abidin, Malaysia.

⁴ Hospitality Department, Politeknik Pariwisata Medan, Indonesia.

*Corresponding author: tettaisla@poltekparmakassar.ac.id

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ABSTRACT

This article is an elaborative description of the adaptive and collaborative forms of local communities in the context of tourism development. The people of Labuan Bajo realize that the environment in which they live for generations has now become the target of the Super Priority Destinations (SPD) program. The research method used is descriptive qualitative research. Data was collected by using in-depth interviews, observations, focus group discussions (FGD) and documentation studies. In Labuan Bajo, the role of the local community is shown through their transformation from a community with the characteristics of fishermen to the tourism industry on a micro basis. The role of local communities must be increased so that they do not only enjoy the crumbs of the big program of Super Priority Destinations (SPD). They are facing a change in economic orientation, where the tourism sector provides new opportunities to improve their welfare. This article strengthens the argument for the importance of collaborating with stakeholders, namely local communities, government, tourism actors (businesses), and academics. The importance of strengthening awareness and more comprehensive local community tourism education can be achieved by encouraging the role of universities. There are at least three stages of strategy that emerged from the results: identification of collaborating stakeholders as a precondition for making commitments, between government, private sector, community, and academia; unit process as a space to determine the right strategy; and unit of results as the alignment of program implementation, consistency of commitment, and the formation of norms in. In this context, universities have a role in producing human resources and conducting research to answer the needs of the tourism industry.

1. Introduction

The government is aware of the potential that exists in the maritime areas spread across Indonesia. Several provinces and regencies/cities that have maritime resource develop their maritime areas as tourist attractions. It is undeniable that the prima donna of Indonesian tourism so far has been Bali. Thus, government is aware of the need to develop tourism in other areas, specifically in maritime-based provinces and districts/cities to become main destinations. The aim is to attract and spread tourists throughout Indonesia in order to increase tourist visits.

For this reason, the government has launched the development of tourism destinations through the establishment of several other destinations which later became known as "Bali Baru" (The New Bali) which includes marine tourism-based destinations. The New Bali are 12 (twelve) ²² National Tourism Strategic Areas (*Kawasan Strategis Pariwisata Nasional* or KSPN), then from the KSPN formed Super Priority Destinations (SPD or *Destinasi Super Prioritas*) consisting of Borobudur in Central Java (culture), Labuan Bajo in East Nusa Tenggara (maritime), Mandalika/Lombok in West Nusa Tenggara (maritime), and Lake Toba in North Sumatra (nature/culture).

Labuan Bajo which has been designated by the government as one of the SPD has several problems. Although it has been widely known by the foreigner tourists, Labuan Bajo only relies on marine resources. Therefore, the government has also set Labuan Bajo in the marine tourism category. ³ Marine tourism is basically a form of tourism that is related to and dependent on the sea and the marine environment. Marine tourism includes various kinds of activities that occur in the ocean, the most dominant of which is the sailing. Other water-based recreational activities and ²⁹ nautical sports (often done in coastal waters) include ³ scuba diving, fishing, water skiing, windsurfing, tours to marine parks, observing mammals, etc (Tegar & Saut Gurning, 2018).

Dependence on the maritime aspect made governments focus on this category in Labuan Bajo destination as there is no alternative choices such as tourist attractions or cultural tourism. Even tourist visits only highlight the spectacle of Komodo dragons and the coastal landscape. Sugiarto and Mahagangga (2020) note that Labuan Bajo tourism still leaves environmental hygiene problems: garbage scattered in several areas, the lack of clean water facilities during the dry season, and the participation as well as institutional awareness of the community regarding aspects that support the running of the Labuan Bajo SPD. This indicates the need for quality improvement with rapid and comprehensive handling. However, in the context of the hospitality that tourists get, the people of Labuan Bajo are quite well known for their hospitality to tourists. It seems that they are quite supportive of tourism activities, although at the same time, the local community also shows resistance to several policy such as the restrictions on the accessibility of fishing in marine waters which have also been previously designated as the Komodo National Park Area (Purnama, 2015).

The attention and friendliness of the local community in the tourist area of Labuan Bajo is not enough as human resource capital in encouraging the success of SPD. Through the ⁴⁴ Cleanliness, Health, Safety, Environment Sustainability (CHSE) ¹⁶ initiated by the Ministry of Tourism and Creative Economy/Tourism and Creative Economy Agency, local

communities have begun to adapt to clean and healthy behavior, especially since the Covid-19 pandemic. This adaptation of the CHSE idea raises public awareness of cleanliness, health, safety, and environmental preservation, not only local communities, but also tourism business actors and tourists in general, local or international (Magyar 2012). Therefore, the government views the importance of collaboration with local communities in order to create an adaptation to tourism awareness.

Tourism as a large industry requires the collaboration of various stakeholders, especially local communities. Stakeholder collaboration is recognized as an important part of planning and management (Saito and Ruhanen, 2017). Collaboration is the main key in developing a sustainable tourism sector (Ammirato et al., 2014) so it requires a comprehensive approach to determine the right collaboration strategy through the functions and roles of each stakeholder in a tourism destination. One of the results of research in Indonesia conducted by Aribowo et al. (2017) states that lack of coordination is one of the obstacles in tourism development. For this reason, super priority destinations, specifically maritime-based ones, also require separate strategies and approaches in strengthening collaboration which need to be identified in order to strengthen collaboration with local communities in tourism development.

This article is an elaborative description of the adaptive and collaborative forms of local communities in the context of tourism development. The people of Labuan Bajo realize that the environment in which they live for generations has now become the target of the Super Priority Destinations (SPD) program. The interaction of local communities and government in various contexts is a crucial issue that is also highlighted in various perspectives. The arguments in this article want to show a compromise or a meeting point for tourism development which is often seen more often from a conflict perspective. The article describes the adaptation strategy of local communities to the advancement of tourism instruments and policies as well as the role of the government with a collaborative offer to local communities who are none other than stakeholders.

2. Method

This article is the result of research conducted in Labuan Bajo, Manggarai Regency, East Nusa Tenggara Province. Labuan Bajo originally has become a leading tourist attraction that offers the concept of marine and nature tourism, as well as Komodo animal tourism which is widely known. Then, with the stipulation of Labuan Bajo as a Super Priority Destination (SPD), Labuan Bajo has become a spotlight for the central government as well as an arena for linking policies with local communities. This makes Labuan Bajo a research locus by taking into account the dynamics of the local community with the SPD program.

The research method used is descriptive qualitative research. Data was collected by using in-depth interviews, observations, focus group discussions (FGD) and documentation studies. In the context of collaboration, it focuses on the role and function of local communities as stakeholders and how the right strategy is to increase collaboration in super priority destinations. Furthermore, in the context of adaptation, it refers to strategies in implementing adaptations that are in accordance with the products in the destination.

3. Result and discussion

- Labuan Bajo Tourism and the Local Community

The narrative of the maritime history of the archipelago does not escape mentioning Labuan Bajo as one of the traditional fishing routes. The west coast of Flores Island, apart from being a fishing port, also consist the exotic nature of flora and fauna. Recently, the coastal areas and waters are not only visited by fishermen but also by the tourists. Interestingly, Komodo Island in the area is inhabited by rare ancient species of lizards, which are also called Komodo dragons and only live on the island. In the world of tourism, the existence of the Komodo dragon is a unique object and attracts tourists. So in 1980 the area was designated as Komodo National Park and then UNESCO followed by establishing it as a world heritage site and as a human and biosphere reserve in 1986.

The Labuan Bajo community is a maritime community, living depending on the marine environment. In coastal areas, the livelihood of the community for generations is marine product seekers. Labuan Bajo grew into a port due to fishing activities and also as a stopover area for sea cucumber-seeking fishermen from Sulawesi. This causes Labuan Bajo to have the characteristics of a society that is basically multi-ethnic. In addition to the Flores ethnicity, there are also other ethnics such as Manggarai, Sumba, Sumbawa and Bima, as well as Bugis and Makassar from Sulawesi, all of whom have almost fishermen. Meanwhile, only the Flores ethnicity is Christian, while the other ethnic groups living in Labuan Bajo are predominantly Muslim.

Since the activity of hunting for sea cucumbers in marine waters in northern Australia in the 17th century, Labuan Bajo has been a stopover port for sea cucumber fishermen. Like the characteristics of port cities, Labuan Bajo has grown into a multi-ethnic area, a small port that holds open maritime history. Therefore, it is quite difficult to identify and trace the identity of the 'local community' or an identity of ethnic background which is considered singular in Labuan Bajo. However, referring to the knowledge and cultural system, the community can be referred to as a maritime society. These communities have settled on several islands scattered to the west of Flores Island.

The houses that people live in Labuan Bajo were formerly built in the form of stilt houses aimed at avoiding the threat of animals. Residents on the west coast of Flores (West Manggarai) generally make a living as traditional fishermen who rely on fishing gear, trawlers, and canoes to collect marine resources. The house, the sea, and the boat are three vital elements that cannot be separated from the daily life of the Komodo people. Long ago, fishermen still lived on small boats or *bagang/bagan* (floated lift net for light fishing) equipped with simple houses with palm leaf roofs. However, times have changed. The fishermen began to build houses and began to settle on land. In the past, at sea, all family members went to sea and fished, however, now on average only husbands or adult men go to sea, while housewives and children still live on land.

Gradually, since it was designated as Komodo National Park and with the enactment of certain zones that prohibit fishermen from fishings, a new problem has arisen, namely the limitation of fishermen's livelihoods. This problem initially triggered resistance from the local community, especially those who live on Komodo Island because of limited access for fishing (Purnama, 2015). At the same time, Komodo National Park is a tourist

attraction that is growing rapidly which is marked by an increase in the number of tourist visits by an average of 12% every year (Kiwang and Farida, 2020). The government justifies this trend as one of improving the regional economy by suggesting economic diversification by opening up more jobs in the tourism sector. Policies at the regional level are outlined in the local government's vision by making community-based tourism to improve people's welfare, as well as elevating the uniqueness of local culture (Disparbud, West Manggarai Regency, 2019). This vision sounds contradictory to the changing conditions of society from traditional fishermen who should have local characteristics to move to the tourism service sector.

The transformation of fishing communities into the tourism sector requires a gradual process and dimension of approach. The level of change in society in a certain time basically depends on the condition of the community. Change triggers a variation or way of life due to the determination of geographical conditions, material culture, population composition, ideology or because of diffusion or inventions in society (Martono, 2016). The ambition of a 'premium' destination seems to be the opposite of the condition of the people on Komodo Island. Purnama (2015) describes how the settlements are still far from feasible. Most of the residential areas look very rickety, unfit for habitation. A heart-wrenching sight and the impression is in stark contrast to the abundance of natural wealth they have. Their houses usually have dirt floors, stilted walls, and palm leaf roofs. The impression of slums is a daily sight. In addition, the lack of services for basic needs such as clean drinking water, clothing and housing, and poor environmental sanitation conditions have made many locals in Komodo Island suffer from various diseases such as itching, anemia, and colds.

Some local people who originally worked as fishermen began to adapt to the tourism industry by utilizing the tourism service sector (guides, travel, and transportation) and souvenir production (sculpture makers). However, not a few of them continue to be fishermen in the midst of restrictions on marine use zones in the Komodo National Park area. Local communities are starting to appear to be participating in the Labuan Bajo tourism industry, both independently (self-taught) and through training organized by the government: a significant effort to exist in the dominance of tourism development policies. However, community participation at this level does not appear to be developing and only plays a role on the periphery, or even only gets the crumbs from the tourism industry. Taking a big role in the tourism industry requires a large amount of capital which the government can only solve by offering investment to outsiders if we refer to the concept and goals of tourism development in Indonesia launched by the Ministry of Tourism and Creative Economy, where the identity and welfare of the local population are part of the goals to be achieved. Therefore, a strategy that is correlated between the program and the condition of the community is needed. The Labuan Bajo tourism development framework at least prioritizes the use of local products, empowerment and welfare of local residents, the sustainability of environment and local culture as well as equitable distribution of regional economic development.

To support the Labuan Bajo SPD, at least, it is necessary to implement one of the development pillars related to local communities, namely community participation, especially the tourism community. This community participation can be in the form of

fulfilling attractions and small or medium businesses for tourism development (Pupr, 2019). Tourism as a large industry requires the collaboration of various stakeholders in its development. Stakeholder collaboration is recognized as an important part of planning and management (Saito and Ruhanen, 2017). Collaboration is the main key in developing a sustainable tourism sector (Ammirato et al., 2014) so it requires a comprehensive approach to determine the right collaboration strategy through community participation in a tourism destination.

- Community Adaptation Strategies

Becoming a sculptor of souvenir statues or just being a tour guide is part of the changes in the economic activity of the Labuan Bajo community after the area turned into a tourist destination. Initially, the people of Labuan Bajo have maritime characteristics as fishermen by depending on the potential of marine resources. Although some of them continue to be fishermen amid the restrictions on the Komodo National Park zone, making fishermen have to go to sea further outside the zone. Meanwhile, the people who live on Padar and Rinca Islands, which originally lived in the order of traditional norms and rituals, are now transformed into cultural attractions to support tourism in the area. Labuan Bajo tourism is at least a trigger for the dynamics of local community change. The tendency of community adaptation and the compromise to conditions that continue to develop have made local communities to adapt to the new economic situation, namely the tourism industry.

A freelance tour guide from the local community explained that during the Covid-19 period, there were a lack of visiting guests and the average tourist immediately took packages from the Travel Bureau and they were directly handled by the Travel Bureau so that the opportunity to getting tourists is still minimal. In addition, the management of guests is also still controlled by the National Park so that their opportunities are still minimal to bring guests. As a result, he and other co-workers run a business to sell souvenirs and this is a form of adaptation so that they enter the creative industry by selling souvenirs produced by local people.

“Saya sekarang fokus ke penjualan souvenir seperti kaos, mutiara dan patung komodo untuk dijual kepada wisatawan yang mengambil paket saat mereka datang lihat komodo di Pulau Komodo. Saya juga sebenarnya menawarkan paket untuk menge-trip jika ada yang berminat sekaligus saya bisa jadi pemandu baru mereka...”

(I am now focusing on selling souvenirs such as t-shirts, pearls and Komodo dragon statues to be sold to tourists who pick up packages when they come to see the Komodo dragons on Komodo Island. I also actually offer a package for a trip if anyone is interested at the same time I can be their new guide)

The results of the FGD also revealed that routes for cruise ships should mainly be anchored at points close to community villages. This will make it possible for tourists to directly visit the centers of the creative economy so that the community can also get direct economic benefits. Therefore, the adaptation carried out is that villages (specifically for tourist villages) around the national park area can change their souvenir sales pattern because tourists will come directly to these villages.

Facing the changes that arise with the tourism destination program, the community is required to be able to adapt to various strategies. Each individual basically has its own methods and mechanisms to adapt to their environment. In addition, adaptation is not only at the individual level but also at the group level. Adaptation is a survival concept, which encourages individuals and groups to survive and overcome difficulties that come from the natural and social environment. The strategy carried out by the community that aims to adapt to the environment occurs by forming a pattern consisting of the same actions and repeated over a certain period of time (Nopianti et al., 2018).

People in the Labuan Bajo generally think that tourism can change the economic level and welfare of the community, reducing dependence on fishery resources and starting to get new sources of income from the tourism sector. The boats that were originally used to find and catch fish, are now operated for tourist transportation by setting rental rates. A few make modifications to the boat to make it comfortable for tourists. This seems easy, but not for fishermen who have had knowledge of fishing activities for generations. Leaving or moving from the old mindset is also a difficult thing for fishermen. Because for some fishing communities, leaving their livelihood as fishermen is no better than becoming a tour guide who also has its own basic knowledge. The people of Komodo Island, after their access to the forest was restricted, now choose to become souvenir statue craftsmen. Once they were given training from the government to make sculptures which they did not apply and chose their own way (self-taught) to make sculptures with their own patterns.

The variety of super priority destinations directed at the background or visual setting can include the natural beauty of an area, city dynamics, regional landmarks, regional heritage architecture, and others, but the most important thing is the form of cultural activities of the local community. The people of Komodo Island used to have the *Aru Gele* ritual, a tradition which is a communal symbol of the hunting community. Historically, *Aru Gele* was created by the people of Komodo Island who pounded *gebang* (betel nut) mixed with deer meat, because in the past, hunting deer was part of the Komodo Tribe way of life. From the process of pounding the *gebang* in the canoe, sounds and songs were created. Recently, *Aru Gele* has become a revitalization program as a cultural attraction that is labeled as local wisdom to welcome tourists. This form of adaptation basically abandons the basic values of the ritual, but within the framework of changing community dynamics, the revitalization effort is effective in providing a cultural style for the local community in the context of the tourism industry. At least, the model will be a community-based tourism model that practically provides updates in the tourism sector (Zubair et al, 2017).

The characteristics of the maritime community in Labuan Bajo is open, as geographically, coastal settlements place them in open access. This is not so difficult for them to build interactions with outsiders or immigrants. However, the realm of interaction referred to in the context of trade and fisheries is what people have often done in the past. In the context of global tourism, people are starting to realize proper interaction and communication for tourists. This form of communication with tourists from outside requires adequate knowledge and language skills. Due to its diverse ethnic historical background, Labuan Bajo has several different dialects even though they use

Indonesian language mixed with local dialects. Thus, interaction with domestic tourists is not too difficult. The situation is different if they meet foreign tourists, who have a standard use of English. Therefore, some people have started to hone their foreign language skills, such as English. These skills provide employment space as a tour guide that greatly supports the comfort of tourists in interacting. However, the local language of Labuan Bajo also holds a wealth of cultural treasures for those who are interested in various languages and dialects.

The government's tourism program has changed the pattern of local communities in the Labuan Bajo area. The determination of the tourism industry contributes to the adaptation pattern of society that is oriented towards the economy, especially in the tourism sector. Recently, after the outbreak of the Covid-19 pandemic, one of the new programs introduced by the government to the public was the idea of Cleanliness, Health, Safety, Environment Sustainability (CHSE). CHSE is related to the Super Priority Destinations program which is being launched by the central government related to changes in the behavior of tourism actors, changes in the tourism industry, and the government's strategy to support tourism actors. The Covid-19 pandemic has changed the awareness of the world community and Indonesia in particular on the importance of maintaining cleanliness, health, safety and environmental sustainability. Including the pattern of demand and behavior of tourists in the future will be greatly influenced by high awareness of cleanliness, health, safety, and environmental sustainability. Thus, the world of tourism must be prepared to be able to provide guarantees of cleanliness, health, safety, and environmental sustainability for the products and services offered and tourists get (Ministry of Tourism and Creative Economy / Tourism and Economic Agency, 2020).

In the midst of the Covid-19 pandemic, efforts to reconstruct the tourism sector in Labuan Bajo are needed as an effort to restore the tourism market position amid the uncertainty of the pandemic. This means that the world of tourism must adapt and shift to new conditions. Post-pandemic tourism must be more resilient in terms of how it operates, as well as its impact on people and places. It is in this context that the configuration of territorial functions can be utilized to get to the "tourism area" (Nunes & Cooke, 2020). An area can be declared as a tourism area when the area can manifest the economy for the surrounding area. Although to create a tourism area as described above is not easy. Because, not all tourist destinations have the perfect resources to configure their territorial functions.

Nunes & Sousa (2020) state that there are at least five characteristics of tourism areas, namely uniqueness, local abundance, territorial control over resources, territorial attachment, and global demand. Tourism areas require strong linkages with the region, so that tourism can play a relevant role in the competitiveness and cohesion of a region. Thus the form of adaptation carried out by Super Priority Destinations by realizing the formation of the image of a tourist destination which is seen as an improvement of processes, products or services, improvement or social improvement. The image dimension includes infrastructure that ensures health, safety, or associations experiencing Covid-19 disruption, such as nightlife, mass tourism events, or overcrowding.

41 The results of the study indicate that the strategy that is prioritized in the current new normal condition of tourism is more focused on visitor management and the provision of CHSE facilities and infrastructure. This is important to be adapted by the community so that the spread of Covid-19 does not occur in Super Priority Destinations. Furthermore, the strategy leads to the conservation of the tourism environment so that tourism sustainability is maintained. The recommended environmental conservation is not only carried out by tourism managers but also involves the surrounding community and tourists. It is hoped that this effort can increase the attractiveness of tourists to visit Super Priority Destinations.

One other adaptation that must be done in Labuan Bajo is adaptation to technological developments. Like the government program through the Ministry of Tourism and Creative Economy that products that exist in the community need to be digitized. One of the tour guides as well as handicraft sellers in Labuan Bajo also said that their products need intensive promotion through "Go Digital" where tourists can order online, and the delivery process is supported by adequate delivery services. This is also one form of adaptive innovation amid the Covid-19 crisis as revealed in the interview:

"Pemerintah melalui Kemenparekraf mendorong untuk "go digital" terhadap produk-produk dan saya sudah mengikuti sosialisasinya. Saya rasa sudah akan lebih mudah bagi tamu-tamu membeli produk kreatif karena mereka bisa pesan online dan jasa pengiriman juga sudah lebih mudah karena sudah ada agen-agen pengiriman di Labuan Bajo"

(The government through the Ministry of Tourism and Creative Economy encourages to "go digital" for products and I have followed the socialization. I think it will be easier for guests to buy creative products because they can order online, and delivery services are also easier because there are already delivery agents in Labuan Bajo)

- Tourism Collaborative Model in Labuan Bajo

37 In the tourism industry, a collaborative model is needed to achieve the goal of positive results, options for reaching solutions for each other's interests, achieving a fair agreement for stakeholders, each stakeholder having the capacity to participate in management, and subsequently collaborating agreements among stakeholders (Gray, 1989). This collaborative approach emerged as a response to the demands for expanding the dimensions of the tourism concept in the Super Priority Destinations program. This collaboration process provides an accommodative space for stakeholders in matters of different interests in this SPD issue and works through differences to jointly solve problems in order to provide mutual benefits.

38 The results of the research as outlined in this article, identified stakeholders are the community, government, private sector business actors, and academics. In the first precondition stage, three sub-themes were identified, including identification of related parties, building joint commitments and socialization. The three constructs are thought to arise because the parties involved in tourism are increasingly aware of the importance of inter-sectoral, inter-actor, and inter-regional integration as well as integration between the center and the regions in the form of synergy and collaboration in preparing Indonesia towards an international tourism destination with sustainable tourism perspective or sustainable tourism in super priority destinations. Thus, this precondition

relates to identifying the parties involved and then making commitments, between the government, the private sector, the community and academia.

Based on the results of interviews with government in the tourism sector, it was revealed that initially, many stakeholders were still going their separate ways with their respective programs. Each agency runs with their own budget so that integrated development is rather difficult to achieve. The results of the interviews can be seen as follows:

“Awalnya semua yang mau kembangkan Labuan Bajo jalan masing-masing karena mereka punya anggaran sendiri. Lama-kelamaan kami sadari sehingga cara kami adalah kami mengidentifikasi dulu siapa-siapa yang terlibat dalam program pengembangan dan selanjutnya kami melakukan pendekatan. Cara kami yaitu kami membentuk kelompok kerja dalam bentuk forum sehingga memudahkan kami untuk saling koordinasi. Mungkin ini adalah salah satu cara kami memudahkan untuk proses kolaborasi”

(Initially, everyone who wanted to develop Labuan Bajo went their separate ways because they had their own budget. Over time, we realized that our method was to identify first who was involved in the development program and then we took an approach. Our method is that we form a working group in the form of a forum to make it easier for us to coordinate with each other. Maybe this is one way we make it easier for the collaboration process)

The next stage in collaboration is the unit process. At this stage, the roles and program combinations are integrated between all the lines involved: government, society, industry, academia and the private sector. Unit process as a space to determine the right strategy. The short-term strategy carried out is the government's support for the tourism industry, targeted policies, SOPs for Mitigation for the Covid-19 outbreak and strengthening destinations through the application of information technology. All parties involved are expected to make a real contribution to this short-term strategy. Thus, this strategy is oriented towards the integration of government policies and a strong commitment to support the tourism industry players to creative groups.

The Covid-19 pandemic has an impact on all industries in Indonesia, especially the world's Super Priority Destinations. The impact of Covid-19 on Labuan Bajo Super Priority Destinations is the tourism industry, namely hotels, transportation, micro, small and medium enterprises (*Usaha Mikro, Kecil, dan Menengah* or *UMKM*), especially those that produce souvenirs and culinary delights, restaurants, travel agencies and tour guides. Operational Collaboration Modeling is carried out by reinforcing the role of stakeholders through a medium-term strategy. The medium-term strategy is through the pentahelix strategy which is a collaborative strategy between Academic, Business, Government, Customer and Media (ABGCM). The implementation of this strategy will be optimal if each has a balanced role in their respective fields so that they can collaborate well and produce extraordinary strengths.

One form of collaboration involving all pentahelic elements was also revealed during the FGD. The concept described is to strengthen cruise points for cruise ships and yachts and place berths to tourist villages around the national area. With this strategy, it will build collaboration for all stakeholders to be able to make quality tourism products and creative economy products where the hospitality industry can provide guidance in service aspects, the travel industry can collaborate with local communities for special

tour packages in villages, the government collaborates in building and supporting infrastructure, the mass media can collaborate in creating promotional media and academics can collaborate in terms of mentoring and product research and human resource development.

The last collaboration stage is the unit of results. This section consists of sub-themes including alignment or synchronization of program implementation, consistency of commitment and the formation of norms in collaboration. In this context, universities have a role in producing human resources and conducting research to answer the needs of the tourism industry, especially making tourism destination management study programs and businesses conducting activities oriented to meeting the needs of the tourism industry. Meanwhile, the government has a role in making policies, especially in the roadmap for the development of the tourism industry. To be more effective and efficient, in this digital era, it is ideal to collaborate with the media to socialize policies and especially those related to the tourism industry and strengthen tourism promotion programs. And no less important is to involve customers or the community in developing tourism in Indonesia. The achievements of the collaboration that need to be considered are; government policy support for the tourism industry, good quality of internal services (facilities for workers), good quality of external services (providing facilities for tourists), improvement of integrated marketing programs by involving stakeholders. Thus, if the collaboration goes well, all parties move in accordance with their respective main tasks, thus resulting in tourist satisfaction and loyalty, so that it is hoped that the return of tourists, especially to Super Priority Destinations, must be supported by the application of good management with a total quality management approach at Super Priority Destinations.

From a planning perspective, the characteristics of one area and another are different. Therefore, a regional approach, which understands the existence of regional specificity (local or region specific), needs to be developed. In this case, within the framework of tourism, the thematic tourism concept is currently being developed, which combines considerations of local potential of the region with the availability of tourism facilities and infrastructure. Therefore, the role of universities is needed as a party that facilitates efforts to arrange tourism in the Super Priority Destination area. As the heart of information that provides data support as well as a catalyst for policies taken by the government concerned, as well as controlling the sustainability of efforts to build this Super Priority Destination as a joint activity between the government and the community who are members of the development of UMKM and the tourism industry such as hotel and restaurant.

Human resources in universities will greatly assist the mentoring process for the tourism industry. It is hoped that the existence of universities will make a direct contribution to the evaluation of regional development programs and regional development planning in synergy with the community; and indirectly can help provide trainings and contribute ideas in the process of managing Super Priority Destinations. Research products at universities are further processed through collaborations where applicable products can be collaborated with industry so that they are able to create added value or be applied in the community so that they are able to handle existing social problems. As for policy

research products, universities collaborate with ministries, national agencies and local governments to solve existing problems together.

The collaboration function in Super Priority Destinations that the existence of universities is able to support and produce human resources from the Labuan Bajo community continues to develop, which can be innovated to support sustainable SPD. Labuan Bajo human resources can be a driving force for the economy and development as well as a powerful strategy in facing the global market. The proper use of technology is the main foundation in developing the soul and spirit of tourism actors. Good cooperation between the role of universities and the government as well as the collaboration of tourism-aware communities will grow and develop in students so that later college graduates will be ready to compete in Super Priority Destinations in the new normal period by implementing collaboration, synergy, and innovation.

Based on the results of interviews with government elements, it was confirmed that since several universities were involved in the development of SPD in Labuan Bajo, such as research, tourism village development and the development of human resources quality, it could increase the quality of destination management in Labuan Bajo.

“Kolaborasi bukan hanya dalam bentuk produk tetapi harus juga menyentuh pada pengelolaan destinasi dan pengembangan SDM. Saya pikir dengan adanya perguruan tinggi yang terlibat termasuk perguruan tinggi yang berada di kemenparekraf sangat membawa pengaruh yang signifikan dalam penguatan kualitas destinasi di Labuan Bajo. Apa lagi hasil-hasil riset mereka dapat menjadi rujukan bagi seluruh stakeholder untuk pengembangan pariwisata yang berkelanjutan”

(Collaboration is not only in the form of products but also touch on destination management and human resource development. I think that having universities involved, including universities in the Ministry of Tourism and Creative Economy, have a significant impact on strengthening the quality of destinations in Labuan Bajo. What's more, their research results can be a reference for all stakeholders for sustainable tourism development)

4. Conclusion

The tourism industry, regardless of its scope, really needs the role and contribution of the community. In Labuan Bajo, the role of the local community is shown through their transformation from a community with the characteristics of fishermen to a community that has begun to play a role in the tourism industry on a micro basis. The role of local communities must be increased and expanded so that they do not only enjoy the crumbs of the big program of Super Priority Destinations (SPD). The local people of Labuan Bajo are consciously facing a change in economic orientation, where the tourism sector provides enough new opportunities to improve their welfare. Meanwhile, the Super Priority Destinations program launched by the government requires a lot of resources in which it demands competencies that are in line with the concept of the level of tourism to be achieved. The tendency and adaptability of the people of Labuan Bajo have at least shown a significant change towards the idea of modern and sustainable tourism. Therefore, it can be synergized with a collaboration model through strategic design among other stakeholders.

This article strengthens the argument for the importance of collaborating with stakeholders, namely local communities, government, tourism actors (businesses), and academics. The importance of strengthening awareness and more comprehensive local community tourism education can be achieved by encouraging the role of universities. There are at least three stages of strategy that emerged from the idea of higher education that emerged from the research results, namely; identification of collaborating stakeholders as a precondition for making commitments, between government, private sector, community and academia; Unit process as a space to determine the right strategy; and Unit of results, is the alignment or synchronization of program implementation, consistency of commitment and the formation of norms in collaboration. In this context, universities have a role in producing human resources and conducting research to answer the needs of the tourism industry, especially making tourism destination management study programs and businesses conducting activities oriented to meeting the needs of the tourism industry.

Conflicts of Interest:

Authors declares there is no conflict of interest.

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