

THE ROLE OF BUSINESSMEN IN DEVELOPING LOCAL WISDOM-BASED TOURISM IN ATAURO DISTRICT OF TIMOR-LESTE

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Abstract

This research aims at reviewing business opportunities and challenges in developing local wisdom-based tourism in Timor-Atauro Leste's District. This qualitative study collects data through observation, interviews, and literature review. The observation activities used the emic method because this research emphasizes ecotourism. Direct community involvement and integration can categorize cultural phenomena according to residents. In determining the informants, the authors chose the snowball technique so that parties outside the research location who are seen to understand and understand certain cases or events needed as resource persons can be interviewed to obtain research data. It is found that business people have an important role in developing the Timor-Leste tourism industry based on local wisdom in the Atauro District by knowing the opportunity and challenge.

1. INTRODUCTION

Recently, tourism has become a part of community activities to balance physical and spiritual life (Parwata et al., 2022). The unbalanced economic capacity of the community inspires local actors to develop natural, cultural tourism objects and natural and cultural collaborations around them. The provision of play space is needed during the daily routine of people's lives (Martini et al., 2019; Setyaningrum et al., 2022)). Those whose economic conditions are well established can also take their families out of the village or out of town to enjoy a different life atmosphere from their daily living habits.

Such characteristics of life can be seen in agrarian countries, including countries in Southeast Asia or third countries, which in carrying out their development (Laluas, 2022), have had much contact with developed countries (Western countries). It means that Third World countries cannot match the strength of Western countries in terms of economy, technological progress, politics, culture, and all other aspects of social life. In other words, the Third Country is identified as an agrarian, poor, and traditional country. In contrast, developed countries are identified as industrial, rich, and modern countries (Manda & Ben, 2019).

The progress of transformation, information, and digital technology at this time has made this world borderless (Sheth, 2020); there are no traditional boundaries separating developing countries from developed countries. This has quite a lot of impact on the change in the pattern of life of the world community. The tendency of Western countries to enter third countries began after the industrial revolution in the 1750s (Broadberry, 2021), intending to find areas

for raw material sources, areas for marketing goods, and then areas for capital storage. However, in the current global era, their presence is for travel, intending to fill their free time after a year of being busy with routine work according to their respective professional fields. Circumstances like this provide an opportunity for third countries to be able to play with them in the global world battle. It is no longer limited as an object for the Western world but also as a subject that can play together in the global market. Western countries are advanced in terms of science, technology, information, and digital technology (Kamasan, et al., 2019; Raka et al., 2022a), but third countries have the opportunity to offer their added value, especially in terms of local wisdom heritage.

The era of global tourism is a resurgence for third countries to play together with Western countries in the world of tourism. Most of the world's people are fed up with competition and war, which impact poverty. The Covid-19 pandemic and the war between Russia and Ukraine inspired the emergence of awareness for the United Nations (UN) to always voice and strive for peace. To build a balance of inner and outer life, as a consequence of the monotony of people's daily life, it is necessary to balance it with trips outside the village, city, region, and even abroad. Such a phenomenon of life needs entertainment by traveling abroad, especially to developing countries, such as Indonesia, Timor Leste, Malaysia, Singapore, Cambodia, and others. As an attraction for tourist visits, various local pearls of wisdom that are different and unique are used as superior commodity products as tourist objects and attractions.

Initially, the residents used all forms of natural heritage, culture, and natural and cultural collaborations, which were naturally quite interesting to unwind in their spare time. Along with the dynamics and changes experienced by the local community, the national world on the one hand, and on the other hand, the desire of people who have more economic capital to travel outside the city, outside the region, and even abroad has gradually emerged. For example, the phenomenon in several regions in the archipelago (Indonesia), now world tourist destinations, such as Bali, Yogyakarta, Solo, and Magelang, is growing. The destinations are slowly changed by bringing up the idea for the object manager to provide a donation space for guests who visit to enjoy the object. As stated by Burke (2005), referring to the application of a system of mutually beneficial cooperation (mutualistic symbiosis) by exemplifying, followers look for leaders who offer the most benefits and the best security. In return, they provide service and loyalty. The model for such a phenomenon that occurs in objects between object managers and tourists is that in the form of donations or entry permit tickets given to tourists, they must be rewarded with various forms of the best service to them.

By observing the facts described above, when entering the 1980s, provincial and district/city governments in several regions of Indonesia, such as Bali, Solo, Yogyakarta, Semarang, and others, began to pay attention to unique (different) tourist objects and tourists attraction. Visitors are more flexible in carrying out the donation system and purchasing entry tickets. As compensation, tourists receive services from local guides until the end of their visit. This tourism model has been developed since Timor-Leste was declared as the Democratic Republic of 20 May 2002 (Constituicao Republica Democratica De Timor-Leste, 2004) by making natural and cultural local wisdom commodity products and natural and cultural collaboration

as objects (Raka et al., 2022b). However, in the implementation of collaborative research by the University of Warmadewa Bali (Indonesia) with IOB Timor-Leste from a triple helix perspective (Leydesdorff, L., & Zawdie, 2010) on the one hand, the government's attention and assistance, accompanied by very high community enthusiasm, was evident.

On the other hand, the role of the private sector (Businessmen) is still very low. Moving on from this phenomenon, we are interested in conducting research for journal articles by selecting the object of the Atauro District. We chose this district, apart from its strategic position, because it is near the National Capital and one of the districts located on an island. The title is "The Role of Business Entrepreneurs in the Development of Local Wisdom-Based Tourism in the Atauro District of Timor-Leste." The problem: What are the opportunities and challenges for business people in developing local wisdom-based tourism in the Atauro District of Timor-Leste?

2. RESEARCH OBJECTIVES

Research conducted in Timor-Leste is titled "Commodification of Local Wisdom of Bali and Timor-Leste in the Era of Global Tourism" (Raka et al., 2022b). It is revealed that three elements synergize in tourism development activities in the country. The three elements in question are the local community, the Timor Leste government, and the private sector (Businessmen). In carrying out commodification activities, the involvement of local communities is very dominant under the direction and guidance of the government. Some of these objects have received maintenance and preservation assistance from the government. However, the involvement of the private sector (Businessmen) could be much higher and limited to managing cooking oil. Thus, this journal article aims to analyze, know, and understand the opportunities and challenges of business people in developing local wisdom-based tourism in the Atauro District of Timor-Leste.

3. RESEARCH METHOD

This research article uses a qualitative approach by selecting data collection methods through observation, interviews, and literature study. As this research emphasizes ecotourism, the emic method was chosen for the observation activities. This approach can be carried out through direct involvement and integration in the community to categorize cultural phenomena according to residents (Kim, 2001). In this way, there is no dividing line between researchers and the public. In this way, it makes it easier for researchers to interview informants. However, in determining the informants chosen, the snowball technique so that it is possible for parties outside the research location who are seen to understand certain cases or events needed as resource persons to be interviewed to obtain research data (Bungin, 2007). In order to complete the data sources obtained from observations and interviews, it is supported by data from library sources, such as journals, books, the Cultural Conservation Act, unpublished or published research results as well as other reading sources that are relevant to the issues discussed.

4. RESULTS AND DISCUSSION

Timor-Leste has quite a lot of local wisdom in the form of culture and nature, and the natural and cultural collaborations are spread across all districts. Nevertheless, the country's distinctive identity is local cultural wisdom, such as traditional houses, culinary arts, cloth, and the dowry system. In addition to local cultural wisdom, this country has some natural local wisdom heritage of beaches, mountains, and lakes. In the field of the social life of the community, local residents have a friendly attitude and behavior towards anyone who visits Timor Leste. In addition to these three local wisdom groups, Timor-Leste also has resources that are experts in creating artificial tourist objects. Feuerriegel et al. (2022) call it as Artificial Intelligence (AI), meaning those with special skills in creating something. The specific expertise concerning the research conducted is that some of them have expertise in making tourist objects (artificial tourism objects). For example, the construction of a bridge over the river in Lautem District. Such skills have also appeared in the Atauro District.

As expressed by Althusser (2008), being inspired by ideology gives zest for life and moves people to move forward. Then by looking at neighboring countries (Indonesia), especially Bali, tourism has made Bali's development grow rapidly, making its people more prosperous. Such a phenomenon has also given impetus to Timor-Leste to develop community-based tourism. From the aspect of local wisdom, Timor-Leste is similar to Bali. This phenomenon can occur inseparable from the similarity of the cultural background between the two regions. Even though they are now independent, the mental bond between the two regions is impossible to separate. Bali is known by the international community for its natural wealth, culture, and the friendliness of its people. The same thing happened in Lorosae. With the similarity in ownership of local wisdom, it is reasonable for Timor-Leste to choose to develop a tourism industry based on local wisdom by choosing the Atauro District as its object.

4.1 Atauro District

Atauro District was chosen as the object of research in making journal articles because it has charm compared to other districts in Timor-Leste (Cf. da Costa Monteiro, F., & da Costa Pinto, 2003). The position of the district, which is on an island, is very strategic and has the potential to be developed as a tourist attraction (Gomes, 2014). Geographically, it is located close to Dili District, the capital of Timor-Leste, making it very easily accessible to international tourists from various countries. As a neighboring district to the national capital, when state guests have a short time, the presidential palace usually offers its guests to visit the Atauro District to see tourist attractions. The district is an option to visit, apart from being close to the nation's capital and the island's natural panorama, which is very beautiful, interesting, and not shared by other districts. Atauro's attractiveness can already be seen when he enters the ferry pier. Several boats are ready at the pier above the crashing waves, the water looks blue, so it becomes a special attraction. During the crossing for about 1.5 hours, one may feel engrossed in enjoying the natural beauty of the sea, and one does not feel that one has arrived at Atauro, which is rich in local wisdom.



Figure 1: The natural atmosphere of the sea and the boats crossing to the Atauro District

When they arrive at Atauro, visitors can see first-hand the beauty and uniqueness of local natural as well as cultural wisdom that does not exist in other districts, such as the site of the crash of the Second World War plane, the Goa site where the bones of ancestors are stored, Mount Manukoko, the river, and the Tiris Spring. Makadadi, Hot Springs of Maquili and Biquili, Panorama of the Beach and Marine Ecology, Panorama of Makili Beach and Sea and the Statue of San Pedro, and many other beautiful and interesting natural attractions. Apart from having natural and ecological potential, all forms of local wisdom unique to Timor-Leste exist in the Atauro District, such as Tukir Culinary, Saboko Fish, Traditional Houses, Tais Fabrics, and others. Then the wealth of seaweed is used for industrial activities of local products. It is also used for tourist food at hotels or homestays. Next is the craft industry for making dolls for souvenirs guests visiting Atauro, supported by water objects? The waterfall is no less interesting. To be used as an attraction, it only requires effort to package it. However, as a businessman who is ready with his capital, he must be very careful in making choices to develop tourism in the district. Because behind the opportunity for commodity product resources that are owned is quite potent, but in the process of carrying out their business, they cannot be separated from the challenges that must be faced.

4.2 Opportunities and Challenges

Freddy Rangkuti (2013) revealed that 4 (four) principles are always faced in life and life, including when carrying out business activities. These four aspects come from internal factors in the form of strengths and weaknesses and external factors in the form of opportunities and challenges. People in business must try to save their business, namely how to empower something weak to rise to become a new strength and then turn challenges into opportunities. Realizing these goals requires the right strategy to control weaknesses and challenges that impact losses.

4.2.1 Opportunities

Timor-Leste, in its capacity as the youngest country in Southeast Asia, has many opportunities to seize opportunities to communicate with other countries in the world. Communication with

other countries is very important in the effort to build a country so that it can stand on an equal footing with other countries in the world, especially in Southeast Asia. The right step to be taken in that direction is to strive for development in the economic sector. Realizing prosperity in the economic field is very important in a society, nation, and state. For this reason, the main and first thing that the controllers of power must do is to realize the welfare of the people's economic life. Harmony between citizens and peace in various activities in a society can be realized if the balance between social, cultural, and economic life gets equal attention from the government. Efforts in this direction can be realized. In addition to the government's commitment and support from the community, assistance from other countries is also inseparable.

As the youngest country in Southeast Asian countries, Timor-Leste has collaborated with neighboring countries in Southeast Asia, such as Thailand, Cambodia, Vietnam, Singapore, Malaysia, and Indonesia. Even the western world, such as Portugal and Australia, has been built since independence. Such an existence provides a great opportunity for the State of Timor-Leste to communicate with other countries in the world. This good opportunity can be used as a determinant direction for developed business opportunities. From the socio-economic aspect, there are opportunities for developing jobs, employment opportunities, doing business and trading, and various other business forms. The global era, synonymous with global tourism, is a great opportunity for East Timor to develop tourism. One of them is developing tourism as a development resource. Following the concept of community-based tourism development, the right choice is to raise the potential of local wisdom that is unique, unique, and interesting to be used as a tourist attraction.

Atauro District is the right choice to be developed as a tourist attraction. Apart from being strategically located on a beautiful island, it is close to the city center (the national capital). From the aspect of local wisdom heritage, this district can represent Timor-Leste's unique local wisdom values. Some of the typical heritage in question, namely: Traditional Houses, Culinary (Tukiran, Fish Saboko), weaving craft industry (Kain Tais), the seaweed craft industry, and the doll craft industry. Then interesting natural tourist objects are to be developed, namely the natural beauty of the still original sea, waterfalls, natural mountains, and others. What tourists like when visiting an area is meeting residents who are friendly to the presence of tourists. Such a phenomenon can be seen in Atauro, where the locals are very kind and friendly in welcoming anyone visiting Atauro.



Figure 2: Typical Timor Leste Traditional House



Figure 3: Doll Craft Industry



Figure 4: Seaweed Handicraft Industry in Atauro District



Figure 5: Waterfall in the Atauro District



Figure 6: Mount Matebean, Lake Hogabiloi and the Beach on Atauro

Moving on from the description of the various local wisdom potentials owned by the Atauro District, this is a great opportunity for investors (Businessmen) to develop tourism. Because almost every country today has commodity products suitable for sale to tourists, they undoubtedly develop their resources. Traveling is one of the options to fill vacation time to balance the monotonous activities carried out daily in his life. Foreign tourists, such as Europeans, Americans, Australians, Chinese, Japanese, Koreans, and others long vacation periods in their countries, generally choose to travel (tour) to Southeast Asia. Indonesia, Malaysia, Singapore, Thailand, Timor-Leste, Cambodia, and other countries in Southeast Asia are choices for tourists to travel. Almost all of the countries in Southeast Asia mentioned above offer attractions of local wisdom of culture, nature, and collaboration between nature and nature.

Timor-Leste is one of the countries in Southeast Asia that has a variety of local pearls of wisdom. As revealed above, if managed professionally, the Atauro District's various unique

heritages give much positive meaning to tourism development. Because of its strategic position, it is the choice every time a state guest visits Lorosae. In order to realize these ideals, businessmen (financiers) are required to work together to develop tourism according to the district's potential. As well as being supported by professional businessmen with experience in the world of tourism, investing in Timor-Leste is certainly worthwhile. As is well known, the government is very open to the presence of business people to work together to develop tourism, of course, every time there is a state visit to Timor-Leste, as well as making this moment a tourism promotion. Thus the financier greatly benefits from the state activities carried out in Lorosae. Of course, the local community, especially in the Atauro District and the State of Timor-Leste in general, feels the same.

Various positive things will develop in the country if it succeeds in developing tourism, such as: creating employment opportunities, business space, business and trade space, and various activities of household industries or community groups will also develop. This is a big opportunity for business people to gain profits in managing tourism in the Atauro District. Apart from the very high government support to investors for the sustainability of tourism life, what is equally important is the support and cooperation of the community to advance their region in the tourism sector. This expectation is in line with a report issued by the World Tourism Organization (WTO), which revealed that there were several trends and new developments in the world of tourism which began to emerge in the 1990s. The point is to dive into the tendency of global, regional, and national people to return to nature so that people's interest in traveling to places that are still natural is getting bigger (Sukma Arida, 2009: 1). This type of tourism is known as ecotourism as the antithesis of mass tours, with the following characteristics: massive development, exploiting the environment while ignoring its sustainability, and not involving local communities. The ecotourism activity model should be developed in the Atauro District with attention to the potential for local wisdom of culture, traditions, customs, and other unique and interesting cultural aspects.

4.2.2 Challenges

Based on the explanation in sub-chapter 4.2.1 above, it is revealed that business people have a great opportunity to gain profits in managing tourism in the Ataura District. Nevertheless, the challenges faced are challenging to overcome behind the owned opportunities. Weaknesses that come from within (internal), namely local human resources in managing local wisdom and packaging it. Then from external factors, namely the need for more experience managing tourism at national and international levels. Referring to the views of Higgins-Desbiolles (2020), it is certain that business managers (business people) often experience phenomena as stated above, including the management of DTW in the Atauro District. That behind the strengths and weaknesses (internal aspects) are also inseparable from the opportunities and challenges (external aspects) faced in managing the business. The person in business must face these two aspects. He should be treated with patience while looking for solutions to overcome them to get out of the problem. With the wise attitude of business people, they are able to make efforts so that the weaknesses and challenges they face can be controlled into strengths and

opportunities as a basis for developing tourism in the country of Lorosae, which has wealth in the form of local wisdom.

Several important things that deserve the attention of all parties involved in tourism management in the Atauro District are, apart from the support of the local community, the government's seriousness in developing tourism with the hope of giving confidence to business people to invest in tourism development. In this case, Edward III's theory is a surgical tool for unraveling various problems encountered. Edward III emphasizes 4 (four) important aspects to be understood and carried out by object managers toward successful tourism development in the Atauro District. The four aspects referred to are Human Resources (HR) for local managers; Disposition (commitment) of each element involved in it and local community support; Good communication between all parties involved in it; and Bureaucratic Structure in which supporting fields/sectors are built according to the needs of object management (Cf. CK et al., 2022).

A. HR Quality

Human Resources (HR) is one of the important elements in any organization, in addition to facilities and infrastructure and bureaucratic reform. The success or failure of an organization in carrying out its mission to achieve its goals and objectives depends on the quality of its human resources. Thus, related to community-based tourism management, the quality of human resources provided follows the competencies needed in each field. Such a professional attitude must be prioritized to succeed in managing tourism in the Atauro District. Human resources in question are those who are ready to work and perform according to the field of the profession they handle. Referring to Kearns (2013), professional HR is not only competent in their field but able to synergize HR between one field and other fields. In this case, the role of the businessman is seen to synergize all existing resources into one unified whole toward achieving the goals and objectives as expected. The four elements recommended by Edward III et al. (2022) must be upheld by business people and supported by their subordinates in carrying out the mission to develop tourism successfully, undoubtedly by giving maximum space and time to local human resources involved in its management.

B. Commitment

An organization's commitment, whatever its form, to carry out its mission to achieve the goals according to the expected targets is very much needed. All the parts behind the duties and obligations are different, but all of them lead to one goal: to develop and advance the organization. All areas in organizational management must do this so that they are jointly committed to supporting managers (Businessmen) willing to invest in the Atauro District. To convince business people, support from the government and local communities, especially those involved in managing DTW, is very important. Because psychologically, it positively affects business people as a guarantee that the invested capital is safer. The phenomenon of support provided by the government and the community adds to the key for investors (Businessmen), despite the availability of commodity capital owned by the Atauro District.

Commitment is an inner attitude based on strong and deep beliefs. Investors or business people need to have such confidence because no matter what form of business is managed, it is not without challenges and trials, especially in the midst of global competition faced today. Various forms of challenges can undoubtedly be overcome if faced calmly and patiently. Every problem that arises is immediately sought a solution in order to get out of the problem. Facing a situation like this is a tough challenge for Businessmen. The effort is to synergize the three elements, namely the government, the community, and the owners of capital (Businessmen), together with one promise to realize successful tourism development in the Atauro District. As revealed by Rantisi et al. (2006) & Henry & De Bruin (2011), the three main actors in the development of the creative economy, namely: government, intellectuals, and business with the same goal to achieve goals and achievements as expected. However, in the Atauro District, because the tourism development is community-based, the role of Trifol Helix, which is an important part of it, is the government community and business people (owners of capital). These three elements have agreed on one goal and the same achievement: success in tourism management is luck for the community, government, and business people who have invested their capital. It means that the role of the Triple Helix (Society, Government, and Businessmen) will determine the success of tourism development in Timor-Leste, especially in the Atauro District.

C. Communication

Collaboration between fields is needed because it influences the success or failure of an organization in carrying out its mission to achieve the expected goals and targets. Therefore, communication is a principle thing to be built and traditional between fields within the organization. With such a work pattern, many positive things can be realized. They can be utilized as an effort for development, organizational progress, and at the same time, conducting work and performance evaluations of employees in each field. The existence of communication makes the management function of the Business Person (Manager). Namely: planning (planning), organizing (organizing), implementing (actuating), and monitoring (controlling). It is in line with what was expressed by Liebowitz, J., & Beckman (2020) that as a manager it is easy to evaluate these four aspects in handling each field. Among the four management functions referred to, in general, the control function is often forgotten by organizational managers or other organizations, while the control function provides an opportunity for the leadership (Manager) to evaluate the running of the business. The causative factor is the lack of communication between fields and between managers (Businessmen) and the fields they lead. Things like that can be avoided in managing the local wisdom-based tourism business in Atauro, given the intense competition with other countries that also make local wisdom a tourist attraction.

D. Bureaucratic Structure

Every organization built must have a bureaucratic structure according to the field of work needed. The areas in the Structure are made to be effective (effective) and efficient (effective or cost-effective). In the management of DTW in the Atauro District, several main areas that must exist in the Structure other than the core structure (manager, assistant manager, secretary, and treasurer) are the production sector, the distribution sector, and the consumption sector

(consumers), and other fields as a needed organization. Those who handle each of these fields are sought to have competence in their respective fields and are ready to work with good performance. With wise consideration, the manager (Businessman) must have the courage to reposition subordinates who are seen as incapable of handling work according to their field. It is very urgent to do to anticipate the discontinuity of the business it manages.

The four aspects above are very urgent to be cultivated in business, especially in the management of community-based tourism in the Atauro District. Smart businessmen are undoubtedly very careful in utilizing their capital. Efforts are being made to balance the four aspects referred to as Human Resources, commitment, communication, and bureaucratic Structure so that all function optimally. Then synergize into one unit to achieve the goals and targets as expected. Likewise, as a businessman (owner of capital), he should adapt to digital technology to manage his business in today's digital world. As Camuffo et al. (2022) revealed, the concept of digital governance generally involves using digital governance to establish accountability, roles, decision-making powers, and change management powers related to an organization's digital presence. A digital governance structure aims to ensure that digital businesses are mature and minimize the effort and costs associated with that maturity—the organization's digital presence. Digital governance structures aim to ensure the business is digitally mature and minimize the effort and costs associated with that maturity).

On Camuffo et al. (2022) opinions, especially regarding digital presence in the organization, it is found that the opinion is in line with Edward III's expectations. As a smart businessman, of course, one can synergize traditional business management with the needs of the digital world for the success of the organization's mission. To meet these expectations, business people (owners of capital) are expected to have the courage to wisely make transfer decisions for subordinates who need to be more competent in the field handled. All of this is conducted for the sake of the organization's safety. It is also conducted to get solutions to get out of the problems they are facing. It means that organizational management in the digital era is expected to adapt to the needs of global management. Likewise, the human resources of the managing organization are expected to master the digital world. Then local wisdom used as a tourist attraction can be packaged according to the global market's needs without leaving original cultural values. It should be noted that the presence of tourists to visit objects is due to the motivation to see local wisdom as an attraction. As explained above, the synergy between the four aspects (HR, Commitment, Communication, and Bureaucratic Structure) is needed to sustain tourism in the Atauro District.

5. CONCLUSION

Based on the results and finding discussed above, it cannot be denied that there are challenges that must be faced, and also, there are opportunities. First, as opportunities, of course, there are many promises of the success of business people to develop a tourism community based on Atauro. It is stated as the government's support, and the local community's enthusiasm for the presence of business people are very high. From another interesting aspect, it is a very strategic position located on a beautiful small island with abundant local natural wisdom; cultural

heritage; friendly attitude of community members; and close to the City of Dili, the National Capital. Moreover, no less important is the role of the government, local communities, and business people (Triple Helix) as a strong and complete unit with one goal of being committed to the success of tourism development in Atauro. The successes have benefited the businessmen (financiers), the local community, and the Government of Timor-Leste. Second, on the challenges, it is undeniable that businessmen face quite serious challenges. The challenges are competence, qualifications, and HR competencies that still need to be maximal. It does not meet the needs of each field handled and affects the quality of work and performance.

Moreover, the local community's commitment has yet to be maximized in several respects. It is due to a lack of communication; the Civilization of communication between fields has not been maximized, and Bureaucratic Structure and the fields within it have not worked optimally due to limited human resources who have competence according to the field handled. It requires serious attention from the government and business people to find solutions to get out of these problems. The last is its solution. The right way to overcome it includes: through education and training on various aspects of tourism; comparative study of other countries that have established tourism life, such as Indonesia (Bali, Yogyakarta, and others), Singapore, Malaysia, Thailand, and others. If all these things are done optimally, community-based tourism development will be realized according to the expected goals and targets.

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