

Strategy of Potential Development and Tourism Constraints of Labuan Bajo Tourism

Adi Hendraningrum¹, Anda Prasetyo Ery², Dede Kuswandi³, Masri Ridwan⁴

^{1,3} Politeknik Pariwisata NHI Bandung, ^{2,4} Politeknik Pariwisata Makassar
anda.prasetyo.ery@gmail.com

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Abstract

Labuan Bajo as Indonesia's top priority tourism destination. Tourism development includes attractions, accessibility, amenities, and other supporting facilities. Currently, Labuan Bajo is still in development and faces constraints in developing the four components of the tourism product, so the tourism potential cannot be optimally developed. This study aims to determine the tourism potential in Labuan Bajo and the tourism constraints according to the four components of the tourism product. The data analysis technique used is descriptive qualitative. Data was collected through interviews, observation, and documentation for a comprehensive analysis. The results showed a lot of tourism potential that can be developed into tourist attractions. All these potentials are supported by good facilities and branding of Labuan Bajo as a world-class tourism destination. However, there are fundamental problems in developing tourism in Labuan Bajo. These problems are human resources that have not been able to develop into tourist attractions. These geographical conditions require high costs in developing accessibility, spatial planning less supportive of amenity development, and a mismatch between the tourism industry and the tourism industry.

Keywords: *Tourism, Products, Development, Labuan Bajo*

Abstrak

Labuan Bajo sebagai destinasi wisata super prioritas Indonesia. Pengembangan pariwisata meliputi atraksi, aksesibilitas, amenities dan fasilitas pendukung lainnya. Labuan Bajo saat ini masih dalam proses pengembangan dan mengalami kendala terkait pengembangan keempat komponen produk pariwisata tersebut, sehingga potensi pariwisata tidak dapat dikembangkan secara optimal. Penelitian ini bertujuan untuk mengetahui potensi pariwisata di Labuan Bajo, dan kendala pariwisata menurut empat komponen produk pariwisata. Teknik analisis data yang digunakan adalah deskriptif kualitatif. Pengumpulan data dilakukan dengan wawancara, observasi dan studi dokumentasi untuk mendapatkan analisis yang komprehensif. Hasil penelitian menunjukkan bahwa terdapat banyak potensi wisata yang dapat dikembangkan menjadi daya tarik wisata. Semua potensi tersebut didukung oleh fasilitas yang baik dan branding Labuan Bajo sebagai destinasi pariwisata kelas dunia. Namun, terdapat permasalahan mendasar dalam pengembangan pariwisata di Labuan Bajo. Permasalahan tersebut adalah sumber daya manusia yang belum mampu membentuk atraksi wisata, kondisi geografis yang membutuhkan biaya besar dalam pengembangan aksesibilitas, tata ruang yang kurang mendukung pengembangan amenities, dan ketidaksesuaian antara industri pariwisata dengan industri pariwisata.

Kata kunci: *Pariwisata, Produk, Pengembangan, Labuan Bajo*



INTRODUCTION

Developing areas with potential tourism resources is a significant agenda in Indonesia. The five DSPs that have the status of National Tourism Strategic Areas (KSPN) are located in five provinces in the western, central, and eastern parts of Indonesia, including Lake Toba in North Sumatra, Borobudur in Central Java, Mandalika in West Nusa Tenggara (NTB), Labuan Bajo in East Nusa Tenggara (NTT), and Likupang in North Sulawesi. These tourist sites hold various potential, uniqueness, and extraordinary tourist attractions but still need many touches to be developed (kemenparekraf, 2022). It is increasing foreign tourist visits to 5 Super Priority Destinations by using strategies through commercial diplomacy (Anzela, 2023). However, the development of these super-priority destinations has encountered obstacles and challenges.

The scope of tourism development in tourist destinations is more complex. This is because destination development must involve the components of tourism products. An area is a destination with accessibility, attractions, amenities, accommodation, and support components (Rahmat et al., 2023; Umam, 2023). Labuan Bajo's position as a priority destination has also further fuelled tourism development in line with the development orientation of the Labuan Bajo DPSP into super-premium tourism; quality infrastructure development continues, namely the Labuan Bajo Multipurpose Terminal and Komodo Airport.

However, several facts show that the development of Labuan Bajo tourism still faces many obstacles. Firstly, Labuan Bajo relies heavily on Komodo Island, so tourists are only interested in that location (Widhyasmaramurti & Kristianto, 2022). Second, the lack of attractive views at several main points of Labuan Bajo, which are filled with rubbish, shows that the character of local people in Labuan Bajo is still lacking (Chandra & Thio, 2021). Thirdly, the frequent water crisis in Labuan Bajo, especially during the dry season, indicates that there are fundamental problems in Labuan Bajo tourism destinations that must be addressed immediately (Mughtar et al., 2023). Fourth, the characteristics of the Labuan Bajo area in the form of islands with geomorphological conditions in the form of hills can potentially reduce the environment's carrying capacity (Mughtar et al., 2023). The existing facilities and infrastructure in Labuan Bajo are not considered adequate to serve the needs of tourists from outside the region (Mughtar et al., 2023).

Analysis of constraints is needed to take action in the development of Labuan Bajo. These development constraints can be minimized by using approaches and strategies appropriate to Labuan Bajo's characteristics. The aim is to accelerate development, increase budget efficiency, and increase the value generated by tourism in Labuan Bajo. Thus, the approach to developing Labuan Bajo tourism is structured based on the field's constraints.

An integrated and strategic approach is needed to overcome barriers to tourism development. (Lan & Hanh, 2020) revealed that implementing value chains in tourism industries and activities can provide general and specific insights for all direct and indirect stakeholders to improve the quality, efficiency, and added value of tourism products/services and promote the socio-economic interests of all stakeholders. Being an archipelago, Labuan Bajo requires a cluster and zoning approach to address its condition. Similarly (Hong Trinh, 2016; Kabanova & Vetrova, 2017; Z. (O. Imanbaeva, 2022) Tourism clusters provide opportunities to develop different forms of tourism, provide different services according to regional conditions, and solve some of the existing social and economic problems. Concluded that the approach to tourism development must start with a strategic plan with the support of all parties. (Lopes et al., 2020) said that forming a sustainable tourism strategic plan in a participatory manner that can involve all stakeholders and encourage sustainable growth and more balanced development in the region

This research aims to identify the tourist attractions developed in Labuan Bajo that have not been able to attract tourists. It also tries to identify the barriers that occur at the research site. This research is expected to complement the findings of the research conducted by (Sugiarto & Mahagangga, 2020), which focuses on evaluating tourism policies in Labuan Bajo. In addition, it is also expected to complement the research conducted by (Kodir et al., 2020), which is concerned with explaining the dynamics of access contested by several actors in tourism governance in Labuan Bajo. The research conducted is novel because it uses multiple perspectives, such as including the destination product component as a consideration. Destination products consist of attractions, amenities, accommodation, accessibility, and ancillaries (Dredge, 2022); the concept of tourism potential (Nawang Sari et al., 2018) and tourism destination development techniques (Farrell & Twining-Ward, 2004; Hall & Page, 2014).

RESEARCH METHODS

This research uses primary and secondary data. Primary data includes a description of tourism potential, divided into physical and non-physical potential, as well as obstacles to tourism development in the Labuan Bajo. Secondary data for this research concerns the distribution of tourism potential in Labuan Bajo. The data collection system used in this research is the observation method (Sugiyono, 2020)), to assess the state of development of the Labuan Bajo tourist attraction, public facilities, tourism support facilities, and other facilities and infrastructure as a world-class tourist destination.

Then, the interview method is structured (Sugiyono, 2020) to explore data related to the type and number of tourist attractions in the Labuan Bajo and data related to development constraints such as accessibility, amenities, and ancillaries in the Labuan Bajo tourist destination. The following method is a literature study (Sugiyono, 2013) to collect information related to Labuan Bajo tourism development, especially at the policy level related to tourism institutions in the Labuan Bajo tourist destination. The data types used in this research are qualitative and quantitative (Lexy J, 2019). Qualitative data includes a general description of Labuan Bajo, the condition of tourism facilities and infrastructure, Labuan Bajo tourism development policies, and obstacles to tourism development in Labuan Bajo. Then, quantitative data includes the number of tourist visits, population demographics, and the number of tourism potentials spread across Labuan Bajo.

The data that has been collected then analyzed using qualitative analysis techniques introduced by (Lexy et al., 2019) with the following stages: observing phenomena, both social and economic, categorizing the information obtained when conducting research in the field, explaining the categorization, then explains the categorization relationship to draw comprehensive and general conclusions from the research results, in this case the researcher observes the phenomenon of tourism development constraints in Labuan Bajo tourism destination which is related to the development of tourism product components. Then, the conclusions are outlined to answer questions regarding the analysis being researched. The research was conducted in August-November 2023.

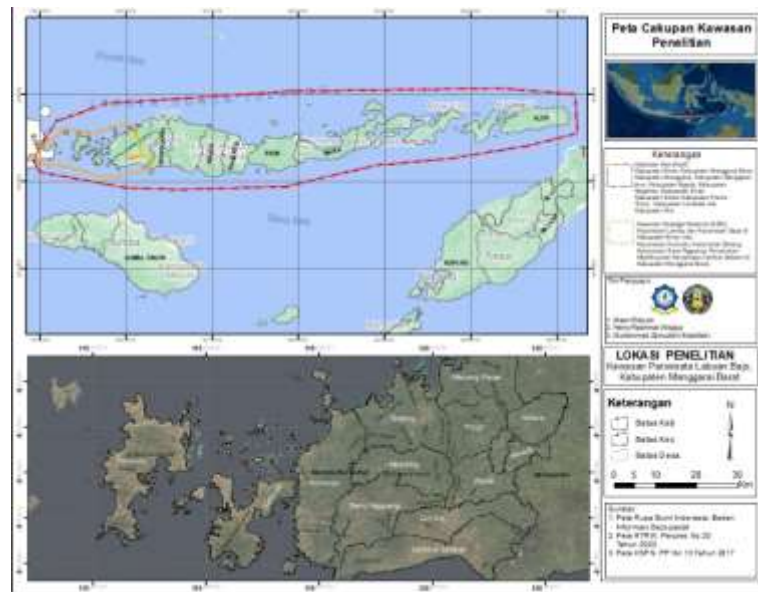
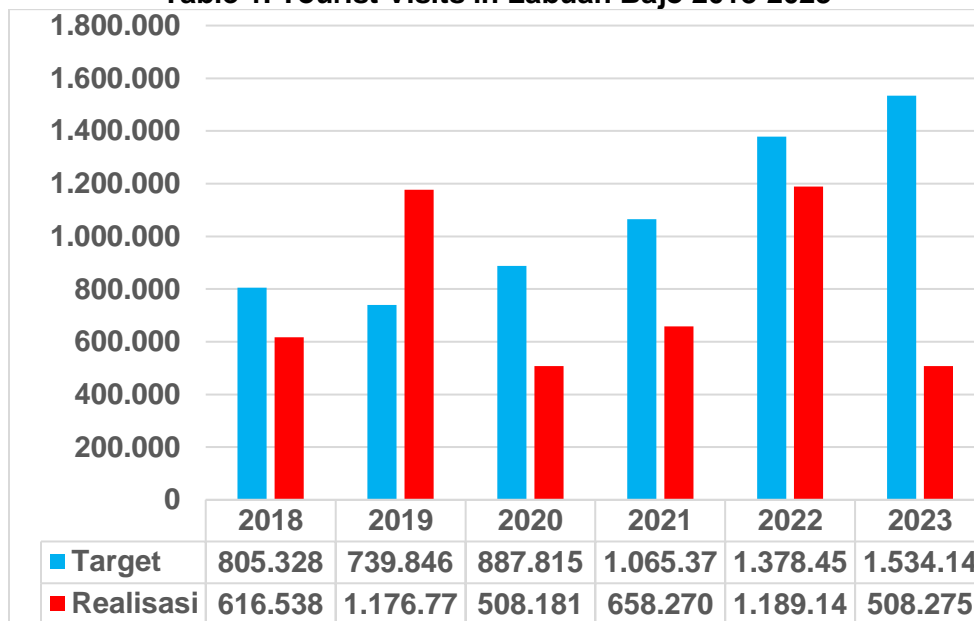


Figure 1. Research location

RESULTS AND DISCUSSION

A. Tourist Movement in Labuan Bajo

Table 1. Tourist Visits in Labuan Bajo 2018-2023



Source: District/City Distribution Data in East Nusa Tenggara

Table 1 shows that the 2023 visit target in NTT Province is 1,535,144 with a realization of 508,275 visits. These visits include foreign tourists from the United States, United Kingdom, France, and China, totaling 99,610, and Nusantara tourists, totaling 1,089,539. While visiting Labuan Bajo as of July 2023, there were 103,871 people. The number of visits in Labuan Bajo decreased compared to the previous year, which was 170,354 in July 2022.

According to the (District/City Distribution Data throughout NTT, BPS 2023), the length of stay for tourists in Labuan Bajo has shown a positive development as a super-priority destination. The decrease from the target of 6.3 days to 5 days indicates that the destination successfully attracts domestic and foreign tourists to stay longer than expected. This suggests that Labuan Bajo has a strong appeal and encourages visitors to extend their stay. This statement provides a positive outlook for the local tourism industry and suggests room for improvement in services and facilities to maintain visitor interest.

B. Tourism Potential in the Destination Labuan Bajo

As a tourism destination, Labuan Bajo has many tourism potentials, including physical and non-physical potentials. East Nusa Tenggara Province is a destination because there is 1,582 tourism potential. Among them is the potential of the creative economy (86,928 craft actors) consisting of culinary crafts and fashion (726 weaving motifs). There are 720 Nature Tourism, 751 Cultural Tourism, 110 Special Interest Tourism, and 1 Super Priority Tourism Destination, Labuan Bajo (Tourism and Creative Economy Office of NTT Province, 2023).

Meanwhile, Labuan Bajo in West Manggarai Regency has many tourist attractions, as documented in the following table. The data was obtained from field surveys, internet references, and searches for potential tourist attractions through relevant journals and books.

Table 2. Location of tourist attractions in Kabupaten Manggarai

No	Tourist Attraction	Located		Coordinates	
		Village	Sub-district	Southern latitude	East longitude
1	Gili Lawa	Komodo	Komodo	8°28'11.66"S	119°33'29.61"E
2	Pulau Rinca	Pasir Panjang	Komodo	8°44'20.61"S	119°39'49.90"E
3	Pulau Komodo	Komodo	Komodo	8°35'21.75"S	119°26'23.45"E
4	Pulau Kanawa	Pasir Putih	Komodo	8°29'44.61"S	119°45'29.45"E
5	Pulau Padar	Komodo	Komodo	8°39'4.37"S	119°34'58.42"E
6	Desa Adat Wae Rebo	Desa Wae Rebo	Kab Manggarai	8°46'9.19"S	120°17'1.14"E
7	Sawah Lingko	Nantal	Kuwus	8°34'16.37"S	120°17'55.32"E
8	Pulau Kelor	Pasir Putih	Komodo	8°32'52.08"S	119°48'53.49"E
9	Goa Rangko	Tanjung Boleng	Boleng	8°25'57.59"S	119°57'50.28"E
10	Air Terjun Cunca Wulang	Cunca Wulang	Mbeliling	8°34'13.52"S	119°57'44.82"E
11	Goa Batu Cermin	Batu Cermin	Komodo	8°28'45.82"S	119°53'57.13"E
12	Pink Beach	Komodo	Komodo	8°36'4.18"S	119°31'11.16"E
13	Pulau Bidadari	Labuan Bajo	Komodo	8°28'59.69"S	119°50'20.51"E

14	Pulau Seraya	Seraya Marannu	Komodo	8°23'21.43"S	119°51'18.18"E
15	Pulau Kalong	Komodo Sano	Komodo	8°36'47.92"S	119°29'10.61"E
16	Dano Sano Nggoang	Nggoang/ wae Sano	Sano Nggoang	8°42'42.71"S	119°59'24.49"E

Source: (Widjaja et al., 2022)

Table 2 shows the coordinates of tourist attractions in the Labuan Bajo tourism area of West Manggarai Regency. There are tourist attractions in terms of culture, nature, and history. The attractions are scattered in several areas in West Manggarai, most around Komodo Island.



Figure 2. Labuan Bajo tourist attraction distribution
(Widjaja et al., 2022)

Mapping the distribution of tourist attractions in Labuan Bajo produces a map in Figure 2. The map can provide information related to the existing location and condition of the surrounding area, ranging from land use, accessibility, and distance between areas. The map provides visual information about the area.

a) Physical potential that can be developed into a tourist attraction

As a nature-based tourist destination, Labuan Bajo has much tourism potential. This tourism potential is scattered in several groups of islands around Komodo National Park, and some of them are still one land with Labuan Bajo City. The fact recorded from informants is that over several years, these potential areas have been visited by tourists due to the initiative of the guides to add to the adventure experience of their guests or visited due to tourist demand. However, this has not provided any economic benefit to the community or the government, as no management is in place. The following is a matrix of tourism potential in Labuan Bajo.

Table 3 Potential Tourist Attraction in Labuan Bajo

No	Name	Attraction Point	How to get
1.	Waiting	The scenery and sunset view	Land
2.	Melo Village	Cultural tourist attraction	Land
3.	Sanggar Tenun Ikat Baku Peduli	Songket exhibition and see how to create Songket	Land
4.	Pramuka Hilltop	Savana, the white sand beach, the scenery, and the sunset view	Sea
5.	Rangko Cave	Stalaktit dan stalakmit, natural pool and the view	Sea
6.	Rangko Cape	Underwater	Sea
7.	Binongko Hill	Savana and Sunset Panorama	Land
8.	Bidadari Island	Underwater and white sand beach	Sea
9.	Seraya Island	Underwater	Sea
10.	Snake Island	White sand beach and many snake species	Sea
11.	Mentjerite Beach	White Sand beach	Sea
12.	Waraloka	Megalitic sites	Sea
13.	Lemes	Megalithic sites	Sea
14.	Pungu Island	Underwater	Sea
15.	Sitonda Island	Underwater	Sea
16.	Golo Mori	Natural panorama and sunset view	Land

Source: *Tourism and Cultural Department of West Manggarai Regency*

Table 3 shows that the tourism resources in Labuan Bajo are maritime and landscape-based. Of the 16 tourism sites, five attractions are based on landscape landforms, and 11 tourism sites use beaches and the sea. Attractions range from panoramic to aquatic to geological. This data also confirms Labuan Bajo's position as a marine tourism destination. (Puad et al., 2016) Destinations with a solid and positive reputation are more likely to be considered and selected during travel decision-making. Hence, destination reputation plays an essential role in the various travel decision-making models developed to date.

b) Accessibility to the Labuan Bajo tourism destination

Accessibility to Labuan Bajo is relatively reasonable and supports tourist visits. Transport options to Labuan Bajo are equivalent to those to other destinations in Indonesia (Kesuma & Ciptafiani, 2021). The direction of development of Labuan Bajo as a super-priority destination strengthens the development of supporting accessibility such as roads, airports, terminals, ports, docks, and pedestrian paths (Putranto & Astuti, 2021). Tourists can access Labuan Bajo by air and sea. This access is supported by good infrastructure, such as ship ports and airports that usually operate daily. It greatly supports the mobility of tourists to Labuan Bajo and returning from Labuan Bajo.

c) Amenities in the Labuan Bajo tourism destination

A destination will be comfortable to visit if the availability of tourist facilities such as accommodation for lodging is easy to reach. In Labuan Bajo, tourism facilities, including accommodation, restaurants, and so on, already exist in various classes. Then other facilities that are integrated with public activities, such as places of worship and banking, also exist. This also supports tourism activities and is deemed sufficient to accommodate all

tourist needs stated that around the Labuan Bajo tourist location, especially on the small islands around it, there are supporting facilities that can make it easier for visitors to travel, such as rangers (especially in the Komodo Island National Park Area) and tour guides whose services can be hired to help tourist activities.

2. Non-Physical Potential

The non-physical potential is everything that is not tangible as a tourist attraction but supports tourism development in Labuan Bajo tourism destination—non-physical elements that form a sense of place (Dwiputri, 2021).

a) The image of Labuan Bajo as a world-class destination

The image of Labuan Bajo as a world-class destination is a positive thing that supports tourism development. This is inseparable from the crowning of Varanus Komodoensis as one of the Seven Wonders of the World. Since that determination, foreign tourists have visited Labuan Bajo (Bian et al., 2022). This also attracted the attention of several famous public figures, including footballers, racing drivers, and Hollywood artists. These positive things have helped boost the image and popularity of Labuan Bajo as a world-class tourist destination.

b) The hospitality of residents in entertaining tourists

Hospitality is necessary in developing the tourism services sector. A simple form of hospitality is friendliness in receiving tourists and supporting them by creating a situation conducive to tourists' presence. The people of Labuan Bajo seem to support the presence of tourists because, so far, there have been no criminal acts carried out collectively by the local community as a form of protest against the presence of tourists.

c) The trend of visits is increasing every year

The positive image of Labuan Bajo as a world tourist destination also increases tourist visits every year. If we look at tourist visits to Labuan Bajo in the last three years, the trend is increasing. This increasing number of visits is not only from foreign tourists but also from domestic tourists. This fact also breaks the view that Labuan Bajo tourism is very expensive. So, the price for each destination depends on the service aspects and facilities obtained when traveling.

d) Religiosity of local communities

The majority of the local population of Labuan Bajo are Catholics. The community's faith and religious attitudes also add to the image of Labuan Bajo as a comfortable destination for tourists. In Labuan Bajo, there has been no excessive intervention from religious institutions (Catholic religion) regarding tourism practices. For example, tourist attractions or accommodations are added with religious frills. So, the policies of religious institutions also do not intersect with tourism. In other words, tourism practices and local communities' social and religious life still go hand in hand.

e) Security and comfort

Safety and comfort are important factors; the priority is transport control. The second priority is to provide a sense of security and comfort for visitors. Moreover, the last priority of all alternatives is the ease of selling licenses (Ginanjari et al., 2021). Areas continuously involved in the conflict will never be an option to visit (except for notable interest tourists). Security and comfort in Labuan Bajo are still very well maintained. Tight security at every tourist entry point is an effort to minimize active criminal acts carried out by the authorities. Theft is also still rare.

f) The enthusiasm of the community (young generation) to support tourism activities as a social dynamic

The massive development of accessibility and tourism accommodation in Labuan Bajo has encouraged the community to understand tourism as a new social dynamic. Tourism, which was previously only cultivated by a few circles, has also opened the minds of the community (young generation) to prepare themselves to take part in it. The establishment of various foreign language courses in Labuan Bajo is based on public awareness of the importance of the tourism sector as an industry that can bring economic benefits. So, to be part of this industry, the prerequisites that must be fulfilled must also be prepared. Once quiet, tourism schools become crowded, and the number continues to grow yearly. Thus, the strategy of improving education based on the tourism environment and local community awareness must be improved (Nation et al., 2020).

C. Obstacles of Tourism Development in the Labuan Bajo Tourism Destination (a case study of tourism product components)

It is indicated that tourism development in the Labuan Bajo tourism destination is still facing fundamental obstacles. These constraints are in the four mandatory pillars of a tourism destination, which include tourist attractions, accessibility, amenities, and ancillaries or institutions. The following explains the obstacles to tourism development in the Labuan Bajo tourism destination.

1. Development Constraints of Tourist Attraction

Traveling to Labuan Bajo is synonymous with seeing Komodo dragons and Padar Island, which is a wrong view. Labuan Bajo still has much potential as a tourist attraction. However, all this potential becomes unoptimal because its development still faces many obstacles. Some of the obstacles found are as follows:

a) Limited budget from the Regional Government for tourism development

West Manggarai has established tourism as the leading sector in development and increasing regional income. However, the head of the tourism department admitted that this determination was not directly proportional to the budget allocated to the tourism department to support the program. This narrows their space to support tourist attractions as the basis for tourism activities. So, it is impossible to create new attractions; even funds to provide training for the community around tourist attractions that are already operating are not enough, and they often rely on the central government budget or wait for training to be held directly by the central government. Then, the facilities once provided for community cultural activities were not maintained because the budget was limited to procurement alone. At the same time, there were no funds from the regional government for maintenance. For example, the stage for cultural attractions built in Batu Cermin village during the 2013 National Sailing Komodo event was deplorable. It was never used again after the Sail Komodo event.

b) Sectoral ego in management of tourist

It is appropriate that when the regional government determines tourism as the leading sector, other sectors under the regional government follow or support the tourism sector. For example, the agriculture and fisheries sectors should succeed in convincing the farming and fishing communities that there is a chain of needs that requires them to work together between these three sectors. Tourism still needs other sectors to support its sustainability and grow the economy across sectors. The fisheries and agriculture sectors can create tourist attractions even if they are tourism-oriented. For example, culinary tourism for seafood and agricultural or plantation-based tourist attractions such as those created by several other regions in Indonesia. So this then has a positive impact on budget effectiveness. However, this does not seem to be the case in Labuan Bajo; there is still sectoral ego where the agriculture

and fisheries sectors carry out their primary duties partially and are allegedly failing because, in fact, the basic needs of the people of Labuan Bajo, such as vegetables, fish and so on, still have to be imported from Bima NTB.

- c) HR (Human Resources) who come from local communities are not yet qualified in developing tourist attractions

West Manggarai Regency Regional Regulation No. 3 of 2014 concerning the tourism development master plan for West Manggarai Regency for 2014-2025 in article 4 states that the vision for regional tourism development is "The realization of West Manggarai as a world-class tourism destination that is sustainable and improves community welfare based on the principles of community-based ecotourism." However, the reality on the ground shows that local communities create or manage very few tourist attractions in Labuan Bajo. The reason is apart from the lack of local government budget in creating a tourism-aware community through tourism training; it is also because the community's character is not yet able to see tourism as a potential that can be used as a new livelihood other than agriculture and fishing. Worse, the people of Labuan Bajo already view tourism as an expensive industry. Hence, creating a new attraction requires high costs and can only be done by people with capital or the private sector. Moreover, this has happened in Labuan Bajo, for example, diving companies, most of which are foreign-owned. Based on the confession from the head of the West Manggarai tourism service, foreign diving companies still have not been registered and are operating illegally in the waters of Labuan Bajo.

2. Development Constraints of Accessibility

Availability and ease of accessibility are requirements for developing a destination. Good accessibility will open up new economic networks and can grow investment in the tourism sector. Several obstacles to developing accessibility in the Labuan Bajo tourism destination can be described as follows:

- a) Geographical Conditions Marine tourism is the main force of natural tourist attractions in Labuan Bajo

Geographical conditions in the form of small islands in the waters of Labuan Bajo are a challenge in developing accessibility. The only way to reach the attractions on these islands is by boat or pinisi ship, the prices of which vary from cheap to expensive. The price set by the ship owner depends on the facilities provided. It is almost certain that building a connection in the form of a highway as a link between islands is impossible because it will be costly.

- b) Distance between tourist potentials that are far apart

The distance between the potential of tourism that can be used as a tourist attraction is an obstacle to developing tourism accessibility in Labuan Bajo. Especially if the location of the tourism potential is in an area that has not been accessed at all before; this happened at the Batu Balok Megalithic site, located approximately 10 km from the city of Labuan Bajo, where there is no access. With little financial support, the Regional Government cannot open special access for tourism because accessibility is a collective need and must be a public infrastructure whose use cannot be reserved solely for tourism. Alternatively, it must be integrated with general community activities.

3. Development Constraints of Amenity

Amenities relate to various supporting facilities of a destination to meet tourist needs. The form can be accommodation for overnight stays and restaurants or stalls for eating and

drinking. In Labuan Bajo itself, the obstacles regarding the development of amenities lie in spatial and urban area planning. The division of business zones in the city of Labuan Bajo is not well organized; for example, zones for individual shops, separate restaurants and hotels, separate travel agent businesses, separate residential areas, and separate zones for other businesses. The regional government of Labuan Bajo has not yet thought about dividing zones like this, so it is not uncommon for magnificent hotels to be built in the middle of residential areas. Likewise, building shops next to restaurants is a common sight in Labuan Bajo, and most of them do not have a parking area, so they use half the road as a parking area.

The division of zones helps the community or other business actors plan businesses or construct buildings. This means that the community and business actors will project their businesses according to the zone or location determined by the government. Apart from its function to boost the aesthetic value of a tourist city, it also supports comfort and cleanliness, and what is even more complex is to avoid the direct negative impact of tourism activities on the local community.

4. Development Constraints of Ancillary

Institutions relate to human resources who manage a destination so that it runs according to its goals. Their job is to manage a destination to be helpful and benefit related parties such as the community, government, tourists, the environment, and other stakeholders. Their presence at a destination is mandatory because they will be responsible for planning, building, developing, and managing a destination. In the case of Labuan Bajo, there are several obstacles regarding ancillary development, which will be explained as follows:

a) **Mismatch in the Vision and Mission between the Regional Government and the Central Government in the Development of Labuan Bajo Tourism Destinations**

The regional government's vision in developing Labuan Bajo as a tourism destination is "To create a world-class tourism destination that is sustainable and improves community welfare based on community-based ecotourism principles." Regarding ecotourism principles in developing sustainable tourism, several principles must be accommodated in developing a destination related to institutions. These principles include participation, involvement of stakeholders, local ownership, accountability, and training. So, the task of the regional government in developing Labuan Bajo tourism is to form community institutions to manage tourism and accommodate community goals in tourism development. At the same time, the central government designated Labuan Bajo as a priority destination, which was followed by a presidential decree regarding institutions in the Labuan Bajo tourism system as stated in presidential decree number 32 of 2018 concerning the establishment of the Management Authority Body (BOP) for the Labuan Bajo tourism area. This institution runs according to the tasks assigned by the central government to accelerate the development of Labuan Bajo. So, what can be seen in the field is that they are not working according to the vision and mission of the regional government. BOP works on a large scale in Labuan Bajo tourism. They carried out massive promotions and opened up the most significant investment taps for developing Labuan Bajo tourism. Labuan Bajo tourism, under BOP management, runs like mass tourism. Development that does not match the vision of the Labuan Bajo regional government at all.

b) **Budget limitations from local governments**

Insufficient budget from the regional government for tourism development means that the Labuan Bajo tourism office is overwhelmed in providing training and education to the community regarding tourism management. So, what has happened is that

institutions from local communities that manage or participate in tourism development have not emerged.

c) There is no tourism awareness character from the community

The community should be the principal owner of a tourist attraction. When a community has a tourism-conscious character, what should emerge is creativity and innovation that supports the diversification of tourist attractions whose formation was born from the community itself. In the case of Labuan Bajo, the community is protected by law to manage and develop existing tourist attractions. It remains to be seen whether people dare to start building without waiting for excessive government intervention. However, because the character of tourism awareness does not yet exist, even now, people remain spectators of tourism activities themselves, and some take part only at the level of employees in the tourism sector, not as policymakers.

Finally, this research has implications for an increased understanding of the current situation in Labuan Bajo. The researcher started by identifying the number of tourist visits, length of stay, and the situation regarding tourism products in Labuan Bajo, including Attractions, Accessibility, amenities, Accommodation, and Ancillary. This research reveals the role of developing the potential of physical aspects, which include landscape, natural and coastal panoramas, while non-physical aspects, such as community-based tourism (tourist villages, tourism awareness groups, and so on).

It was also found that the quantity and quality of tourism human resources are still low, and the limited accessibility of air, land, and sea is still lacking in the tourism industry (hotels, restaurants, villas, etc.). This research corroborates several findings about Labuan Bajo. In order to obtain optimal results, future research is carried out by deepening the aspects of destination products with a policy analysis approach. Thus, in-depth results are obtained about the problems that occur in the development of Labuan Bajo destinations.

CONCLUSION

Based on the discussion previously described, it can be concluded that:

1. There is still a lot of tourism potential in the Labuan Bajo tourism destination that has not been managed

Labuan Bajo, as a world-class destination with its iconic attraction, the Komodo National Park, still has much potential to exploit as a tourist attraction. The potential is mainly based on the unique nature, landscape, and several megalithic sites. However, all of them still have tourism potential because there is no management even though tourists have visited them, so the economic benefits are not yet optimal—both for the community, government, and other stakeholders involved in tourism.

2. Obstacles to tourism development in the Labuan Bajo tourism destination

So much tourism potential has not been exploited optimally in the Labuan Bajo tourist destination. The obstacles that prevent this potential from being exploited are the minimal regional government budget for developing tourism product components, human resources that are not yet qualified in developing and managing tourism, quite tricky geographical conditions, spatial and regional planning in the destination utilization zone, as well as a mismatch between the vision and mission. The central and regional governments are involved in developing Labuan Bajo tourism.

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