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**MODEL OF COMMUNITY BASED POLICY OF TOURISM AND  
MARKETING STRATAEGY IN KUPANG-WEST TIMOR CORRIDOR,  
EAST NUSA TENGGARA PROVINCE**

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**Abstract**

East Nusa Tenggara tourism (NTT) potential has been entrusted as a leading sector in the achievement of increasing local revenue (PAD) but the government forgets and ignores the socio-economic interests of the community and the government has not encouraged and provided opportunities for community participation in tourism development activities; and the implementation of community empowerment efforts, especially for communities around tourist attractions, is still very weak. For this reason, taking into account current tourism trends, namely starting with "Community-Based Tourism" (CBT). The focus of the problem to be discussed is "How to Mapping Community-Based Tourism and what strategies will be used in tourism marketing so that it can prosper the people in NTT". The objectives of the study are 1) Generating a Community-Based Tourism Policy Model. 2) Designing Tourism Marketing Strategies. 3) Determine the Effect of Community-Based Tourism and Tourism Marketing Strategies on poverty reduction in the Kupang - West Timor Corridor, East Nusa Tenggara Province. The research method used is descriptive and verification research and data collection through interviews, field research, and literature studies. The data collected was analyzed using multiple regression analysis and SWOT analysis. The results of the study that tourism managers in developing community-based tourism objects need to pay attention to the aspirations of the community by emphasizing the presentation and presentation of the potential and marketing strategies of tourism products in accordance with tourist expectations. the need to promote tourism in East Nusa Tenggara, especially in Kupang-West Timor in the form of a tourism package. Some factor as determination of variables driving the development of community-based tourism, through social, economic, cultural, environmental and political aspects. Determination of appropriate marketing, communication and promotion functions in implementing products/businesses developed by the community in the tourism industry. Community involvement is certainly not only at the level of non-participation, and also not to be trapped in the availability of packaged objects, but it is implicit that the community has the opportunity to develop tourism objects with various development and preservation efforts in accordance with the existence of culture and customs and habits of the local community.

**Keywords:** Policy, Tourism, Society, Strategy, Marketing.

## **INTRODUCTION**

In the context of accelerating and expanding NTT tourism development, NTT tourism development is followed by the presentation and presentation of quality tourism products, the provision of human resources focused on improving service quality through system improvement, utilization of science and technology, in addition to customer or tourist responses to consider potential market tastes. Tourism products are something offered to consumers or market share to satisfy the will and desire, including physical objects, services, human resources involved in the organization and breakthroughs or new ideas because tourism destinations are in an increasingly global and challenging market. New standards for tourism development are moving towards new critical issues such as quality, sustainability, image, innovation and accessibility (García-Caro, de Waal, & Buhalis, 2012).

Tourism products offered to visitors must be complete, integrated and of high quality which include attractions, facilities, accessibility and hospitality. A product is said to be of quality if it has four important elements: 1) uniqueness is defined as a combination of scarcity and attractiveness that is inherent in a tourist attraction, 2) originality or authenticity reflects purity ie how far a product is not contaminated by or does not adopt a model or value different from the original value, 3) authenticity is associated with the degree of beauty or exotic culture as a tourist attraction, which, according to West & Carrier (2004), authenticity is a category of values that combines the natural, exotic and understated nature of a tourism attraction, and 4) product diversity in the form of a variety of products and services offered. East Nusa Tenggara especially Timor Island has diverse and varied tourism objects such as natural attractions, man-made attractions and cultural attractions. These various attractions, managed by the government, community and private sector. The government has authority in the regulation, supply and allocation of various infrastructure related to tourism needs. The community is a key player in tourism because it is they who provide most of the attractions, traditional management of agricultural land, traditional ceremonies, handicrafts and safety and cleanliness. Private is a tourism industry provider that produces goods and services for tourism directly or indirectly.

Fanggidae (2013) research results, that the positive impact of an increase in tourist visits is an increase in foreign exchange income for the region but for the community does not provide benefits or welfare for them this is because the government has not encouraged and provided opportunities for community participation in tourism development activities; as well as the implementation of community empowerment efforts, especially for communities around tourism objects, is still very weak. This statement was confirmed by Gana (Research results: 2014) that

there was no agreement among stakeholders, local communities, NGOs and academics in developing tourism in NTT.

For this reason, renewal is needed in developing and developing tourism in NTT, especially in the Kupang – West Timor corridor which borders the Timor Leste State. The government and the community must be able to hold tourists to stay longer and be able to enjoy all the attractions and activities of the community both from social, cultural, economic and environmental aspects as stated by Rest (1997) that Community Base Tourism (CBT) is a tour that explores the

environment, social community, and cultural sustainability in a focus of development. CBT is managed and owned by and by the community, with the aim of providing tourists with knowledge about how local wisdom and daily life are carried out in the community. CBT will be able to create employment opportunities, reduce poverty and have a positive impact on the preservation of the environment and local indigenous culture which in the end is expected to be able to foster the identity and pride of the local population that grows due to increased tourism activities.

Based on the explanation above, the writer is interested in conducting a study (research) under the title Community-Based Tourism Policy Model and Tourism Marketing Strategy in the Kupang - West Timor Corridor, East Nusa Tenggara Province.

### **Research Formulation Problems**

The focus of the problem to be discussed is "What is the Community-Based Tourism policy model and what strategies will be used in tourism marketing so that it can prosper the people in NTT.

### **Research Purposes**

Based on the background explanation and the problem to be discussed, the objectives of this study are:

1. Knowing the relationship between community-based tourism and tourism marketing strategies in poverty alleviation in the Kupang - West Timor Corridor, East Nusa Tenggara Province.
2. Generating a model of community-based tourism policy in the Kupang - West Timor Corridor, East Nusa Tenggara Province ".
3. Designing a tourism marketing strategy in the Kupang - West Timor Corridor, East Nusa Tenggara Province ".

### **Research Urgency**

CBT is a populist economic concept in the real sector, implemented by the community and the results are immediately enjoyed. From the government side, it is necessary to change the scale of policy priorities so that the role of facilitator can be optimized to anticipate this. Economic aspects of the community need to increase income and reduce poverty by utilizing marketing opportunities that exist in tourist sites. Environmental aspects: nature and conservation needs to be preserved. Tourism must be marketed professionally according to segmentation, target and market position, including: 1) Tourism objects and attractions need to be prioritized to be seen and enjoyed. 2) Hotels and other accommodations, need the right classification and determination of rates. Which includes commercial hotels and which include resort hotels and transit hotels. 3) Restaurants must be suitable and visited by many tourists, the type of food provided must have the characteristics of the tourist attraction of Kupang City and a food menu

from other, more well-known areas must also be available. 4) Types and transportation that can bring tourists to tourist destinations. 5) Tour Operators or travel agents who can provide services for local trips or to see certain attractions. 6) The attitude and services of guides and local people must be able to satisfy tourists.

### **Literature review**

#### **Community-Based Tourism**

The concept of Community-Based Tourism (CBT) is a domestic tourist (archipelago tourists ) whose role is very large in growing and developing tourism objects which are expected to be visited by foreign tourists. Tourist objects that are frequently and densely visited by tourists will receive greater benefits compared to those rarely visited by tourists. The more tourists visit, the more famous the object and in the end is a promotion to attract foreign tourists. According to Rest (1997) in his book mentions that CBT is tourism that addresses the environment, social community, and cultural sustainability in a focus of development. CBT is managed and owned by and by the community, with the aim of providing knowledge to tourists about how local wisdom and life are carried out in the community. Rest, further stated: "CBT is tourism that takes environmental, social, and cultural sustainability into account. It is managed and owned by the community, for the community, with the purpose of enabling visitors to increase their awareness and learn about the community and local ways of life. "

#### **CBT Development**

Indicators Rest (1997) conveys the points which are the main aspects of CBT development in the form of 5 dimensions, namely: (1) The economic dimension, with indicators in the form of funds for community development, employment creation in the tourism sector, the emergence of local people's income from the tourism sector; (2). Social dimensions with indicators of increasing quality of life, increasing community pride, fair distribution of roles between men and women, young and old generation, building community organization strengthening; (3) Cultural dimensions with indicators in the form of demographics, social status, group and family references. In other words culture encourages people to respect different cultures, foster cultural exchange, cultural development is inherent in local culture; (4) The environmental dimension, with indicators studying the carrying capacity of the area, regulating waste disposal, raising awareness of the need for conservation.; and (5) The political dimension, with indicators: increasing participation from local residents, increasing the power of the wider community, guaranteeing rights in the management of natural resources.

#### **Tourism Product Marketing Strategy**

Tourism Marketing Strategy has a distinct meaning all its own. it is the selection of a course of action among several alternatives that involves specific customer groups. communication methods, distribution channels, and pricing structures. as most experts would say, it is a combination of target markets and marketing (Morisson: 1996). Or in other words the Tourism Marketing Strategy is to direct the selection and analysis of the target market (tourist groups) and

the creation and maintenance of an appropriate marketing mix that will satisfy the tourist groups. Fanggidae (2006) said that tourism marketing strategy consists of 3 variables, namely:

### **Segmentation**

In a tourist market or tourist source area there are groups or groups of people whose conditions are different so that in marketing efforts must be approached differently as well.

Segmentation Customers. There are several variables that can be used as criteria for grouping tourists. Among them (Lumsdon: 1997) is (1) Benefit Segmentation. The grouping of tourists is based on the priority benefits when traveling. These benefits are relaxing, maintaining health, having fun and freedom, adventure and challenges, education, enjoying the sun, getting to know new people and discovering something new. (2) Demographic Segmentation. This grouping is based on several sub-variables such as: age, gender, marital status, income, employment and tourist education. (3) Geographic Segmentation. This variable groups tourists based on the residence of both the country and region. (4) Psychographic Segmentation. Grouping is based on the characteristics contained in each individual (personal) such as: motivation, personality, perception, interests, interests and attitudes. (5) Multilevel Segmentation. Classification is based on a combination of several criteria above, for example geodemography (tourists are grouped based on location of residence connected with age or gender criteria or education or occupation).

### **Target Market**

After evaluating different segments, the tourism industry must decide which segments and how many segments to serve. In other words he must decide which segment to target. To decide this, there are 5 patterns for selecting target markets as follows

1. Concentration of single segments. The tourism industry will choose a single segment. With concentrated marketing, the tourism industry gained strong knowledge about segment needs and gained a strong market position within the segment.
2. Selective specialization. The tourism industry selects a number of segments, each attracting objectively and adequately, based on industrial objectives and resources.\
3. Product specialization. The tourism industry is fully concentrated in producing certain products that are sold in several segments.
4. Market specialization. The industry concentrates on serving the many needs of a particular group of customers.
5. Coverage of the entire market. The tourism industry is trying to serve the entire group of tourists with all the products they might need.

### **Market Position**

Positioning can be interpreted as the development of a service and marketing mix to occupy a specific place in the minds of customers within target markets (Morrison: 1996). Meanwhile, according to Lumsdon (1997) that Positioning is the way in which a company, tourism offering, destination or country is viewed, in relation to other companies or organizations by customer

segments; for example: on a price-image range. In other words as an effort to put something in people's minds (in people mind) by first having to notify or inform everything about attractions, facilities and accessibility of attractions by way of serving, quality of service and how to present it.

## RESEARCH METHODS

**Research design.** The scope of this research includes community-based tourism consisting of social, cultural, economic, environmental and political aspects as well as the marketing strategies of tourism products (segmentation, targets and market positions). The object of research is the Kupang - West Timor corridor which is the border of NTT and the State of Timor Leste, (Figure below):

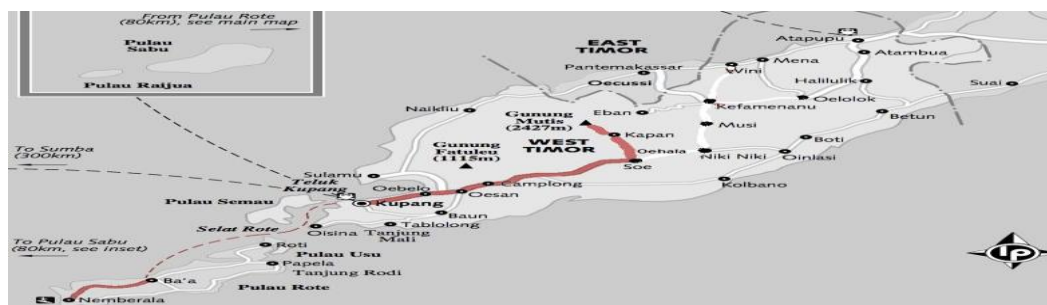


Figure 2. Map of the Kupang - West Timor Corridor Research

The research method used is descriptive research and verification research. Descriptive research is a method in examining the status of a group of people, an object, a set of conditions, a system of thought or a class of events in the present. While verification research is research that aims to find out the relationship between variables by testing hypotheses through data processing and testing statistics.

### Data Analysis Techniques

The action research research is carried out through a process, namely input by planning, core transformation, taking action and output and emphasizing reflection on the results of activities. Furthermore, after the data collected is tabulated and analyzed. The analysis was conducted using a qualitative descriptive analysis consisting of an analysis of the profile of community-based tourism potential. Strategic analysis of tourism marketing using SWOT analysis (strength, weakness, opportunity, treat). As well as testing the effect of community-based tourism mapping and tourism marketing strategies on poverty reduction using multiple regression statistical tools.

## RESEARCH OUTPUTS

The output that will be generated in this study is

1. Community-Based Tourism Policy Model in the Kupang - West Timor Corridor, East Nusa Tenggara Province ”.
2. Tourism Marketing Strategy

3. Teaching Materials
4. International Journal.

## **RESEARCH RESULTS AND DISCUSSION**

### History of East Nusa Tenggara (NTT)

The archipelago, which lies between 80-120 South Latitude and 1180-1250 East Longitude, has its own significance to the lives of many people. The group of islands is addressed by various titles, including, "Lesser Sundas, Nusa Tenggara, East Nusa Tenggara", and also "Flobamora". The term can also mean that there are many tribes in the area, but it has one sign in common that is to unite themselves as the NTT Community. Long before NTT's name was spread, the group of islands in the south of the archipelago had become a worldwide concern. The fragrance of sandalwood from Timor has penetrated into the Middle East, China and Europe, and various corners of the earth.

The strength of the sandalwood scent made traders from Malacca, Gujarat, Java and Makassar, China conduct commercial shipping to reach the sandalwood source area. They made direct trade contacts with the kings of Timor and the surrounding islands, the owner of the territory and the leader of the people. Historical record from China, "Dao Zhi manuscript", since 1350 Sung dynasty has known Timor and surrounding islands, and one of the famous ports in Timor is "Batumiao-Batumean Fatumean Tun Am", which is visited by ships from Makassar, Malacca, Java, China and then Europe such as Spain, Britain, Portugal, the Netherlands. In 1510, Goa, India was controlled by the Portuguese, they continued their expansion by taking control of Malacca in 1511. Malacca was made the center of trade and the power of the archipelago. After the Portuguese succeeded in reaching Maluku, Solor (Flores) in 1511, Ferdinand Magellan's fleet with two ships stopped at Alor and Kupang, Timor Island. During the crossing to the Pukuafu Strait, the two ships were hit by a storm, one of the ships was destroyed and sank. The giant anchor of one of these ships can still be found on the coast of Rote. One other managed to escape the tantrums then continued his journey to Savu, then to Tanjung Harapanlalu back to Spain.

When the Dutch, with their VOC, seized the archipelago, in 1614, they placed Pdt. M van den Broeck in Kupang and Rote, to serve Christians there. This also meant that, although the VOC was still young (standing 1602), the trading company had placed its offices, fortresses, employees in Timor and the surrounding islands; and with that we need a priest as a spiritual preserver. In the VOC era, 1600-1799, and even until 1900, not many historical records could become public knowledge; and at the same time can be additional knowledge to the NTT community. The Netherlands was still controlled by a puppet government from the French empire under Napoleon. The situation was used by the British to expand their colonies by taking Dutch occupation. The British fleet disrupted the Dutch territories, so that in 1799 almost all parts of Indonesia (except Java, Palembang, Banjarmasin and Timor) fell under British rule. Two British ships entered the port of Kupang on June, 1799, but were repelled by Greving who directed it at Mardijkers. When the VOC was dissolved in 1799, all Indonesian rights and

obligations were taken over by the Dutch government. This transition did not bring any change, because at that time the Netherlands faced a war waged by a neighboring country.

In the colonial era until 1942, the people of NTT had to be divided according to the wishes of the Dutch, in the form of Raja - Swapraja, fetor - Kefetoran, and so on; and later became conquered areas under the government of the resident. When Japan came to power in the archipelago, the strategic NTT region was reorganized as a defense base.

The reorganization of government administration also hardly changed, there was only a change in terms. When the Proclamation of Indonesian Independence, August 17, 1945, NTT as part of the archipelago that was colonized by the Netherlands, was free from colonial clutches. However, because of the Dutch desire to remain in power in the archipelago, including NTT, they made various efforts to remain on NTT. This situation aroused the spirit of "Nationalism - Freedom - Independence of NTT" in the people of NTT. This unyielding spirit gave birth to the Government of the State of East Indonesia and the Government of the Autonomous Region of NTT. It could be said, the status of NTT was almost the same as Yogyakarta at that time, which declared itself loyal to Soekarno-Hatta. The persistent struggle of the people of NTT did not stop, and also never appeared in the mind to break away from the newly independent RI. There is a spirit of Indonesian unity in the soul and blood of A.H. Koroh, I.H. Doko, Th. Oaban, Father Gabriel Manek, Drs. A. Roti, Y.S. Amalo, so that NTT is not under the authority of the invaders, but to be part of the Republic of Indonesia. When Indonesia was still not standing tall, NTT became part of the Administrative Province with the name "Lesser Sunda Province".

The name "Little Sunda" was later replaced by the name "Nusa Tenggara", based on government regulation No. 21 of 1950. Not long after that, in 1957 Law No. 1 of 1957 concerning the main points of Regional Government and with Law No. 64, 1958, so that the "Province of Nusa Tenggara" was divided into three Tier 1 Swatantra Regions, namely, the Level 1 Swatantra of Bali, West Nusa Tenggara and East Nusa Tenggara, respectively. Since 20 December 1958, the islands of Flores, Sumba, Timor, and the surrounding islands became part of the province.

NTT Province is an archipelago consisting of 566 islands. As many as 432 islands of which already have names, while the rest still do not have a name. Among the four islands that have been named, there are four large islands that are most widely known, namely Flores, Sumba, Timor, and Alor. These four islands are usually abbreviated as FLOBAMORA. In addition to large islands, there are also small islands that are not less famous, including Rote, Solor, Temple, Deer, Landu Manifon, Sarvu, Komodo, Batang, and many others. Of all the islands, there are at least 42 islands that are already inhabited, while the rest are still uninhabited. Some of these islands are the mainstay of NTT tourist attractions. The East Nusa Tenggara region has a dry climate which is influenced by monsoons. The dry season period is longer than the rainy season, which is for seven months from May to November. While the rainy season is only for five months, which starts from December to April. The highest rainfall is common in March with an average rainfall of 379 mm. The average air temperature in NTT is 27 ° C with an average



maximum temperature of 29 ° C, and an average minimum temperature of 26 ° C. January is usually the coldest month with an average temperature of 26 ° C.

The NTT community is estimated to have existed since 3500 years ago. Many experts estimate that the ancestors of the NTT community came from diverse races including the Astromelanesoid and the Mongoloid. There are also several fossil discoveries that show that there are also NTT people who come from the Negroid and European race. The first kingdom that developed was estimated to develop in the 3rd century AD. Since its birth, it was estimated that the community had known the existence of high cultural art and was appreciated and became part of daily life. One of them is the ability to weave. Weaving is an ability taught from generation to generation in order to keep it preserved. Each tribe is unique in terms of style and motives. Each individual is expected to be proud to wear cloth from their respective tribes because each fabric woven is unique and there are no identical ones. Motives or patterns that exist are manifestations of people's daily lives and have quite close emotional ties with the people in each tribe. In addition, NTT is also rich in biological and non-biological natural resources which are packaged as tourism potential and then become the priority priority of the work programs of the Governor, Mayor and Regent in NTT. Do not miss in the world of education, especially the University of Nusa Cendana makes tourism as one of the subjects of university discovery.

### **Relationship of Community-Based Tourism (Cbt) and Tourism Marketing Strategy in Poverty Alleviation**

Poverty is an important variable in terms of overcoming it in Indonesia, especially in East Nusa Tenggara Province. Various fields / aspects are developed to help the welfare of the community. In this research an important aspect is the development of community-based tourism with the aim that the community can actively participate in tourism management in the intended. The results of the study note that the development of community-based tourism will still exist in the eyes of tourists and their capacity is always maintained, there are several keys to success that must be maintained and carried out by the local community, namely:

- 1) People must feel they have a tourist attraction in their area.
- 2) Support the development, preserve its sustainability and maintain the environment of tourist attractions
- 3) The community participates in managing the said tourism object.
- 4) Establish cooperation with tourism management institutions both from the government, private sector and NGOs.
- 5) Utilizing tourism as an opportunity to develop small micro businesses.
- 6) Maintain unique character and culture in the local area.
- 7) Providing friendly service for tourist visits.
- 8) Respect cultural differences and human dignity.
- 9) Distribute benefits equally to community members.
- 10) Has a role in determining the percentage of income (income distribution) in projects in the community.

CBT is closely related to the participation of local communities. Community participation in tourism consists of two perspectives, namely local participation in the decision making process and local participation related to the benefits received by the community from tourism development. CBT needs the support of multi-institutional structures in order to be successful and sustainable. The CBT approach is oriented to: first: people who support fair distribution of benefits and support poverty alleviation by encouraging governments and communities to maintain natural resources and culture. Second: The government will function as a facilitator, coordinator or HR advisory body and institutional strengthening. Third: stakeholder participation. CBT is described as a variety of activities that increase wider support for community economic and social development. Resource conservation is also intended as an effort to protect in terms of improving people's livelihoods/livelihoods. CBT in general aims to diversify the industry. This broader scope of participation includes participation in the informal sector, rights and direct/indirect relationships of other sectors. Tourism plays a role in internal development and encourages the development of other economic activities such as industry, services and so on. Community members with entrepreneurial skills can determine/make business contacts with tour operators, travel agents to start new businesses. Fourth: strengthening local institutions. In the beginning, tourism business opportunities in rural areas were difficult to regulate by existing institutions. It is important to involve the committee with members from the community. The ultimate goal is to regulate relations between residents, resources and visitors. This clearly requires the institutional development that is there. The best is an institution with a leader that can be accepted by all members of the community. Institutional strengthening can be done through training and individual development with the required work skills (technical, managerial, communication, entrepreneurial experience, and organizational experience. Institutional strengthening can take the form of forums, representatives and management committees.

The points which are the main aspects of CBT development in the form of 5 dimensions conveyed by Rest, can also occur in East Timor, East Nusa Tenggara Province, namely:

1. The economic dimension, with indicators in the form of funds for community development, employment creation in the tourism sector, the emergence of local people's income from the tourism sector.
2. Social dimensions with indicators of increasing quality of life, increasing community pride, fair distribution of roles between men and women, young and old generation, building community organization strengthening.
3. Cultural dimensions with indicators in the form of demographics, social status, group and family references. In other words culture encourages people to respect different cultures, foster cultural exchange, cultural development is inherent in local culture.
4. The environmental dimension, with indicators studying the carrying capacity of the area, regulating waste disposal, raising awareness of the need for conservation.
5. The political dimension, with indicators: increasing participation from local residents, increasing the power of the wider community, guaranteeing rights in the management of natural resources.

After determining the drivers of community-based tourism development, the next step is to determine the appropriate marketing function in implementing products/businesses developed by the community in the tourism industry. To determine the right marketing function, we need to classify the characteristics of tourists as follows:

- a. **Benefit Segmentation.** The grouping of tourists is based on the priority benefits when traveling. These benefits are relaxing, maintaining health, having fun and freedom, adventure and challenges, education, enjoying the sun, getting to know new people and discovering something new. Attractions in Kupang - West Timor has several benefits including: 1) For the benefits of exercise, tourists can enjoy it on the beach of lasiana specifically for beach volleyball, sunbathing and others, 2) enjoy the sun, tourists can enjoy it on the long sand beach, 3) The benefits of exercising in crystal and Sasando hotels. 4) The educational and cultural benefits of the area are obtained at the Kupang Museum. 5) The benefits of having fun and freedom, and others.
- b. **Demographic Segmentation.** This grouping is based on several sub-variables such as: age, gender, marital status, income, employment and tourist education. The management of attractions in Kupang - West Timor has not been demographically classified. The results of the research prove that there are some people expect that certain tourist objects need to be grouped by limiting the minimum age of 17 years for example entertainment venues such as night clubs, discos, karaoke, billiards.
- c. **Multilevel Segmentation.** Classification is based on a combination of several criteria above, for example geodemography (tourists are grouped based on location of residence connected with age or gender criteria or education or occupation). This grouping is very suitable for attractions in Kupang - West Timor. Tourists are free to choose which objects are intended according to the benefits of travel and there are no restrictions on age, gender, education and occupation except the benefits of fun and freedom.

These three indicators show the right market segment strategy developed in Kupang - West Timor. Another example, for example school students at certain times need to go on an excursion or a tour; or periodic congresses for people with certain professions, for example: doctors, teachers, and contractor so as to get clear data concerning the characteristics of tourists.

Overall the strategy that must be applied to the development of community-based tourism is seen in terms of the product marketing mix as follows:

- a. **People Strategies:** This strategy expects potential tourists to come to visit attractions and at the same time enjoy the facilities available and how the behavior of guides dealing with customers/tourists.
- b. **Product strategies:** Change, modify or improve the quality of existing products; Introducing new products that are in line with their use with old products (Introduce the new product lines) in the form of souvenirs; Follow the development of technology and must use it if the technology is needed; and Display local area food; Change the style and variety of services that can be provided.
- c. **Place Strategies:** Renovating artificial attractions and facilities deemed necessary; Construct new buildings or buildings that are more in line with market demand; Make it

easy for visitors to visit by making new roads or improve it; and Add sales outlets based on geographical location that is considered potential.

- d. Price strategies: Review the price policy; Offering added value to certain products; and Offering different rates for different guests.
- e. Positioning strategies: Changing, modifying or renewing the perception of prospective customers about the impression (image) of the hotel; dan Change attitudes, behavior and work culture of all employees and top management.

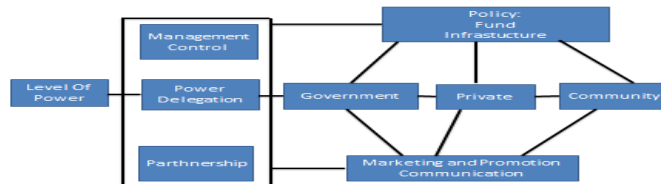
Promotion strategies; Improve service techniques or ways of serving urgent guest requests; Improve the percentage of sales to potential guests; Introducing better, more

- a. attractive and effective ways of promotion; and Redesign promotional materials by printing brochures, leaflets, and booklets with better quality.

**Community-Based Tourism Policy Model in the Kupang - West Timor Corridor, East Nusa Tenggara Province "**

The Community Based Tourism policy model in the Kupang-West Timor East Nusa Tenggara corridor is:

Figure 1. Community-based tourism policy model in the Kupang - West Timor Corridor, East Nusa Tenggara Province



This picture explains that the degree of power in the development of community-based tourism is controlled by the community itself who has a citizen power class. Classes that have a cooperative relationship (Partnership), and management control. This means that the community does not just have room to speak out, but at the same time also has the power to make decisions. Marginal people can negotiate with policy makers and tourism managers. The three development agents: government, private and community are equally limited in their rationality. Therefore, the government needs to take a holistic approach so that the top down approach can be complemented by a bottom up approach. Community involvement is certainly not only at the level of non-participation, and also not to be trapped in the availability of packaged objects, but it is implicit that the community has the opportunity to develop tourism objects with various development and preservation efforts in accordance with the existence of culture and customs and habits of the local community.

**Designing tourism marketing strategies in the Kupang - West Timor Corridor, East Nusa Tenggara Province "**

This strategy was made with the hope that tourism managers can compete with other organizations in displaying tourism products both natural attractions, artificial attractions and facilities. The following will explain the strengths, weaknesses, opportunities and threats of tourism products in Kupang-West Timor:

|   |  |   |
|---|--|---|
|   | <p><b>STRENGTH</b></p> <ol style="list-style-type: none"> <li>1. The diversity of cultural potential with the diversity of ethnicities, languages, cultures to historical relics and traditions/customs of the indigenous people's lives.</li> <li>2. The availability of main facilities and other complementary facilities.</li> <li>3. Has a variety of local food</li> </ol> <p>The attitude, behavior and hospitality of the people around the tourist attraction</p> | <p><b>WEAKNESS</b></p> <ol style="list-style-type: none"> <li>1. Low public perception and understanding of the local tourism industry, for example souvenirs and foods typical of the NTT region.</li> <li>2. Packaging tourism products are less attractive to tourists.</li> <li>3. Lack of tourism promotion</li> </ol> <p>Accessibility is still limited to several tourist destinations</p> |
| <p><b>OPPORTUNITIES</b></p> <ol style="list-style-type: none"> <li>1. Government support for the development of attractions</li> <li>2. Encourage increased competitiveness through price, after-sales service, production continuity and satisfying service</li> <li>3. Increased purchasing power of the people</li> </ol> <p>The emergence of a potential market</p> | <p><b>SO STRATEGY</b></p> <ol style="list-style-type: none"> <li>1. Expanding market share by segmenting the market for several types of products</li> <li>2. Improve the quality of human resources</li> <li>3. Maintaining quality and service quality</li> </ol> <p>Develop facilities and infrastructure for special interest tourism potential and marine tourism</p>   | <p><b>WO STRATEGY</b></p> <ol style="list-style-type: none"> <li>1. Increase cost efficiency</li> <li>2. Develop existing tour packages to be more attractive to tourists</li> <li>3. Improve access to attractions and add transportation networks</li> </ol> <p>Improve marketing strategies by looking at available indicators and the desires of tourists and available market share</p>      |
| <p><b>THREAT</b></p> <ol style="list-style-type: none"> <li>1. There is a fairly tight competition in the flight path</li> <li>2. Competitors have bigger destinations; for example Bali and West Nusa Tenggara</li> <li>3. Changes in Government policy</li> <li>4. Consumers are increasingly sensitive to prices</li> <li>5. Many demands from customers</li> </ol>  | <p><b>ST. STRATEGY</b></p> <ol style="list-style-type: none"> <li>1. Collaborating with airlines to promote tourism in Kupang-West Timor</li> <li>2. Improve the quality and quality of goods and services</li> <li>3. Establish pricing strategies</li> </ol> <p>Develop new products that have special characteristics</p>   | <p><b>WT STRATEGY</b></p> <ol style="list-style-type: none"> <li>1. Establish cooperation with competitors by imitating the performance of its success</li> <li>2. Improve the image of Kupang tourism as a safe tourist destination for tourists to visit by focusing more on natural and cultural aspects</li> </ol>  |

Tourism entrepreneurs need to carry out strategies by expanding company activities into different geographical locations and or by increasing the range of products and services offered to the market. Tourism entrepreneurs are in a very strong or attractive tourism business position and have an average competitive position so that tourism entrepreneurs can try to strengthen and strengthen their presence in the tourism business world by supporting their weaknesses. When tourism entrepreneurs operate in very attractive businesses, the company's goal generally is to increase sales and profits by gaining greater economies of scale in production and marketing, reducing current and or potential competition for customers and suppliers and attracting many tourists to visit to tourist attractions in Kupang-West Timor.

## **CONCLUSIONS AND SUGGESTIONS**

### **Conclusion**

Based on the descriptions and analysis before, then some conclusions can be drawn as follows: Tourism managers in developing community-based tourism objects need to pay attention to people's aspirations by emphasizing the presentation and presentation of the potential and marketing strategies of tourism products in accordance with tourist expectations. As well as the need to promote tourism in East Nusa Tenggara, especially in Kupang-West Timor in the form of a tourism package.

Determination of variables driving the development of community-based tourism, through social, economic, cultural, environmental and political aspects. Determination of appropriate marketing, communication and promotion functions in implementing product /businesses developed by the community in the tourism industry.

Community involvement is certainly not only at the level of non-participation, and also should not be trapped in the availability of packaged objects but it is implicit that the community has the opportunity to develop tourism objects with various development and preservation efforts in accordance with the existence of culture and customs and customs local community.

### **Suggestion**

Based on the previous descriptions and conclusions, some suggestions can be drawn as follows: The need for cooperation between the government, the private sector and the community in the development of sustainable tourism; and For other researchers who are interested in the same problem it is recommended to conduct similar research but use different analytical tools so that the results of the research can be compared.

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