

Analysis Strategy of Dot (Destination, Original, And Time) at Batu Cermin Cave, in Labuan Bajo

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Abstract: Without more structured marketing activities, attractive destinations, adequate infrastructure, reliable human resources, and many prominent investors would be meaningless. The DOT (Destination, Origin, and Time) approach is expected to boost sustainable tourism. It is in the Batu Cermin Cave. This study aims to determine the strategy and implementation of the DOT strategy in the Batu Cermin Cave area. This type of research is qualitative. The methods used are interviews, documentation and literature studies to obtain further information from informants regarding the strategy and implementation of the DOT strategy in the Batu Cermin Cave area. The results of the study indicate that there is an influence from the DOT strategy in Batu Cermin Cave in terms of developing Batu Cermin Cave tourist destinations in increasing the number of tourist visits visiting Batu Cermin Cave destinations, namely by adding attractions, providing facilities and infrastructure, providing access that can be reached and enjoyed by tourists, conducting searches related to the origin of tourists to find out the character and behavior of tourists visiting the Batu Cermin Cave area, conducting guiding training, conducting training to the community so that they are ready to face tourists with different origins, and conducting socialization about cleanliness and safety, in collaboration with travel agents in Labuan Bajo to include the Batu Cermin Cave destination into the list of destinations that must be visited for tourists who want to visit Labuan Bajo.

Keywords: destination; origin; strategy; time

RESEARCH BACKGROUND

Tourism contributes to foreign exchange, GDP, and labor in Indonesia. In 2018 the tourism sector contributed to the National GDP by 5.25%, with a total foreign exchange of 229.50 trillion rupiahs and 12.7 million workers in the tourism sector. The number of foreign tourist visits was 15.81 million and 303.4 million domestic tourist trips. The tourism sector makes a significant contribution to the Indonesian economy. This is evidenced by the achievements of the tourism sector, where the amount of foreign exchange increased from Rp. 175.71 trillion in 2015 to Rp. 229.50 trillion in 2018 (Ministry of Tourism Performance Report, 2019: 6-7)

Table 1 National Tourism Sector Targets and Achievements

INDIKATOR	2015		2016		2017		2018	
	TARGET	REALISASI	TARGET	REALISASI	TARGET	REALISASI	TARGET	REALISASI
KONTRIBUSI PADA PDB NASIONAL (%)	4,23	4,25	4,50	4,13	5	4,11	5,25	5,25
DEVISA (TRILIUN Rp)	144	175,71	172	176,23	182	198,89	223	229,50
JUMLAH TENAGA KERJA (JUTA ORANG)	11,4	10,36	11,8	12,28	12,0	12,60	12,6	12,7*
INDEKS DAYA SAING (WEF)	#50	#50	n.a	n.a	#40	#40	n.a	n.a
WISATAWAN MANCANEGARA (JUTA ORANG)	10	10,23	12	11,52	15	14,04	17	15,81
WISATAWAN NUSANTARA (JUTA PERJALANAN)	255	256,42	260	264,33	265	270,82	270	302,4

Source: Ministry of Tourism Performance Report, 2019

East Nusa Tenggara has abundant resources to support and develop the tourism sector. The direction of tourism development is carried out concerning the second mission Regional Medium Term Development Plan (RPJMD) East Nusa Tenggara Province for 2018-2023, namely "Building NTT as one of the gates and centers of national tourism development (Ring of Beauty)". Therefore, this mission is directed at optimizing its utilization in developing the tourism sector with a regional approach through tourism estate as the prime mover of the economy of East Nusa Tenggara Province.

Geographically, East Nusa Tenggara Province is strategically located directly adjacent to Timor Leste and adjacent to Australia, thus providing an opportunity to make East Nusa Tenggara one of the gateways and centers of national tourism development. Potential tourist attractions are classified based on tourism themes such as nature tourism, cultural tourism, artificial tourism and special interest tourism.

The total number of tourist attractions in NTT is 1,305, with details of natural tourist attractions 643 or 49%, cultural tourist attractions 536 or 41%, and special interest tourist attractions 126 or 10%. Of the 22 agencies in East Nusa Tenggara, one district is one of the destinations used as a destination for ten new Bali, namely the West Manggarai Regency, especially Labuan Bajo. West Manggarai Province has various tourist attraction objects categorized by type, consisting of 14 cultural-based tourist attractions, 35 nature-based tourist attractions, and 12 artificial/special-based attractions.

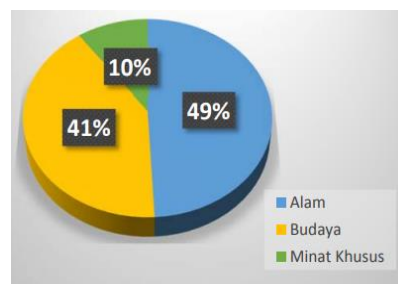


Diagram 1 Category of Tourist Attractions

Source: Department of Tourism and Creative Economy of NTT Province

Batu Cermin Cave is one of the destinations located in West Manggarai Regency, precisely in Bukit Batu or an area of karst rocks and bamboo forests with 19 hectares with a cave height of 75 meters. The area of Batu Cermin Cave is also overgrown with several types of local trees such as Daleng Tree, Bidara Tree, and Kesambi. Theodore Lambertus Verhoeven discovered Batu Cermin Cave in 1951, an SVD Catholic priest from the Netherlands who is also interested in archaeology. At that time, Verhoeven became the SVD priest from Europe who was assigned to Flores. From Verhoeven's observation, Batu Cermin Cave used to be under the sea seen from the shape of the karst rocks around the cave and the stalagmites and stalactites in the cave. In addition, there are also several marine animal fossils attached to the cave walls, such as fish, turtles.

The infrastructure in Batu Cermin Cave is also not adequate in managing waste, seen from a lot of garbage littering the Batu Cermin Cave location and garbage piled up at the access road from the gate. As for road infrastructure, access roads to tourist areas that pass through residents' villages are in damaged asphalt conditions and potholes. Another problem is the inadequacy of supporting transportation facilities, such as the absence of lighting along the roads and the unavailability of clean water infrastructure that serves tourist areas.

Attractive destinations, adequate infrastructure, reliable human resources and many prominent investors would be meaningless without more structured marketing activities. The Ministry of Tourism has developed a portfolio of marketing and promotion strategies, namely a marketing strategy, one of which is the DOT (Destination, Origin, and Time) approach which is expected to be able to boost tourism in Indonesia.

Based on the description above, the writer is interested in conducting research with the title "DOT Strategy Analysis (Destination, Original, and Timeline) in Batu Cermin Cave, Labuan Bajo."

REVIEW OF RELATED LITERATURE

A. Strategy

Strategy is a tool to achieve goals, and is a continuous and adaptive response to external opportunities and threats as well as internal strengths and weaknesses that can affect the organization (Rangkuti, 2017: 3).

David (2006: 17) strategy is a tool to achieve long-term goals. Strategy can also be interpreted as a potential action that requires top-level management decisions and a large amount of company resources. In addition, the strategy can affect the company's prosperity in the long term, especially for five years and an oriented future. The strategy has multifunctional and multidimensional consequences and needs to consider the internal factors faced by the company.

According to Hasan (2015:341), the formulation of marketing strategies for tourism business units such as hotels, tourist attractions, travel agencies, restaurants and others must start from.

1. Analysis of the internal and external environment, strategic decision making which includes market segmentation, selection of target markets, and the positioning of each existing business unit, as well as tactical decisions related to the marketing mix designed to influence the response of the targeted market.

2. The selection of the target market is adjusted to the purpose of sustainable tourism which is grouped into the categories of business to business, internet service, travel workshops, joint campaigns, trade shows, journalist visit, familiarization trips, reservation system, representation abroad, tourist information service, destination management systems.
3. Business people in each tourism destination should focus more on the use of the marketing mix in achieving their target market and sustainable tourism marketing goals.

Rothwell (in Yunus 2016: 136), there are six steps in strategy formulation, namely:

1. Establishment of Vision, Mission, and Goals

This step includes a general statement relating to the mission, goals, and objectives of the organization. The formulation of the vision, mission, and goals is a key responsibility for the central managerial. This formulation is influenced by the values that the manager brings. The vision, mission, and goals of an organization must be clear and concise and show the basic goals of an organization and what the organization wants to achieve.

2. Identifying Past and Present Strategies

Before deciding whether a strategy is needed or not, a manager must identify based on previous and current strategies. Whether past strategies have been formulated correctly because if not, then this can be analyzed and identified whether the previous strategies can still be implemented or need to be improved. By looking at the previous strategy, it can show how the previous activities of an organization took place and their implementation.

3. Past and Present Performance Diagnostics

This step is needed to evaluate how the previous strategy worked and determine what changes are needed so that an organization's report needs to be studied more deeply. A diagnosis can be taken from several factors, namely organizational effectiveness, organizational processes, and organizational performance. Organizational performance evaluations usually include some type of financial analysis and diagnosis. One of the management must have a clear picture of the condition of the organization in detail. The next step is to determine a strategy for the long, medium, and short term which is included in the goals and mission of the organization.

4. Setting Objectives

Goals are statements of what the organization is aiming for. These goals provide direction and purpose to the organization and its members. Some questions about goals are needed by managers, namely:

- a. Long Term Goals

In general, it discusses the plans of an organization in the future in the next few years. Long-term goals should support and not conflict with the mission of an organization. Although these goals are somewhat different from the mission of an organization, they must still be related.

b. Short Term Goals

This goal is a derivative part of the long-term goals that support the functioning of an organization's system. Short-term goals can be set to help achieve long-term goals. Goals in the short term should also be clear, concise, and measurable whenever possible.

5. SWOT Analysis and Strategy Formulation

The SWOT analysis includes an analysis of opportunities and threats of the external environment as well as an analysis of the strengths and weaknesses of the internal environment. Through the application of SWOT (analysis of the internal and external environment) it is hoped that an organization can take strategic policies that are in accordance with the problems and effective handling within the organization. SWOT analysis helps managers in reading an important and relevant fact in internal and external analysis. Based on this overview, it can be identified the primary and secondary strategies facing the organization. Managers then formulate an appropriate strategy in making organizational decisions, neutralize organizational weaknesses, and always take into account the threats that will be faced.

6. Develop and Evaluate Strategic Alternative and Select Strategy.

Making strategic decisions is a key element of decision making in strategy making. Based on this analysis, management's desire to find a strategy will give the organization a competitive advantage. There are three important ways management can gain a competitive advantage: cost leadership, differentiation, and focus on narrow market segments. Successful managers will choose the strategy that gives their organization the most profitable competitive advantage and they will try to maintain that advantage over time.

2. Destinations

Gunn (in M. Zaky Mubarak Lubis, 2018: 35) states that a tourist area is a place that not only provides everything that tourists can see, but also offers activities that can be done in that place and becomes an attraction that attracts people to visit the area. visit the place.

According to the Law of the Republic of Indonesia Number 10 of 2009 concerning Tourism, tourism destinations are geographical areas located in one or more administrative areas in which there are tourist attractions, public facilities, tourism facilities, accessibility, and communities that are interrelated and complement the realization of tourism.

Leiper (in Arjana, 2015:17) states that tourist destinations or tourism destinations are areas that have interesting objects to be visited by local tourists or those from various countries and the availability of transportation and accommodation supporting facilities. In tourist destinations, services are needed to answer three tourist needs, namely:

- a. Something to see that is something that is seen, observed, witnessed or watched is unique and attractive.
- b. Something to do: something you want to do in the form of activities that are entertaining and fun.
- c. Something to buy: something you want to buy as a souvenir (*souvenirs*) in the form of products that are typical of the region and are easy to pack.

In the world of tourism there are 3A elements of tourism, namely attractions as the main

attraction of a tourist destination, amenities as supporting facilities for a tourist destination, accessibility which can be interpreted as various things related to tourist access when they want to visit a tourist destination. The 3A element (Attractions, Amenities, Accessibility) in tourism is important for every tourist destination, because it will affect the level of tourist visits, length of stay of tourists and the interest of tourists to visit again. As a temporary movement of individuals or groups to a destination outside their normal place of residence, tourism must be able to give an impression on each activity carried out, the comfort and completeness of the supporting facilities, Encyclopedia, 2019).

3. Origin

Origin relates to the area of origin of tourists. Knowledge of the area of origin of tourists will be very helpful in deciding which areas will be targeted for marketing. It is used to map the market profile of a particular area.

a. Types of Travelers

1) Foreign Tourists

People who travel, who come to enter a country other than the country where they usually live.

2) Domestic – Foreign Tourist

A foreigner who resides or resides in a country, travels in the territory of the country where he resides. For example: Americans who work at the American Embassy in Jakarta, travel to Lake Toba.

3) Archipelago Tourist (Domestic Tourist)

A citizen of a country travels within alimitterritory of his own country, without pass state borders.

4) Indigenous Foreign Tourist

Citizens of a certain country who because of their duties/positions are abroad, return to their country of origin and travel in the territory of their own country. For example: an Indonesian student who is a member of a student association in America, returns to Indonesia and travels to Bali.

5) Tourist Transit

Travelers who are traveling to a certain country and are forced to stop by not of their own volition. Because it is relatively long, this waiting time is used for sightseeing or tours at the place where they stop.

6) Business Tourist

People who travel for business purposes. So the tour is a secondary destination after the primary goal is completed. For example: as a delegate of an international conference he comes only as a delegate for a conference, but usually there are always pre conference tours and post conference tours.

Inappropriate targets (tourists) can jeopardize business goals because the needs of tourists are not met (Hasan, 2015: 320). In addition, it can cause environmental damage or actions that are not sensitive to local culture. Target targets (tourists) will be known based on market segmentation. Market segmentation is the process of forming communities into groups based on common needs, characteristics or behaviors variables. The main factors in market

segmentation are geographic, demographic, psychographic, and behavioral.

4. Time

Time relates to certain times commonly used by tourists for vacation. Knowledge of time will help know when it is best to promote tourism.

The approach through the supply and demand model in destination marketing is essentially aimed at attracting the number of tourist visits to a destination, the growth of tourist visits and tourism activities are expected to be a catalyst for development. region, the surrounding community and join encourage conservation efforts and improve the quality of the physical environment so that the development of tourist attraction must synergize between product offerings and the market so that the products developed an accepted by tourists (Hasan 2015:23).

- a. Supply(offer) includes:
 - 1) Quality and quantity (type and number) of tourist attractions that have been developed and visited/used by tourists.
 - 2) Quality and quantity of amenities include accommodation, restaurant information, and other facilities according to tourists.
 - 3) Quality and quantity of access to tourist attractions (transportation system) according to tourists.
 - 4) Promotion and marketing systems that have been carried out, planned and effectiveness on the level of visits and motivation of tourists.
- b. Demand(request) must be able describe essence indicator of the attributes available in tourism destinations include:
 - 1) Number of tourist market visits to tourist objects.
 - 2) Demographic and psychographic profile of tourists.
 - 3) Optimizing the resources and products offered as an attraction

RESEARCH METHOD

This research is qualitative with the researchers' location in Batu Cermin Cave. The research object is Batu Cermin Cave, located in Bukit Batu, Batu Cermin Village, Komodo District. West Manggarai Regency, East Nusa Tenggara. This research will begin in March-April 2022. The sampling technique used in this research is purposive sampling. The subjects of this research are stakeholders in the Batu Cermin Cave destination, namely Perumda Bidadari, Tourism Office of West Manggarai Regency, BUMDes Batu Cermin, and manage Batu Cermin Cave. Data collection methods in this study are interviews, documentation and literature. The criteria used in qualitative research are that the research results must meet four criteria: credibility, transferability, dependability, and confirmability. The four criteria meet the four standards of "disciplined inquiry": truth value, applicability, consistency, and neutrality.

RESULT AND DISCUSSION

West Manggarai Regency is a district in the province of East Nusa Tenggara, Indonesia. West Mangarai Regency is the result of the division of Manggarai Regency based on Law no. 8 of 2003. Its territory covers the mainland of the western part of Flores Island and several small islands around it, including Komodo Island, Rinca Island, Seraya Besar Island, Seraya Kecil

Island, Bidadari Island and Longos Island. The area of West Manggarai Regency is 9,450 km² which consists of a land area of 2,947.50 km² and an ocean area of 7,052.97 km². West Manggarai Regency consists of 12 sub-districts, namely Komodo, Boleng, Sano Nggoang, Mbeliling, Lembor, Welak, South Lembor, Kuwus, Ndosos, West Kuwus, Macang Pacar and Pacar districts.

Komodo sub-district has two villages and 17 villages with an area of 81,353 hectares and has a population of 53,724. one of 17 villages. Batu Cermin village, which is the Batu Cermin Cave destination area. The area of Batu Cermin village is 641 hectares with a population of 6,024. Batu Cermin village has 12 stalls/restaurants/food stalls and has seven hotels.

Batu Cermin Cave is a cave located in Batu Cermin Village, Komodo District, West Manggarai Regency, located on the westernmost part of the island of Flores. The territory of the Regency is located between 08°.14° and 09°.00° South Latitude, and between 119°.21° and 120.20° East Longitude. West Manggarai Regency has an area of 9,450.00 km². Of the total area, the land area, which consists of land on Flores Island, Komodo Island, Rinca Island, Longos Island, and several other small islands, is 2,947.50 km², and the ocean area is 6,052.50 km². This 19 hectare cave with a cave height of about 75 meters is very crowded with tourists, both domestic and foreign tourists.

Theodore Lambertus Verhoeven first discovered this cave in 1951. Verhoeven is a Catholic SVD priest from the Netherlands interested in archaeology. From Verhoeven's observation, Batu Cermin Cave used to be under the sea. This can be seen from the shape of the karst rocks around the cave. The stalagmites and stalactites are also in the cave. In addition, there are also several marine animal fossils attached to the cave walls, such as fish, turtles, and snails, that can be seen until now. Batu Cermin Cave is managed by many parties, namely PERUMDA Bidadari, Dinas West Manggarai Regency Culture and Tourism, and Batu Cermin BUMDes.

Batu Cermin Cave has attractions as the main attraction of a tourist destination, amenities as supporting facilities (facilities and infrastructure) in a tourist destination, and accessibility, namely various things related to access when tourists want to visit the Batu Cermin Cave destination area.

Based on the research results conducted by researchers, it is stated that the tourist attractions in Batu Cermin Cave are the motivation for tourists to visit. Various attractions in the Batu Cermin Cave area that will be offered to visiting tourists include the reflection of light inside the Batu Cermin Cave. This reflection is produced by sunlight entering through the cave hole to produce reflections and other small lights to other areas in the Cave area. Batu Cermin. In addition, there are also stalagmites and stalactites in Batu Cermin Cave and marine animal fossils attached to the cave walls like fossils.



Figure 1. Attractions in Batu Cermin Cave
 [Source: Instagram]

In addition to the attractions on offer, another actor influences the choice of tourists in choosing Batu Cermin Cave as their destination is amenities. The availability of facilities and infrastructure in the Batu Cermin Cave area helps tourists carry out their tourism activities. The facilities and infrastructure available in the Batu Cermin Cave area are the ticket sales counter, cafeteria, auditorium, information center and lane tracking. It was built to make it easier for tourists to enter the Batu Cermin Cave area and toilets located in the Batu Cermin Cave area. There is also the construction of an amphitheater and a cultural house in the Batu Cermin Cave destination area.

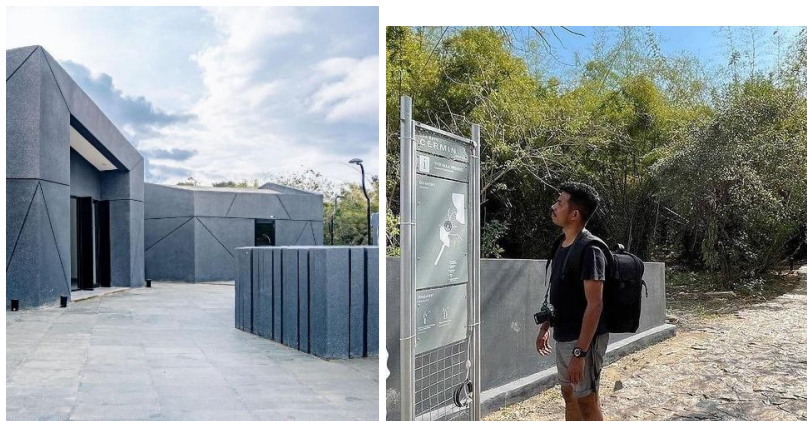


Figure 2. The amenities in Batu Cermin Cave
 [Source: Instagram]

Easy access to be reached by tourists is a supporting factor for tourists choosing Batu Cermin Cave as a destination. The Batu Cermin Cave tourist attraction position is very strategic because it is not far from the city center, such as Labuan Bajo Harbor and Komodo International Airport. The distance is about 5-6 km or about 15 minutes driving along a smooth paved road from the city center, so Batu Cermin Cave is one of the destinations for tourists visiting Labuan Bajo. Good road conditions to and from Batu Cermin Cave are no less critical supporting points, especially with clear directions.

Table 1 Number of Tourist Visits to Batu Cermin Cave (2017-2020)

Number of Tourist Visits to Batu Cermin Cave (2017-2020)				
No	Month	Foreign Tourists	Domestic Tourist	Local
1.	January	744	2386	352
2.	February	1.045	2534	213
3.	March	964	3579	94
4.	April	938	2663	46
5.	May	1.272	2957	97
6.	June	1.386	3976	132
7.	July	1,854	5716	268
8.	August	3.239	4289	165
9.	September	2,597	4253	405
10.	October	2,130	3444	231
11.	November	1.487	3374	245
12.	December	1.103	4888	137
Total		18,759	44,059	2,385

Number of Tourist Visits

Source: Department of Tourism and Culture of West Manggarai Regency

Tourists who visit when viewed from the table above, it is known that domestic tourists dominate the tourists who visit. The target market of tourists from Batu Cermin Cave is domestic and foreign tourists interested in nature tourism.

Domestic tourists are tourists who dominate visits to Batu Cermin Cave. Domestic tourists usually visit Batu Cermin Cave because of several aspects, such as the short distance from Komodo Labuan Bajo International airport. It needs to reach about 5-6 Km or 10-15 minutes. The destination is in the center of Labuan Bajo, so for access to the location of the Cave, It is effortless. You do not need to spend much money to get to the Batu Cermin Cave destination area. In addition, domestic tourists usually visit Batu Cermin Cave to see firsthand the reflection of light in the Cave and its ornaments; moreover, it has been packed with history, which makes tourists interested in knowing more about the Batu Cermin.

Various strategies were introduced and developed the Batu Cermin Cave destination. One of the ways that the tourism and culture office of the West Manggarai Regency is preparing the community to be proud of tourism in Batu Cermin Cave. In various ways, it can do such as collaborating with the Bumdes for its management in managing environmental tourist attractions and assigning officers from the local government office. The ranger is from BUMDes which providing art shops that the local community can use to promote local works, conduct and hold guiding training, facilitate existing activities, serve culinary training, make tour packages for BUMDes empowerment, do socialization about cleanliness and safety in the Batu Cermin Cave area.

CONCLUSION

Based on the results of the discussion regarding the destination, origin and time (DOT) strategy in Batu Cermin Cave, the following conclusions can be drawn:

1. Destination strategy: adding attractions around the cave as additional attractions, increasing activities that tourists can do, making improvements to infrastructure while still paying attention to the natural conditions in the Batu Cermin Cave area.
2. Origin strategy: conducting searches related to the origin of tourists to find out the character and behavior of tourists visiting the Batu Cermin Cave area, conducting guiding training, conducting training to the community to be ready to face tourists with different origins, and conducting socialization about cleanliness and safety in the Cave area. Mirror Stone.
3. Time strategy: conducting searches on the time tourists use to visit and mapping the holiday season according to the origin of tourists visiting Batu Cermin Cave and collaborating with travel agents in Labuan Bajo to include the Batu Cermin Cave destination in the list of destinations that must be visited for tourists who want to visit Labuan Bajo.
4. Various strategies were carried out to develop and introduce Batu Cermin Cave to a wide audience, either by becoming a venue for various events such as international conferences, collaborating with various private parties such as BNI, JNE and various other private parties, holding cultural performances that will be held at the amphitheater in the Batu Cermin Cave area.

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