

CAPACITY BUILDING FOR MANAGEMENT AND DEVELOPMENT OF DOLLI TUKAMASEA TOURISM VILLAGE

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Abstract

This research aims to improve the managerial capacity of tourism village managers to support sustainable tourism development and attract more tourists, because Dolli Tukamasea tourism village has great potential as a natural and cultural tourism destination. However, suboptimal management, limited infrastructure, and lack of promotion are the main obstacles in the development of this destination. The approach used in this research includes surveys, in-depth interviews, with tourism village managers, community leaders and academics. Then followed up with focus group discussions (FGDs) to explore the challenges and opportunities faced by the management of tourist villages and then conducted a SWOT analysis. The results of the analysis show that the aspects that most need to be improved are tourist facilities, such as environmental cleanliness and area arrangement. In addition, managers need to attend training on attraction development, improve skills in making regional specialty products such as culinary, souvenirs, souvenirs and cooperation with travel agents, and utilize social media for promotion. Government involvement as a catalyst for supporting policies and infrastructure as well as cooperation with the private sector were identified as the main strategies to increase the sustainability and attractiveness of the destination to emerge as a leading tourist village at the national and international levels while maintaining environmental sustainability through more professional and integrated management.

Keywords: Village; Capacity; Management; Tourism; Sustainable.

A. INTRODUCTION

Tukamasea Village, located in Bantimurung Sub-district, Maros Regency, has great potential to be developed as a tourist village (Mappasomba, Hakim, et al., 2024). The natural potential in the beautiful geopark landscape and rich culture can be an attraction for domestic and foreign tourists (Naydenov, 2022). In Tukamasea Village, there is already a Dolli natural tourist destination with baths, rice fields, and an attractive kart mountain, but currently it is still on a local scale and has not been recognized nationally or internationally.

The existence of this natural tourist destination is believed to be a potential basic capital to be developed, but it is not enough to attract large numbers of tourists. This is because the management factor is not yet optimal and the lack of promotion, as well as adequate infrastructure, are the main obstacles in the development of tourism villages (Wu et al., 2022). In addition, Dolli's natural tourist destinations do not yet have handicrafts and specialty foods that can be sold, as well

as routine cultural attractions as a superior aspect and become an attraction and added value for tourists. Therefore, developing tourism potential requires support in various aspects, including management, marketing, and environmental management (Barabanova et al., 2020). For this reason, efforts to increase the capacity and skills of tourism village managers are needed, so that they are able to manage and promote tourist destinations more professionally and sustainably (Artin Bayu Mukti et al., 2023).

The purpose of this research was carried out to help the community and related stakeholders to manage tourist villages and optimize their tourism potential, so that Tukamasea Village can develop into a tourist village that is known nationally and internationally and visited by many tourists. And it is also expected to encourage the sustainability of Dolli Tukamasea tourism village, so that the natural and cultural potential can be preserved and optimally utilized for the welfare of the local community. Specifically, the objectives of this research were carried out to:

1. Knowing the perceptions of tourism village managers about the conditions faced today in the form of challenges and expectations.
2. Improve the understanding of tourism village managers regarding effective management concepts and practices.
3. Improve the manager's ability to develop the tourism potential of the village in a sustainable manner.
4. Provide practical solutions to problems faced in the management of tourist villages.

The research is located in the Dolli natural tourism area, Tukamasea Village, Bantimurung District, Maros Regency which is focused on the location of Dolli natural tourist destinations as shown in Figure 1. Tukamasea Village is part of the Maros-Pangkep geopark area which is declared a world heritage by UNESCO Global Geopark. To reach this location, it takes about 2 hours from Sultan Hasanuddin airport, Makassar or about 3 hours from Makassar city center with an estimated distance of about 60 km by car or public transportation.

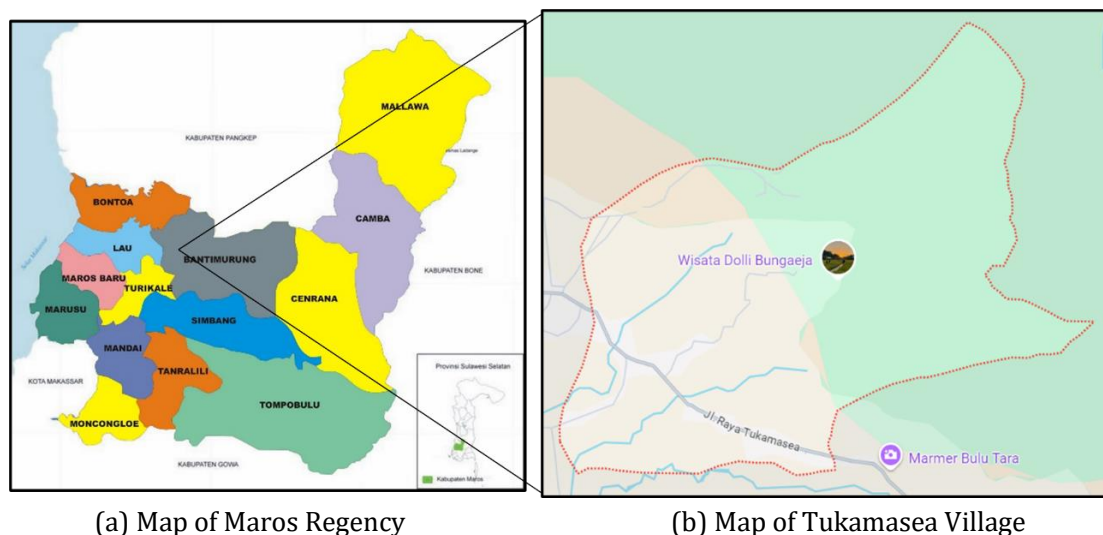


Figure 1. Research Location

Source: (a) Peta-Hd.Com, (b) Google Eart

B. RESEARCH METHOD

This study used a mixed qualitative and quantitative approach (Santos et al., 2020) involving a survey by distributing questionnaires, in-depth interviews, and focus group discussions (FGDs)

to gather information on the management and development of tourism potential. This method was chosen to gain an understanding of the challenges faced and opportunities that can be utilized in the management of tourist destinations.

1. Data Collection Methods

- a. Survey

The survey was conducted by distributing questionnaires to 15 tourism village managers and 10 lecturers as respondents by purposive sampling, which was determined by the researcher based on the criteria and capacity of the respondents (Bakkalbasioglu, 2020). The questionnaire was designed to measure respondents' perceptions regarding the potential of nature, culture, and management aspects that need to be improved, such as facilities and infrastructure, marketing, and local government involvement. Quantitative data from the questionnaire was analyzed statistically to produce a univariate analysis that provides an overview of the manager's perception of the condition of the tourism village

- b. In-depth interviews

In-depth interviews were conducted with tourism managers, Pokdarwis, and village and district government officials and academics to understand the specific challenges they face in managing tourism villages. The interviews also looked at technical needs to improve the capacity of managers in various aspects, including tourism management, promotion, and environmental management (Rutledge & Hogg, 2020).

- c. Focused Group Discussion (FGD)

FGDs are conducted to find solutions together in facing various challenges, opportunities, problems, strategic potential for development (Mappasomba et al., 2024). The results of the FGDs were then used to formulate a SWOT (Strengths, Weaknesses, Opportunities, Threats) strategy, which was further developed into an action plan to increase tourist attractiveness for destination sustainability.

2. Data Analysis

- b. Survey

Data analysis in this study used Ms Excel to get the average value of each frequency of answers from respondents which was then used to assess the perception of tourist destination managers on management strategies. The results of this excel analysis were then combined with interview and FGD data to find SWOT factors which were then analysed using SWOT to enrich the discussion.

- c. SWOT Analysis

After the survey and FGD data were collected, a SWOT analysis was conducted to identify the strengths, weaknesses, opportunities, and threats affecting the management of the Tourism Village. The results of this analysis then formulate appropriate strategies to optimise existing tourism potential, improve weaknesses, and mitigate threats that may arise in long-term development (Ding, 2022).

C. FINDINGS AND DISCUSSION

The first analysis is the interpretation of survey and interview data where the findings reveal a number of issues that require strategic solutions to ensure sustainability and increase the attractiveness of the village as a tourist destination. The results of the survey analysis conducted by distributing questionnaires to tourism village managers, village officials, Pokdarwis, and academics are shown in Table 1 below:

Table 1. Assessment indicators based on the perception of tourist destination managers

No.	Indicator	Average	Answer
1	Assessment of natural and cultural potential as a tourist attraction	4	Good
2	The role of the local community in the management of the tourist village	3	Important
3	Aspects that need to be improved in the management of Dolli Tourism Village	4	Facilities and Infrastructure
4	The role of local government in supporting the development of Dolli Tourism Village	4	Supportive
5	The effectiveness of training and mentoring provided to the management of Dolli Tourism Village	3	Quite Effective
6	The most effective marketing strategy to increase tourist visits to Dolli Tourism Village	4	Cooperation with travel agents
7	The impact of tourism villages on the local economy	1	No Impact
8	Environmental management and sustainability in Dolli Tourism Village	3	Moderate

Source: Primary Data, 2024

Based on this data, the interpretation of the results of the research activities conducted can be detailed that, on average, the assessment of the natural and cultural potential of Dolli Tourism Village as a tourist attraction shows that respondents generally see a fairly strong potential in this aspect. The role of local communities in the management of tourism villages is also seen as very important by respondents, as this shows a high awareness of the importance of local community involvement in maintaining the sustainability of tourism villages. The active participation of the community therefore not only strengthens the social aspect but also ensures that the economic benefits of tourism can be felt directly by the local population.

The second analysis result was the FGD transcription. The following is a description of the findings on the problems that needed to be resolved after discussions with the managers of tourist destinations through FGDs, as follows:

Table 2. Findings of important issues that need to be addressed by local village managers and governments

No	Issue/Topic	Explanation and Solution
1	Clean Road Access from Livestock Manure	The issue of road cleanliness leading to tourist sites was a major concern, as dirty roads reduced tourist comfort. This condition reflected a lack of attention to basic aspects of cleanliness, which are crucial for creating a good first impression for visitors. Discussions with the manager resulted in an agreement to form a sub-working group (Pokja) specialising in road hygiene. This effort involved the local community directly in maintaining cleanliness on a regular basis.

2	Serving Typical Culinary as a Tourist Attraction	The Dolli destination did not yet have a culinary speciality that could be offered to tourists. This was a weakness in creating additional attractions beyond the natural ones. Discussions with village managers led to the identification of Maros culinary specialities that could be processed and served as part of the tourist experience. Assistance in the process of developing and promoting these culinary specialities was proposed as the next step. Culinary tourism, local food, and drinks could be major attractions that strengthened the cultural identity of a tourist destination.
3	Provision of Typical Souvenirs	The absence of typical souvenir products, such as souvenirs made from marble fragments, was another weakness that reduced the potential income for the local community. Souvenir products could serve as a source of income for local residents and also strengthen the branding of tourist villages. Training in the manufacture of speciality souvenirs was suggested as a solution, where the community would be trained and assisted in the production and marketing of these products.
4	Absence of sitting toilet facilities	The absence of sitting toilets at tourist sites was a convenience issue that needed to be addressed immediately. Adequate toilet facilities were considered one of the basic needs for tourists. Adequate facilities not only enhanced travellers' comfort, but also represented the destination's level of hygiene and service. Providing clean and well-maintained toilet seats could increase the favourable opinion of international tourists. Since the target of a tourist village is foreign tourists, whose main need, besides a beautiful natural destination, was a toilet seat, it was considered essential.
5	Cleanliness of Pool Water	The lack of cleanliness of the pool water had been a complaint from visitors and could lower the reputation of the tourism village. Managers recognised the need for improvements in the water hygiene maintenance system, including the implementation of a stricter cleaning schedule and the use of filtration technology where possible.
6	Canteen Arrangements Around Tourism	The unaesthetic and unkempt condition of the canteen had also been a concern. The village manager liaised with the canteen owner to carry out the renovation and arrangement, and provided guidance on maintaining the cleanliness and aesthetics of the canteen area. A clean and well-organised canteen not only provided comfort, but also demonstrated the professionalism of the destination manager.
7	Rental Tourism Land Ownership	Some of the tourist land used by the management is currently leased, and there are concerns about the continuation of the lease contract, which could affect the operation of the tourist village. This creates uncertainty in the long term. The discussion resulted in a recommendation to conduct deliberations with landowners and neighbouring communities to find the best solution, such as purchasing the land or extending the contract with clearer terms.
8	Absence of cultural tourism attractions	Currently, there are no cultural tourism attractions organised in Tukamaesia Village, even though cultural attractions can be a unique element that adds value to tourism. This is expected to become one of the main draws for both domestic and foreign tourists. Cultural attractions are an important factor in increasing the value of tourism destinations, especially for tourists who are interested in cultural heritage.
9	Lack of Cooperation with Travel Agencies	The lack of cooperation with travel agents is an obstacle to expanding the reach of promotion and attracting a larger number of tourists. Cooperation with travel agents is an essential part of tourism distribution. Collaborating with travel agents is an effective technique to grow market reach and bring in larger numbers of tourists. Establishing a co-operative relationship with a travel agency allows the tourism destination to expand its distribution network and promote its offerings to a larger market segment.

Source: Analysis based on FGD, 2024

Based on the results of the Focus Group Discussion (FGD), it appeared that the management of Dolli tourist destinations had enormous potential; however, there were still several issues that needed to be addressed. Therefore, a SWOT analysis was conducted. The following SWOT analysis table is presented to map and determine the management strategy of natural tourist destinations in Dolli, Tukamasea Village which is analysed based on research findings based on surveys and structured discussions conducted by 15 village managers and 10 lecturers in the form of FGDs.

Table 3. SWOT Analysis

Strength	Weaknesses
1. Established a sub-working group for street cleaning. 2. Identified Maros culinary specialties. 3. Explored potential to increase revenue through typical souvenirs. 4. Developed a construction plan for toilet seat facilities. 5. Raised awareness to keep the pool water clean. 6. Fostered cooperation with the canteen owner for renovation. 7. Initiated a deliberation plan for land ownership. 8. Developed a plan for cultural attraction development. 9. Increased awareness of the importance of cooperation with travel agents. 10. Recognized the importance of promotion through social media.	1. Lack of attention to road hygiene, 2. Lack of culinary specialties in the tourist area 3. Absence of typical souvenir products 4. Absence of seated toilet facilities 5. The cleanliness of the pool water is not maintained 6. The condition of the canteen is not aesthetically pleasing 7. Some tourist land was leased 8. Absence of cultural tourism attractions 9. Lack of cooperation with travel agents 10. Limited promotion
Opportunity	Threat
1. Improved tourist attraction through cleanliness. 2. Developed culinary specialties as the main attraction. 3. Conducted training in making typical souvenirs. 4. Constructed toilet seats to improve perceptions among foreign tourists. 5. Implemented education and water filtration technology for high quality. 6. Rearranged the canteen to enhance the traveler experience. 7. Resolved land deals for long-term sustainability. 8. Developed cultural attractions to attract tourists. 9. Fostered cooperation with travel agents to increase the number of visitors. 10. Ran promotional campaigns to increase tourist visibility.	1. Decreased tourist loyalty if cleanliness was not addressed. 2. Lack of support in developing culinary specialties. 3. Loss of revenue opportunities and local identity. 4. Foreign tourists were reluctant to visit without toilet seats. 5. Water hygiene complaints damaged the destination's image. 6. Lack of refurbishment damaged the image of professionalism. 7. Uncertainty over land ownership hindered planning. 8. Lost tourists due to the absence of cultural attractions. 9. Difficulty in reaching the market without travel agent cooperation. 10. Without adequate promotion, attracting tourists was difficult.

Source: Results of the author's analysis based on Survey and FGD, 2024

The WO, WT, ST, and SO strategies based on SWOT analysis data as contained in table 2.

Table 4. WO, WT, ST, and SO strategies

Types of Strategies	Strategy	Description
WO (Weaknesses - Opportunities)	Distinctive Product Development and Promotion	Utilized opportunities in the development of typical Maros culinary and souvenir products to address the weakness of the absence of these items. Conducted training in culinary and souvenir making, which increased local income.
	Improvement of Tourism Facilities	The construction of seated toilets and the rearrangement of the canteen were undertaken to capitalize on opportunities to improve facilities. This increased traveler comfort and attracted foreign tourists despite the inadequacy of the previous facilities.
WT (Weaknesses - Threats)	Cleanliness and Facility Improvement	Improved road cleanliness and pool water quality, and provided basic facilities such as sit-down toilets to prevent the threat of declining tourist loyalty and to maintain the destination's professional image.
	Land Ownership Handling	Resolved uncertainties related to land ownership to ensure long-term operational sustainability and to avoid obstacles in destination development planning.
ST (Strengths - Threats)	Cooperation with Travel Agents	Utilized the awareness of the importance of cooperation with travel agents to overcome the threat of limited market reach and to increase visitor numbers.
	Development of Cultural Attractions	Developed cultural attractions on a regular basis to attract tourists, prevent the risk of losing visitors, and strengthen local identity as a key element of the tourist attraction.
SO (Strengths - Opportunities)	Promotion through Social Media	Capitalized on the recognition of the importance of promotion through social media to increase the destination's visibility and attract more visitors.
	Facility Development and Collaboration	Improved facilities by constructing seated toilets and reorganizing the canteen, and collaborated with travel agents to enhance the traveler experience and the destination's appeal.

Source: Primary Data and FGD, 2024

This table summarized strategies that linked weaknesses and strengths with opportunities and threats to improve tourism destination management. To support the sustainability of tourist destinations, the table presented the capacity-building efforts needed by tourist destination managers, as well as village and district governments, in managing the Tourism Village:

Table 5. Capacity Building for Tourism Village Managers

Aspects	Capacity Building	Description
Capacity Building for Managers	Tourism Destination Management Training	Managers needed to attend training on attraction development, marketing, and environmental conservation to enhance tourist destination management.
	Culinary Skills and Souvenir Making Training	Training was provided in producing and promoting culinary specialties and souvenirs as flagship products to increase revenue and attract tourists.
	Digital Promotion Training	Improved managers' ability to use social media and digital platforms for tourism promotion, including creative content creation and online campaigns.

Capacity Building of Village and District Governments	Infrastructure Support	The government needed to support the development of essential infrastructure, such as toilets, roads, and other public facilities, to enhance tourist comfort.
	Policy and Regulation Support	The government also needed to establish regulations to support the sustainable management of tourist destinations, including land management and long-term planning.
	Cooperation Facilitation	Village and district governments facilitated cooperation with the private sector, travel agents, and local communities for broader and more sustainable development of tourist destinations

Source: Primary Data and FGD, 2024

Based on the FGD results, the development of tourist destinations was found to have great potential to become a major attraction. However, realizing this potential required overcoming several challenges. The SWOT analysis showed that strengths such as awareness of the importance of cleanliness, cooperation with travel agents, and the development of culinary specialties provided a strong foundation for enhancing Dolli's tourism appeal. On the other hand, weaknesses such as inadequate facilities and limited promotion hindered the optimization of this potential. According to Klenosky and Gitelson (1998), a strong digital marketing strategy was essential to increase the visibility of the destination in the global market. Intensive and well-planned promotions through social media and other digital platforms helped natural tourism destinations attract more guests and increase recognition in a larger market. Thus, collaboration with travel agents was an important strategy to expand market reach and attract a larger number of tourists (Huang & Lan, 2021; Jebraoui et al., 2024).

Therefore, the main focus of the recommended development was to improve basic infrastructure, such as toilet seats and environmental cleanliness. This aligned with the FGD results, which emphasized the importance of comfortable facilities for tourists, especially foreign visitors with higher expectations for comfort. Additionally, improving pool water cleanliness and organizing the canteen were also prioritized to enhance the tourist experience. Providing clean and well-maintained facilities helped increase positive opinions from international tourists. Similarly, a study conducted by Yu & Yu, (2024), suggested that the aesthetics and layout of supporting facilities, such as canteens, rest areas, toilets, and other amenities, had a significant impact on tourists' perceptions. The availability of well-organized facilities not only increased comfort but also enhanced the overall aesthetic value of the location (Kusumawardhani, 2022).

Active community participation was an essential element in the tourism management strategy in Dolli Village. With the formation of working sub-groups, the community became more involved in maintaining road and water cleanliness, as well as promoting local products, such as culinary specialties and souvenirs. This approach aligned with the WO (Weakness-Opportunities) strategy of developing local specialty products to attract tourists, which also contributed to increased local income. In a study conducted by Susilowati and Rosento (2022) cleanliness was identified as the foremost consideration in a tourist area to enhance tourism competitiveness. Cleanliness directly impacted tourist comfort, destination reputation, and tourists' perceptions.

Furthermore, the development of cultural attractions was also a key strategy for attracting tourists. FGDs showed that tourists expressed a strong interest in authentic experiences offered through local art and cultural performances. By strengthening this aspect, Dolli destination could distinguish itself from other tourist spots and enhance its overall appeal. Organizing regular cultural events at the destination promoted the local cultural identity and offered unique

experiences that were difficult to find elsewhere, thereby increasing the destination's desirability (Da\vsic and Savić 2020). Cooperation with travel agents was also an essential factor in boosting visitation. The ST (Strengths-Threats) strategy suggested that these partnerships could help address the challenge of reaching a broader market, both domestically and internationally. This effort could be supported by active promotional campaigns through social media to raise the destination's visibility.

Another important finding was that developing local culinary specialties as a key attraction could be a strategic move to enhance the visitor experience. Bai. S and Dinesh (2023) and Wondirad et al., (2021) found that culinary tourism could be an effective method for introducing local culture and increasing tourism revenue. Signature foods not only attract tourists but also foster an emotional connection with the destination. Therefore, developing and promoting local culinary specialties as part of the tourism experience could provide significant added value to Dolli Tukamasea Tourism Village.

Moreover, the tourist experience, complemented by cultural attractions, is a key factor in increasing the value of tourism destinations, particularly for those interested in cultural heritage. Additionally, visitors could purchase souvenirs to take home. Similar to what Jahan and Fariha (2021), stated, mementos or souvenirs play an important role in strengthening tourists' memories of a site, while also serving as an indirect marketing tool when taken home. Unique and unusual handicraft products can symbolize local culture and raise tourists' awareness of the destination. Therefore, training and mentoring in traditional souvenir making could help local communities create products with high market value. Melany and Sudarmiati (2023), revealed that mementos play an important role in extending the tourist experience after their visit is over. Unique and distinctive gifts can increase travelers' awareness of the place and stimulate word of mouth. Providing assistance in creating distinctive souvenirs that reflect local identity could strengthen the attractiveness of Tukamasea Village as a tourist destination.

However, in line with the various strategic findings that needed to be addressed, an urgent issue was the certainty of land status. This issue could hinder investment and planning for tourism infrastructure development (Larashati, 2020). Therefore, resolving land status through dialogue with landowners and consultation with local residents was essential to ensure the stability and sustainability of tourist destination management. With a legally secure and planned tourist area, it could become the cornerstone of a sustainable tourism village. Even if all strategies were implemented, if an agreement between the landowner and the government or tourism manager was not reached, it would certainly have a negative impact on the sustainability of tourism.

On the other hand, village and district governments played an important role in supporting this development through the provision of infrastructure and policies that promoted the sustainability of tourism management. Government support in terms of land ownership regulations, road construction, and other public facilities was essential for ensuring that destination management was more structured and sustainable. With the implementation of the right strategy and strong collaboration between the community, government, and business actors, the Dolli Tukamasea tourist destination had a great opportunity to become one of the leading tourist destinations at both national and international levels. Development focused on authentic tourism experiences, adequate facilities, and effective promotion was expected to improve the welfare of local communities and ensure the sustainability of tourism in the region.

D. CONCLUSION

In this research, several problems faced in managing tourist destinations were revealed. These constraints range from infrastructure issues to cleanliness, provision of public facilities, tourism destination development, and limited promotion and marketing. Although this community has enormous natural and cultural potential, more actual efforts are needed to maximise its potential. The FGD findings suggest that capacity building of village management organisers, strengthening collaboration with various parties, and implementing best practices in tourism management are key to achieving sustainable development. Therefore, based on the results of this study, it is recommended that the government and managers of Dolli Tourism Destination in Tukamasea Village take urgent concrete steps to address the identified concerns. To improve the tourist attractions, a sub-working group focusing on cleanliness and environmental management should first be established. Secondly, the creation and promotion of traditional Maros culinary and souvenirs should be prioritised as an additional selling feature for tourists. Thirdly, it is imperative to liaise with travel agents and expand promotions, both in person and through digital channels, to raise awareness of Tukamasea Village. Finally, deliberations with residents should be conducted to formulate long-term solutions regarding land ownership and infrastructure development, so that the village can grow as a sustainable and profitable tourist destination for the entire local community.

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