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Table of Contents:

1	Strict Liability Principle Application in the Management of Straits Marine Pollution for International Navigation according to the Indonesia Sea Convention Law Luh Putu SUDINI, Anak Agung Gede RAKA, Tutut HERAWAN	1601
2	Assessment of Waste Management System among Hotels and Guest Houses in Minna Ebenezer A. OLUWOLE, Hamza ATTAHIRU, Olorunfemi B. OYEDIRAN, Stephen K. OMOTUGBA, Patience N. MEDUNA, Gbemiga T. KOLAWOLE	1609
3	Financial Mechanism for Managing the Environmental Innovation Development of the Economy in Ukraine Victoria BORISOVA, Iryna SAMOSHKINA, Larysa RYBINA, Olena SHUMKOVA	1617
4	The Empirical Research of The Potential, Awareness and Current State of Agricultural Waste Use to Ensure Energy Autonomy of Agricultural Enterprises of Ukraine Vitaliy LUTSIK, Natalia PRYSHLIAK, Dina TOKARCHUK, Irina SEMCHUK	1634
5	Environmental Innovations as a Factor of Increasing the Economic Efficiency of Production. Study Case: Pavlodar Region Zylfiya A. ARYNOVA, Lyazzatkenovna KAIDAROVA, Rysty B. SARTOVA, Gulmira D. BAYANDINA, Shynar Z. RAKHMETULLINA, Mariyam T. ZHETESSOV	1649
6	A Model of the Causal Relationships between the Factors Influencing the Performance of Green Organizations Managing Energy-Saving Buildings in Bangkok and Vicinity Witaya PATARAMETAGUL, Ananya POPRADIT, Nisa PAKVILAI, Ampon SHOOSANUK	1656
7	Innovative Approaches to the Management of Commercial and Economic Activities of Environmental Enterprise - "Spicy Pack" Valentyna ARANCHIY, Ilona YASNOLOB, Nataliia DEMIANENKO, Oleksandr BEZKROVNYI, Olena MYKHAILOVA, Svitlana PYSARENKO, Liudmyla CHIP, Oleksandr ARESTOV, Liudmyla HORBATIUK	1664
8	Analysis and Assessment of Seismic Hazard for the Azov-Black Sea Recreation Area Marina ZARETSKAYA	1672
9	Nipa Forest as the Ecological Services in Eastern Coast of Thailand Tantus PIEKKOONTOD, Pumiphat PACHANA, Karnjana HRIMPENG, Kitsanai CHAROENJIT	1683
10	Technical Equipment of Agriculture and the Problems of the Agricultural Sector Rehabilitation in the Context of Kazakhstan and Mongolia S.M. TOKENOVA, A.B. KULEKESHOVA, M.H. KADRINOV, S.K. TAZHIKENOVA	1692
11	Public - Private Partnerships in Ecotourism Development in Protected Areas: A Case Study of Tunkinsky National Park in Russia Lyudmila MAKANOVA, Sembrika IVANOVA, Darima BUDAeva, Alyona ANDREEVA	1700
12	The Green Technology Practices and Investments of Sipalay City Beach - Resorts Marjon C. MALACAPAY, Reynaldo TABABA	1708
13	Sustainable Tourism Business Promotion in Pakistan: A Descriptive Analysis of Logistics and Environmental Agreements Nazir ULLAH, Saidatul Nadia Abd AZIZ, Rao Qasim IDREES	1719

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- 14 **The Disaster as a Factor in the Development of Modern Tourism. A Study Case Based on the Chernobyl Nuclear Power Plant** 1729
Daniel BAKOTA, Robert MACHOWSKI, Arkadiusz PŁOMIŃSKI, Aliaksei RAMANCHUK, Mariusz RZĘTAŁA, Lesia ZASTAVETSKA
- 15 **Comparative Evaluation of the Efficiency of Regulatory Mechanisms of the Oil and Gas Industry and Industrial Waste Processing** 1742
Dinara Y. SATENOVA, Zhanat M. BULAKBAY, Saule AZYLKANOVA, Rysty K. BERSTEMBAEVA, Zhibek ABYLKASSIMOVA, Jamilya SEITKHOZHINA
- 16 **Greenhouse Gas Emissions from Household Waste in Denpasar City** 1750
Made ARMADI, Wayan SUARNA, Made SUDARMA, Made Sudiana MAHENDRA, Nyoman SUDIPA
- 17 **Environmental Components and Mechanism of Public - Private Partnership in the Area of Risk Insurance in Crop** 1761
Zamzagul BAIMAGAMBETOVA, Rymkul ISMAILOVA, Aisulu KULMAGANBETOVA, Meiramkul KASSIMBEKOVA, Zhibek OMARKHANOVA
- 18 **An Investigation into Medical Waste Management Practices in Hospitals in Northern Peninsula Malaysia** 1779
Abdelnaser OMRAN, Mohammed Khalifa Abdelsalam MOHAMMED
- 19 **Legal Regulation of Agricultural Cooperation. New Approaches and Prospects for Developing Rural Areas** 1799
Kalymbek BAKYTZHAN, Lazzat YERKINBAYEVA, Daniya NURMUKHANKYZY, Madina ZHUSUPBEKOVA, Indira NESIPBAYEVA
- 20 **Reasons and Benefits of Seasonal Migrations in the Villages of Rugova** 1806
Addhe KRASNIQI, Hazer DANA, Tomor ÇELA
- 21 **Influence of Financial and Climate Factors on Agricultural Industry Development** 1813
Zhanar LUKPANOVA, Zhanar TOYZHIGITOVA, Gulzhan ALINA, Almagul JUMABEKOVA, Arailym ORAZGALIYEVA
- 22 **Main Directions of Increasing Competitiveness Considering Specificity of Agriculture and Its Sustainable Development** 1829
Yerzhan ZHUSSUPOV, Madina TURSUMBAYEVA, Roza SHOKHAN, Baglan AIMURZINA, Mazken KAMENOVA, Ainura OMAROVA
- 23 **Investment, Organizational and Environmental Aspects of Regulation of Small and Medium Business** 1841
Arseniy KRIKUNOV, Ainur UTEUBAYEVA, Berik NAZHMDENOV, Ansar KABIEV, Kulyash SYZDYKOVA, Gulnara BAIBASHEVA
- 24 **Public Perception of the Main Constraints of Water Supply Shortage and the Availability of Water Supply Resources in Libya** 1857
Jouda R. Jouda HAMAD, Wan Zuhairi W. YAAKOB, Abdelnaser OMRAN
- 25 **Rehabilitation Tourism Opportunities in the Russian Federation for Recovering COVID-19 Patients** 1871
Mikhail A. OSADCHUK, Maxim V. TRUSHIN, Alexey M. OSADCHUK, Ekaterina D. MIRONOVA, Karina S. SOLODENKOVA, Alisa E. LAZAREVA
- 26 **An Experience of Tourism Development: How is the Strategy?** 1877
Sri Langgeng RATNASARI, Ervin Nora SUSANTI, Widodo ISMANTO, Rona TANJUNG, Dio Caisar DARMA, Gandhi SUTJAHJO

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An Experience of Tourism Development: How is the Strategy?

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Abstract:

Tourism is a sector that can determine the economic welfare of local communities. Tourism development needs to pay attention to aspects of facilities, tourists, and local communities, so as to create sustainable integration. The objectivity of this study is to contribute to tourism development in Samarinda City with a strategy that involves organizational innovation, management knowledge, organizational learning, and leadership transformation in the tourism community (government, business actors, and society). To answer these objectives, we use a research-based R&D approach. With careful planning, we developed several strategies by involving the Agency of Culture, Tourism, Communication, and Information Technology of Samarinda City in order to create a culture of learning and knowledge sharing through various productive agendas. Focus on organizational management, need to apply knowledge ineffective and conducive work procedures as a serious process. Organizational learning is part of the creation of competitiveness by those involved in the tourism industry. This is related to organizational culture and systems that grow because it can bring new ideas to various parties. In addition, the objectives of tourism development must also pay attention to social, historical, cultural, economic, and environmental aspects.

Keywords: management strategy; planning; tourism development; Samarinda.

JEL codes: L13; Z38; L83.

Introduction

The most sustainable economic development strategy for developing countries is the development of the tourism sector. In its development, tourism has had a positive impact on employment (those who are skilled and unskilled) in various sectors of the economy (Blake *et al.* 2008; Yfantidou and Matarazzo 2017; Malaj 2020).

In developing countries such as Indonesia, tourism has grown rapidly in recent periods and has even become a major destination for tourists. Because it is a favorite destination, even at the Southeast Asian level, Indonesia continues to strive to create business innovations and strategies, especially in terms of promotion (Dolezal and Trupp 2015).

For Indonesia, the tourism sector makes a significant contribution to the economy. As a continuation of the previous explanation, that Indonesia's tourism GDP in 2015 reached IDR 461.36 trillion or 4.23% of the total national GDP. In aggregate, this sector has increased the value of the national economy and provided jobs for local communities (Mardiany 2017). Therefore, tourism is able to provide employment for 12.16 billion people in 2015 (Ministry of Tourism and Creative Economy of the Republic of Indonesia 2016).

Indonesia has different tourism characteristics from other countries because there are very large areas and islands. This potential is very interesting, considering that each region has a different culture. One of the areas with tourism that is classified as developing at this time is East Kalimantan. The province's economic activity is supported by the regional center, namely Samarinda City (Belawing, Heksarini and Darma 2020; Darma *et al.* 2020).

The development of the tourism sector in Samarinda City is focused on four areas. The first is the tourism development area (KPP-1) 1 which aims to develop natural and cultural tourism (Pampang Cultural Village, Green Valley, Borneo Park, Tanah Merah Waterfall, Lempake Reservoir, and Pinang Seribu Waterfall). Second, KPP-2 in building artificial tourism, culture, and shopping (Tjiu's Palace, Tongkonan Silo Makroman, Villa Anne, Citra Niaga Area, and Mahakam Edge Area). Meanwhile, the third is KPP-3 which includes the revitalization of religious tourism, shopping, and culinary tours (Baittul Muttaqien Islamic Center, Kampung Amplang, and the Juanda Avenue Area). Finally, KPP-4 by exploring cultural and religious tourism (Tenun Village, Sirathal Mustaqiem Mosque, and La Mohang Daeng Tomb). To realize this, it requires the participation of interested parties so that the special tourism area in Samarinda City can be well planned (Noor *et al.* (2019).

Several factors affect the feasibility of tourism in a place, not only perceptions of external things, such as ticket prices, travel costs, infrastructure, experience, and tourist satisfaction, but this also involves internal factors. Matters that include internal readiness in question is the role of the government, investors, and local communities in its readiness (Putri, Soemarno and Hakim 2015). So far, tourist destinations in Samarinda City have not met expectations to attract domestic and foreign tourists based on the targets in the regional development plans for the tourism sector. With this fact, from this article, we try to explore more about tourism development in Samarinda City through research and development (R&D), where there will be a combination of several concepts that are part of organizational innovation, management knowledge, organizational learning, and leadership transformation.

1.1. Organizational Innovation

Innovations have emerged in several countries as a driving dimension of economic growth and welfare in several countries. In addition, innovation is a source of competitive advantage in itself for companies and the main thing is to improve output performance against the service industry. Innovation also includes developing new businesses through better processes, because this way can be updated to navigate internal resources so that new institutional arrangements are needed to build tourism destinations (Schianetz, Kavanagh and Lockington 2007; Hjalager 2010; Zach 2016).

Innovation as a process of creation, development, distribution, and use is needed (including for tourism). The innovation process develops rapidly in relation to the product and is defined as a sequential process starting from the transformation of ideas into goods through the stages of fundamental or applied research, marketing, production, and technical development (Sandybayev 2016).

Activities in tourism, are not only the provision of services to travel organizations but the improvement and readiness of the sources of state revenue and the supporting economic sectors. So far, the tourism sector has had a huge impact on the economy and is related to other supporting sectors such as transportation, hotel and restaurant services, trade, construction, and the fulfillment of other goods and services). In this way, tourism becomes a catalyst for sustainable socio-economic development.

1.2. Knowledge Management

The role of knowledge management (KM) in the 21st century is vital for any organization because it involves data, information, policies, and knowledge that are used to achieve common mission goals. Sequentially, KM attracted management's attention, and this generated commitment and support from managers at the top, middle and lower levels who required appropriate aspects of budget allocation, staffing, tools, awareness, and infrastructure. Supposedly, KM should no longer be a constraining factor because interest in it is quite understandable, given the movement towards a workplace-based KM economy (Suraya and Ahmad 2008).

In the tourism industry and hospitality industry, KM is very relevant for achieving business competition (profit). This sector is in the spotlight because of its large influence through the use of technology and information technology. It should be noted, the nature of KM for tourism is product-based services (Baldwin-Evans 2006). In addition, the output of the hotel industry is a service that is the main base in meeting market demand for accommodation, food, and beverages (Baumard 2012; Musulin, Gamulin and Crnojevac 2011).

The discussion of KM to address the critical problems of an organization's adaptation, competitiveness, and survival as a series of addressing environmental changes is increasingly complex (Malhotra 2004). For tourism development, these environmental changes are well proven in determining the nature of changing consumer behavior and the availability of supplies. The goal of KM is to continue to adapt to situations by creating and using knowledge in response to erratic changes. In this regard, KM can anticipate security and safety with necessary measures such as the terrorist attacks on September 11 (2001) in the United States (The World Trade Organization 2001; Cooper 2006).

1.3. Organizational Learning

Organizational learning is a term given to companies that care for their members with learning facilities and constantly change according to the times. Organizational learning is very important because it always deals with current opportunities and problems, so they invest based on their capacity to be able to be in the future (Beesley 2015).

Various revisions and modifications to organizational learning are made to address misconceptions, confession contradictions, and improprieties (Gronum, Verreynne and Kastle 2012; Fu 2017). Organizational learning is a variety of adjustments involving attitudes, behaviors, beliefs, and structural structures to the process of coping with environmental changes for permanent survival, corporate development, and increasing operating effectiveness (Spillane 2015).

With the precision of the chosen strategy, organizational learning in the tourism sector can reduce any damage and allow a return to the status quo. However, Ghaderi, Som and Wang (2014) adds the worst disaster, thus threatening the survival of organizational goals in critical situations. From other events, fundamental changes can occur at any time. Considering tourism, it is often the destination country which is hit by the crisis and as a whole is likely to be so intensively involved, that it is demanded by the policies of the competent authorities. In this case, the government needs to respond immediately with comprehensive measures and ensure that tourist destinations under its authority run normally again.

Organizations are designed to advance those in them and this requires policy and strategic innovation, enabling all parties involved to understand the projected missions and tactics and careful planning. Studies from Blackman and Ritchie (2008) confirmed that all these measures support the desired results. In its development, there are five stages of strategy consisting of analysis of the operating environment, implementation and overall control, feedback as an important part of future feedback, development of selected and potential strategic directions, and determining specific strategic directions.

1.4. Transformational Leadership

Initially, the concept of transformational leadership is presented in two ways (transactional or transformational). The essence of the power of leaders according to Burns (1978) is the extent to which they can be seen and satisfy special needs by followers. There are studies that discuss authoritarian leadership (one way) that has shown a positive effect of the transformational leadership process on overall employee job satisfaction which is higher than other characters (Vargas-Sevalle, Karami and Spector 2020). In comparison, Tracey and Hinkin (1994) presented several favorable outcomes of transformational leadership for hospitality organizations with strong relationships and positive impacts. In particular, this connection has a direct impact on the perceptions of followers by means of open communication, clarity of roles, company mission, and their satisfaction with the leader.

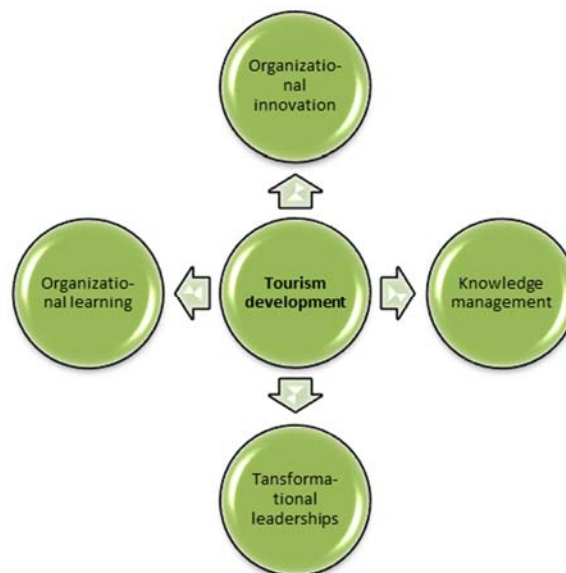
Several investigations related to leadership in the tourism and hospitality industry have been disclosed by Brownell (2010) and Uen, Wu, Teng and Liu (2012) to find solutions that allow better human resource management, thus encouraging their performance behavior. In his study, Dai, Dai, Chen and Wu (2013) also highlighted the growing interest based on transformational leadership styles and transactional leadership styles that have an impact on output and performance in a hospitality environment.

Generally, the leadership style in the hospitality industry in the future predominantly puts forward visionary leadership which implies clear company directions and plans. Even across industries, the possibility to be done in stages will depend on imagination or actual visualization in the future, so that it can be achieved. The development of the tourism market in the Asian region has seen and seen many different things to determine the type of leader. At least, Alongkornpradap *et al.* (2014) mentions several leading characteristics for the tourism market in Asia, including transactional, paternalistic, visionary, and transformational. In the coming period, there will be many shifts in the development of the Asian tourism industry, as there will be more room for visionary leaders based on market demand.

2. Research Framework

To answer the study objectives, we need R&D with literature studies as a comprehensive comparison of previous studies in journals related to the development of the tourism and hospitality industry. With this approach, a study is expected to make a significant contribution to certain aspects or very specific dimensions based on R&D research for organizations (Anagnostopoulou 2008; Smith 2012; Alhammadi *et al.* 2016). In practice and social interaction, a literature study is also adequate to explain the problems of the study with the support of R&D.

Figure 1. Illustration of management project for tourism development



Source: Authors own.

Figure 1 can determine the direction in tourism development in Samarinda City (Indonesia). Strategies are designed with several concrete steps through models (organizational innovation, knowledge management, organizational learning, and transformational leadership). With these four models, it is expected to be the right solution and reference for the tourism community.

3. Discussions

The economic and business environment has changed drastically and created conditions for intense competition. Social media is also growing rapidly, resulting in a transformation of the views and perceptions of tourists (including the dynamics of the tourism business). Globalization creates uncertainty in unpredictable economic behavior, so that the tourism sector in Indonesia may innovate and adjust its strategy to win the competition. Tourism is a masterpiece that can be changed at any time; therefore, the government needs to develop a strategy in attacking and defending from the onslaught of the market. Thus, the intended design is for example the availability of mapping from the aspects of strengths, weaknesses, opportunities, and threats (Suharto, Roy and Darma 2019).

The development of the tourism sector in Samarinda City is carried out on the dimensions of benefit, kinship, fairness and equality, balance, independence, sustainability, participatory, sustainable, democracy, equality, and unity which is realized through the implementation of a tourism development plan by taking into account diversity, uniqueness, cultural uniqueness and nature, and human needs for travel. This must refer to the Law of the Republic of Indonesia Number 10 of 2009 concerning tourism.

The Laws of the Republic of Indonesia 33 and 34 of 2014 concerning regional autonomy actually harmonize the broadest possible authority granted by the central government to regional governments to regulate and manage the interests of the community. This has encouraged people to take advantage of the potential that exists in their area, for example, to develop a tourist motorcycle taxi. In addition, based on the Regulation of the Mayor of Samarinda Number 23 of 2008 concerning the description of tasks, functions, and work procedures of the organizational structure of regional apparatuses, Samarinda City is an implementing element of regional autonomy in charge of carrying out government affairs based on the principle of autonomy and assistance in the tourism sector. Thus, one of the agencies responsible for developing tourist destinations is the Agency of Culture, Tourism, Communication, and Information Technology of Samarinda City (Atmojo 2011; Djubaedah 2019).

Table 1. Development of tourism objects in Samarinda City, 2019

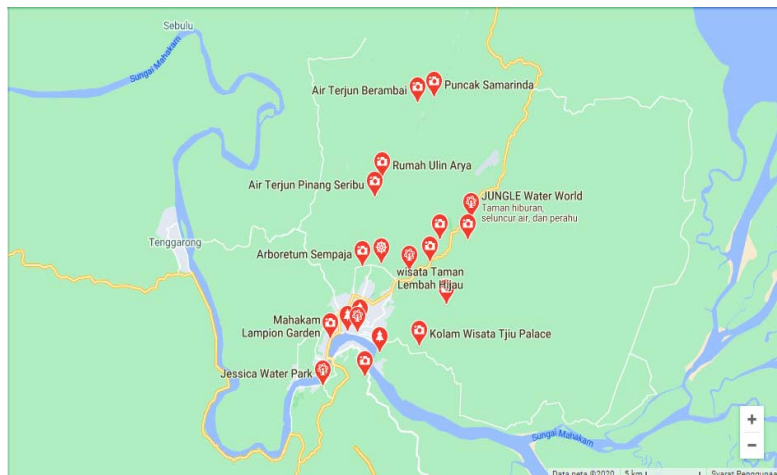
Types	Total
1. Nature tourism	5
2. Artificial tourism	38
3. River tour (tirta)	2
4. Marine tourism (marina)	0
5. Religious tourism	6
6. Shopping tour	10
7. Sport tourism	5
8. Cultural tourism	10
9. Rafting tour	0
10. Culinary tour	2
11. Forests	1
12. Mangrove forest	0
13. Park tourism	2
14. New park	1
	82

Source: The Central Bureau of Statistics of Samarinda City. (2020)

In 2019, there are 82 tourism objects of various categories (natural, artificial, river, marine, and religious, shopping, sports, culture, rafting, forest, mangroves, tourist parks, and new parks) in Samarinda City. Of that number, 38 are in the category of artificial tourism and no marine-based tourism (mina) or rafting. One type of cultural tourism that has been developed is Pampang Tourism Village, located in North Samarinda District. It is no exaggeration if this object is a cultural destination in East Kalimantan, especially Samarinda City which has different uniqueness. In Pampang Tourism Village, tourists can enjoy traditional Dayak dances, to be precise at the Lamin Adat Pamung Tawai traditional house. A magnificent traditional house is full of beautiful Dayak carvings. Pampang village itself has officially become a cultural village since 1991 and was inaugurated by the Governor of East Kalimantan (see Table 1).

The strategy of developing tourism objects in Samarinda City is used to improve, revitalize facilities, and promote with several tricks to make it attractive to tourists. This strategy also provides benefits for the communities associated with it (society, government, and investment). Local tourism development is needed through the right program in order to increase the number of visits. The intensity of the visit can be done by adding to marketing agendas, improving various facilities and services required by them. Figure 2 presents Samarinda as a region that has potential tourism objects in Indonesia. It is hoped that the development of the tourism sector from an internal aspect has a good impact on domestic tourists and foreign tourists. The success of the investment shows that the R&D concept must be put into practice as a service offered to tourists and can be felt in a real way, thus creating added value for the local community.

Figure 2. Map of tourist attractions in Samarinda

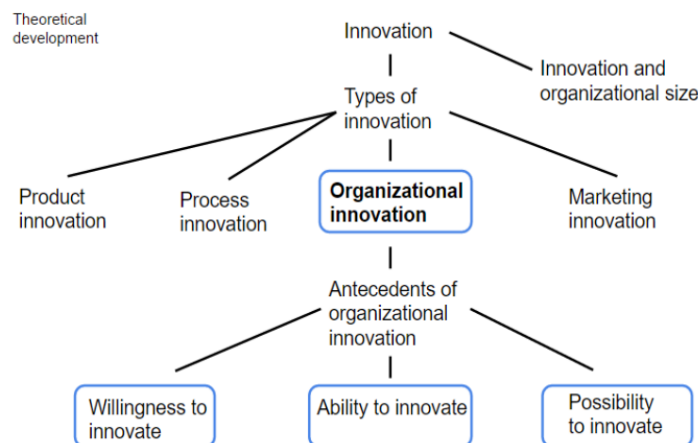


Source: Authors own

The linkage of innovation to tourism development is a process through which valuable ideas are transformed into new forms. Tourist destinations in Samarinda are growing rapidly in line with the formation of positive patterns of interaction between the government, traders, service providers, and tourists. The transformation has now proven to be a series of lessons learned for the organization as a whole to maintain creativity-based sustainability. For additional information, Purwadi (2015) explained that the perspective on innovation is the main key to shaping tourism potential to be more competitive in following tourist demands. The success of tourism is very much dependent on the ability of the government and service providers to present tourist objects that are more attractive, diverse, and facilitate transactions in the future. Innovation towards object destinations must be a top priority because innovation has an important role to play in determining the tourism market. The tourism industry, especially hotels in Samarinda, is also putting forward new steps.

Particularly in the innovation section, it is necessary to introduce and collect information about the antecedents of innovation carried out by various groups to support tourism development. Later, each group includes those presented in Figure 3 which were developed with several considerations.

Figure 3. The scope of innovation in the organization



Source: Adoption from Ribeiro (2017)

Then, knowledge management is processed to compliment tourism development in Samarinda through collaboration with academics or those who are experienced in the field of tourism, so that a comparative study can be carried out against other tourist destinations. There are other conditions for the establishment of tourist destinations that are similar to other destinations. The focus on activities in interpreting the intended management knowledge must be a joint commitment involving cooperation between the government (in this case the authorized agency) and the competitive experience of business actors engaged in the tourism sector.

Technically, the process of disseminating knowledge and information to local communities is carried out with several considerations. Formal mechanisms that guarantee best practices in supporting tourism in Samarinda City are based on certain fields, such as individual involvement, teamwork, model development, use

of communication tools in an integrated dynamic knowledge dissemination process. Knowledge management is also a dynamic thing because it creates the social interactions of people and organizations. Furthermore, knowledge is aimed at a specific context because it requires a certain time and space. Without technical information, it becomes biased and does not create new knowledge. Their interpretation highlights information to become knowledge so that the context in which it is focused can be anchored in commitment and belief (Indriastuti *et al.* 2020).

The Agency of Culture, Tourism, Communication and Information Technology of Samarinda City as a government representative, needs to present a charismatic leader who has extraordinary skills for its employees. This ability is considered ideal behavior, ignores personal interests, and becomes a reference for subordinates. They are very enthusiastic to support all efforts related to tourism development. The attention of the leader with direct communication (transparent) to entrepreneurs from the tourism sector and the community, gives social trust (Ramdan, Candra and Fitri 2020). Thus, the agency is able to provide an assessment of things that are less representative in explaining transformational leadership.

This form of support can build business confidence in the tourism sector through direct communication with them during informal and non-formal meetings that also involve local communities. This certainly has a positive impact on finding several alternative solutions. Leadership transformation is also not enough to arouse high enthusiasm for learning in them, but to listen to their complaints, so it is two-way.

Conclusion and Recommendation

To build tourism sustainability, a characterful leadership transformation is needed because it can produce effective organizational learning and management knowledge, thus contributing to organizational innovation that supports tourism. The discussion presented is very relevant to studies Rao, Yang and Yang (2018), Aminbeidokhti, Nikabadi and Hoseini (2016), Uddin, Fan and Das (2017), Kamri, Kasuma, Kutok and Darma (2020) which explore the success of an organization, company, and of course, tourism requires the role of organizational innovation, knowledge management, organizational learning, and transformational leadership which is interrelated and their role is very significant.

The consequences of effective knowledge management need to be applied competently. The government's vision and mission in developing the tourism sector, in line with its main principle, is to understand and utilize the four strategies for business.

The existence of tourism in Samarinda City is expected to be a reliable part of foreign exchange earner. Therefore, it is necessary to increase it as an effort in the form of a tourism industry that is engaged in the tourism industry. To support this effort, technical policies can be implemented by means of promotion, quality of tourist destinations, and quality of service through integrated sectoral cooperation, because considering their contribution can expand business opportunities and employment opportunities.

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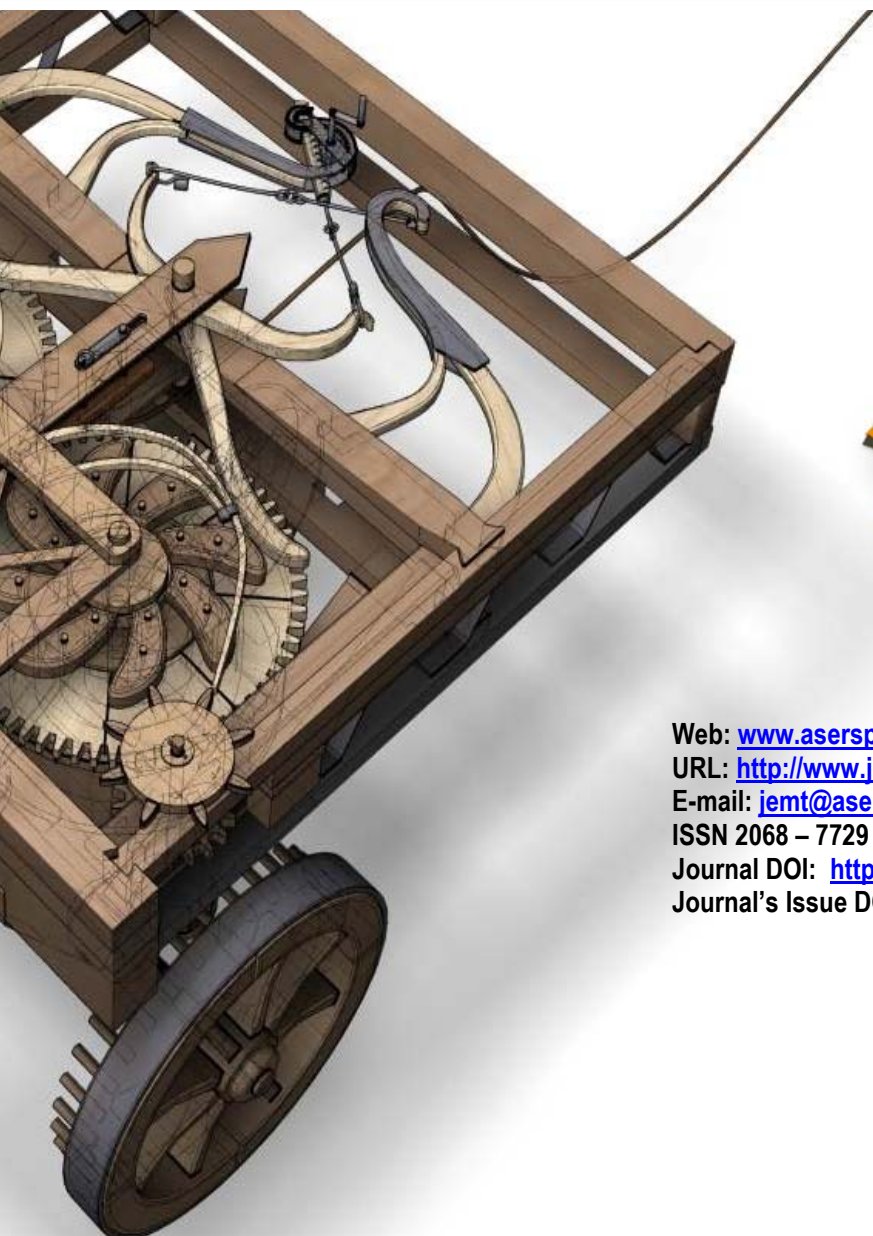
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