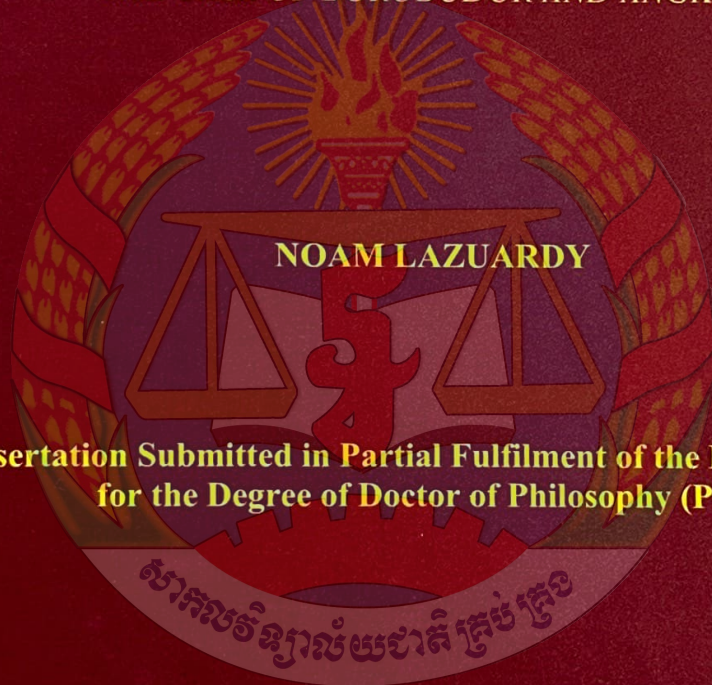




**MINISTRY OF EDUCATION, YOUTH AND SPORT  
NATIONAL UNIVERSITY OF MANAGEMENT  
SCHOOL OF GRADUATE STUDIES**

**THE ROLE OF ARCHAEOLOGY DESTINATION  
MANAGEMENT ORGANIZATION IN ENHANCING  
TOURISM COMPETITIVENESS THROUGH COOPERATION:  
*THE CASE OF BOROBUDUR AND ANGKOR***



**Dissertation Submitted in Partial Fulfilment of the Requirements  
for the Degree of Doctor of Philosophy (PhD)**

**SPECIALIZATION  
TOURISM MANAGEMENT**

**PHNOM PENH, CAMBODIA**

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*By*

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Supervised by:



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Dr. KANG Sovannara



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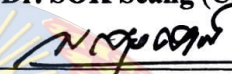

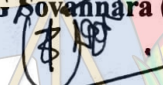


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2021

## COMMITTEE APPROVAL

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## DECLARATION

I hereby certify that I am the sole author of this dissertation and no part of this dissertation has been published or submitted for publication. I declare that this is a true copy of my dissertation, including any final revisions, as approved by my dissertation committees and the School of Graduate Studies of the National University of Management.



**NOAM LAZUARDY**

Dissertation Submitted to the School of Graduate Studies of the  
National University of Management in Partial Fulfilment of the Requirements  
for the Degree of Doctor of Philosophy (PhD),  
Phnom Penh, Cambodia

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## ABSTRACT

*Tourism is vital to Indonesia and Cambodia as more people try to explore their curiosity about certain places and due to ease of travel, tourism industry has become a highly competitive market. It has been an important driver for both Indonesia and Cambodia's rapid economic growth. Tourism sector increasingly important in line with Indonesia and Cambodia's national developments and contribution made to the rapid economic growth through foreign exchange earnings, income, area development, as well as in absorbing investment and manpower as well as other business development in part of areas that connected to tourism. The increasing number of tourists will stimulate the tourism destination areas to provide the facilities offered to the tourists that benefited all aspects surroundings. The success of a destination is increasingly defined by its competitiveness compared with other destinations. This research aimed to explore and understand how the role of archaeotourism destination management organizations through cooperation can improve the competitiveness of destination namely Borobudur and Angkor. Prompted by the research approach, this study tried to explore the Memorandum of Understanding cooperation of archaeotourism destination management organizations in enhancing their competitiveness based on the perspectives, attitudes and experiences and activities of both Taman Wisata Candi and Apsara Authority. By an interpretive paradigm, a qualitative evaluation case study approach was adopted for answering the questions and realizing the outlined aims of the study. Taman Wisata Candi and Apsara Authority emerges as important player in the development and management of tourism at destination level. Both are unique and have strong selling proposition of the product and services, could potentially deliver excellent qualities of experiences for the visitors. Within cooperation of competitiveness strategies and activities in influencing types of experiences that tourists seek, a brand unique place in a market as two cultural sites and one destination could become a good selling propositions of the product and services that perhaps could be more superior to other destination. The cultural similarities between Indonesia and Cambodia have encouraged to continue developing their bonds into various forms of cultural cooperation. The Memorandum of Understanding is a catalyst in building strong ties that could elaborate the cooperation creating synergies and generating innovative ideas that will bring long-term benefits through development of sustainable tourism as well as developing trade and investment and increase public awareness of citizens of both countries regarding their world heritage.*

*Keywords: archaeotourism, destination management organization, competitiveness, cooperation*

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## LIST OF ABBREVIATION



AA	Apsara Authority
AD	<i>Anno Domini</i>
ASEAN	Association Southeast Asian Nation
ASITA	Association of Indonesian Tour and Travel Agency
CATA	Cambodia Association of Travel Agency
CCTV	Closed Circuit Television Camera
CHSE	Cleanliest, Health, Safety, and Environment Sustainability
COVID-19	Corona Virus Disease 2019
CPI	Consumer Price Index
DMO	Destination Management Organization
DMOs	Destination Management Organizations
FGD	Focus Group Discussion
G20	Group of Twenty
GATS	General Agreement on Trade in Services
GDP	Gross Domestic Products
ICC	The International Coordinating Committee
ICC-SDHSA	The International Coordinating Committee for the Safeguards and Development of The Historic Site of Angkor
IMF	International Monetary Fund
ITASA	Indonesia Technical Assistance in Safeguarding Angkor
MICE	Meetings, Incentives, Conferences, Exhibitions
MoU	Memorandum of Understanding
NGOs	Non-Governmental Organizations
SOE	State Owned Enterprise
ToC	Trail of Civilization
TTCI	Travel and Tourism Competitiveness Index
TWC	Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko
UNCTAD	United Nations Conference on Trade and Development
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNWTO	United Nations World Tourism Organization

WEF	World Economic Forum
WHC	World Heritage Committee
WTTC	World Travel & Tourism Council
ZEMP	Zoning and Environmental Management Plan



## APPENDICES

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# CHAPTER ONE

## INTRODUCTION

### 1.1. Background

The development of transportation and technology has massive impact on the way people across the globe travel. Globalization has made the world a smaller and more connected place, where information including travel destinations are very easy to discover. Technological changes, accessibility to information and evolving distribution channels make the tourism industry increasingly consumer and information driven (Bethapudi, 2013). Tourism is vital to the economies of most countries worldwide (Abrahams, 2006). As more people try to explore their curiosity about certain places and due to ease of travel, tourism industry has become a highly competitive market. The success of a destination is increasingly defined by its competitiveness compared with other destinations (Dwyer, Forsyth and Rao, 2000). This has affected how tourism destinations are developed, maintained, protected, or strengthened their competitiveness in the global marketplace (WEF, 2007). Destinations are at the heart of travel decisions, and image of a destination has a significant influence on tourists' decision making (Dickinger, Scharl, and Weichselbraun, 2005). Any destination that does not maintain its competitiveness will be difficult to stand in the global market (Khin., Daengbuppha, and Nonsiri, 2014). Therefore, to achieve competitive advantage for its tourism industry, a destination must ensure that its overall appeal, and the tourist experience offered, must be superior to that of the alternative destinations open to potential visitors (Dwyer, Forsyth and Dwyer, 2011).

Tourist destination competitiveness has become increasingly important for the policymakers as they attempt for bigger market share of the very fast-growing travel industry. This issue is extremely crucial for tourism dependent countries, which rely heavily on incomes from travel and tourism (Gooroochurn and Sugiyarto, 2004). Indonesia and Cambodia are amongst this category of countries.

Situated in Southeast Asia, a region that has been transformed by a combination of economic expansion, globalization, universal connectivity, and

social adaptation (Bhosale & Gupta, 2006), Indonesia and Cambodia are the homes of UNESCO World Heritage archaeological sites namely Borobudur and Angkor. These sites have attracted large number of tourists from all over the world and due to their unique man-made structures has been categorized as archaeological tourism destinations or “archaeotourism”. Archaeotourism is a travel that focuses on visiting and experiencing ancient sites and historical places (Srivastava, 2015). The motivating forces behind archaeotourism are a passion for the past and an interest in learning about the ancient or historical cultures that inhabited the area being visited.

Indonesia is an archipelagic and multicultural country that consists of various ethnicities, cultures, races, religions, natural beauty found within. Indonesia’s tourism sector achievements in the 2015-2019 experienced consistent and significant growth. The tourism sector's contribution to national GDP continues to increase and achieved the target, making tourism as one of the leading sectors and one of the top sources of national income and priority. The growth consistency achieved from the established of foreign exchange supported by growth of domestic tourists that continues to exceed the target set by Indonesia’s Ministry of Tourism and Creative Economy. As for the competitiveness of Indonesia’s tourism as measured by Travel and Tourism Competitiveness Index (TTCI) has reached 40<sup>th</sup> in 2019.

There are many tourist attractions in Indonesia that are well known throughout the world, one of them is Bali. Since Bali has become one of the important magnets for international and domestic travelers, Indonesian government is trying to develop new destination beyond Bali. There are 10 new destination in 10 provinces that are promoted heavily as well as developing the infrastructure and human resources capabilities within the destination. These are Lake Toba in North Sumatera, Tanjung Kelayang in Bangka Belitung, Tanjung Lesung in Banten, Thousand Islands in Jakarta, Mount Bromo Tengger and Semeru in East Java, Mandalika in Lombok – West Nusa Tenggara, Labuan Bajo or known as the Komodo Island in East Nusa Tenggara, Wakatobi in Southeast Sulawesi, Morotai in North Malocas, and Borobudur in Central Java.



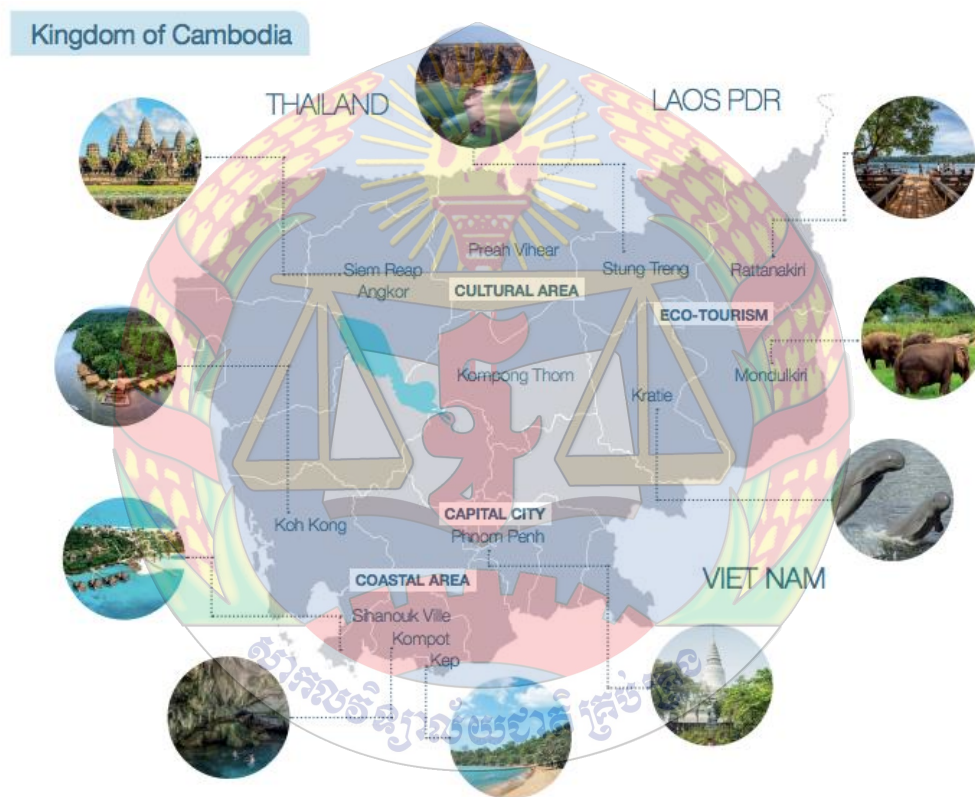
Figure 1. 1: Indonesia's 10 New Destination Beyond Bali

Source: Ministry of Tourism and Creative Economy of the Republic of Indonesia

The Borobudur highland tourism area was developed with a nomadic concept tourism determined by the Ministry of Tourism and Creative Economy. The existence of Borobudur is capable to increase tourist visits not only domestic tourists but also foreign tourists. The increased number of tourists as well as the designation of world heritage sites encourage the government to make Borobudur as a National Strategic Area.

Tourism has been an important driver of Cambodia's rapid economic expansion in the past decade. Since 2000, the development of the tourism sector in the country has grown rapidly. Total visitors to Cambodia, the majority of whom are tourists have increased, and tourism's share of GDP has also risen. Indirect contributions such as investment in tourism-related projects from other industries, the World Travel & Tourism Council has estimated tourism's total contribution to Cambodia's GDP at 32.4% of GDP in 2017, the highest among all member states of the Association of Southeast Asian Nations (ASEAN) (WTTC, 2018). Representing the Khmer culture that flourished in Southeast Asia for many centuries, Cambodia is endowed with rich historic, cultural and natural resources. It also generates tourism receipts equivalent to \$2.2 billion, and sustains 782,500 jobs, or around 12.4% of total employment.

There are many sites in Cambodia that considered as a world class tourism destination. From mountain side in Bokor, Mondulkiri and Preah Vihear to beach side in Sihanoukville, Koh Rong, and Kep, as well as the cultural heritage, Angkor complex becomes one of the top destinations especially for international tourists to explore the rich and vast archaeological site. As a UNESCO heritage, Angkor is one of the main tourist destinations in Cambodia as well as top priority for preservation in seeking the prosperous vast empire that once flourished in larger part of Indochina.



*Figure 1. 2: Cambodia's Tourism Destination*

*Source: Ministry of Foreign Affairs and International Cooperation, the Kingdom of Cambodia*

The competitiveness of the tourism industry in a specific destination depends on its ability to attract tourists through products and experiences that are superior to those of competitors (Choi, Li, Kim, & Cai, 2011). Since the global economic downturn has become a big problem for the world's economic growth, tourism,

especially archaeotourism in Indonesia and Cambodia with their characteristic had generate revenue and contributed for high and stable economic growth. With many other similar archaeotourism destinations outside of Southeast Asia such as India, Egypt, Greece, Italy, and countries in the Southern part of the America, competitive advantage must be achieved for this tourism industry to survive. A destination must ensure that its overall attractiveness, and the tourists experiences, must be superior to that of the many alternative destinations open to potential visitors (Dwyer et al, 2004). Creating, maintaining and reinforcing competitiveness in the market is critical to tourism industry and destination success (Ritchie & Crouch, 2003).

Tourism is made up of experiences achieved from the combination of a diverse range of products and services that are created by numerous providers across several industries and economic sectors (Gursoy, Saayman & Sotiriadis, 2015). Tourist destinations comprise networks of relationships among various parties (Bălan, Balaure, & Veghes, 2009) “where the action of each actor influences those of the others” (Manente & Minghetti, 2006, p. 23). Competitiveness of a destination essentially depends on how effectively the constituent units work together to produce the tourism product (Buultjens, White, & Neale, 2012). Collaborative strategies and integration of resources are necessary to maximize benefits and add value (Saxena, 2005). Therefore, in achieving and sustaining archaeotourism competitiveness in the cases of Borobudur and Angkor, Destination Management Organizations (DMOs) have played an important role in managing the archaeological site. DMOs are non-governmental technical body that are supported by the Government to initiate a standardized procedure to market a destination to attract significant number of tourists, as well as to synergizes activities on tourist destinations. DMOs are also perceived as marketing organizations designed to bring buyers (visitors/tourist) in contact with marketers (providers of tourism products and services).

To that extent, this study will assess the management organization role of PT. Taman Wisata Candi Borobudur, Prambanan, Ratu Boko (Persero) or TWC in Indonesia and Apsara Authority Nationality (AA) in Cambodia as archaeotourism DMOs in enhancing the cooperation and competitiveness of their respective destinations. The concept of DMOs refers to a coalition of public and private partners who are acting together to achieve mutual goals (Beritelli, Bieger, Laesser,

2007, UNWTO 2007). The main role of a DMOs is to coordinate long-term destination marketing and management, since the consumer perceives and buys a destination as one integrated product (Bieger, Beritelli & Leasser 2009).

## **1.2. Problem Statement**

Having in mind of the previous mentioned of the study, a growing body of research on archaeotourism organizational management through DMOs (archaeotourism DMOs) in enhancing destination competitiveness, including empirical studies, has focused on a range of attributes: price competitiveness (Dwyer, Forsyth, & Rao, 2002), the environment (Hassan, 2000), destination marketing (Buhalis, 2000), quality (Go & Govers, 2000) and strategic management (Jamal & Getz, 1995). Despite the importance of the role of archaeotourism DMOs in enhancing the competitiveness, therefore the need to conduct research in developing the cooperation in archaeotourism destination especially in Southeast Asian region is relatively rare. Considering the limited research on the topic, especially research using case study method, in-depth studies are required to explore how the role of archaeotourism DMOs could enhance competitiveness of destination that could generate the growing number of visitors.

Archaeotourism may include visits to museums, places of historical significance, historically and archaeologically focused parks, and even attendance at traditional dances, festivals, and other events. While archaeotourism is not new, its scale and scope have grown dramatically in recent years, with hundreds of thousands or millions of tourists now visit archaeological sites annually and thus archaeotourism has become a lucrative business. Archaeotourism is often incorporated into the larger fields of ecological tourism, geotourism, and heritage tourism. As such, what archaeotourism DMOs, such as TWC and AA offer combinations that allow the visitor to enjoy a regions natural and cultural wonders. Archaeotourism raises awareness of the shared cultural heritage and encourages people to visit archaeological sites and historical places, but also subjects these sites to increased stress.

The need for managing structures and the impact of the complexity of tourism now days are heightened in an international tourism cooperation context. Therefore, strategies towards managing the risks and challenges as well as to seek

the opportunities that the global tourism industry presents is essential to ensure the development of a competitive, sustainable tourism industry. Developing effective long-term tourism strategies through archaeotourism DMOs and its cooperation requires a deeper understanding and knowledge about how they can improve the competitiveness of their respected archaeotourism destination.

In enhancing the cooperation, the TWC and AA signed the Memorandum of Understanding (MoU) on the Cooperation of Two World Heritage Sites Management, Borobudur and Angkor on 19<sup>th</sup> of July 2019. The MoU aims to:

- a. Carry out, in accordance with the principles of equality and mutual benefit, exchange and cooperation between the two world heritage sites in the field of sustainable tourism development and environment management in order to promote common prosperity and development. It also aims to establish a framework of close cooperation between Parties;
- b. Promote the two world heritage sites, Borobudur and Angkor;
- c. Exchanging trainees and experts from the Parties;
- d. Exchanging technical assistance related to management and tourism promotion of the two world heritage sites

### **1.3. Research Questions**

The overall aim of this research is to explore and understand if and how the archaeotourism organization management role through DMOs cooperation can improve the tourism competitiveness of destination such as Borobudur and Angkor, respectively. The answers to the research questions researcher hope will provide insight into the nature and significance of the archaeotourism organizational management of the respected DMOs in enhancing the tourism competitiveness through cooperation of Borobudur and Angkor as to achieve the overarching aim:

1. *How the archaeotourism DMOs could establish strong and unique positioning of a destination?*
2. *In what ways that archaeotourism DMOs could deliver excellent qualities of experiences?*
3. *What are the competitiveness strategy and activities could be applied through cooperation in the context of Borobudur and Angkor?*

#### 1.4. Objectives of Study

The key objective to conduct the study is to:

1. Stress the relevance role of management organization of PT. Taman Wisata Candi Borobudur, Prambanan, Ratu Boko (Persero) or TWC in Indonesia, and Apsara Authority Nationality (AA) in Cambodia at destination level.
2. Identify competitiveness strategy and activities through cooperation which are relevant now days and applicable for TWC and AA.
3. Provide a set of recommendations to be considered by TWC and AA to improve their planning, managing performance and enhance their institutional governance.
4. Contributes to tourism literature by proposing the importance of cooperation in enhancing competitiveness

Exploring the role of archaeotourism DMOs perspectives provides an understanding about where they stand in terms of its importance to the tourism industry. This information is central to discovering how significant is archaeotourism DMOs is to tourism success, or in other words, to enhance the archaeotourism destination competitiveness.

Understanding how easy or difficult it is to manage and engage in tourism activities industry is key to learning the reasons behind the existing DMOs activities involved. Once the challenges that stand in the way are identified, the ways to overcome these challenges can be determined. Identifying the different factors that facilitate practices is of great value in providing suggestions on how the archaeotourism DMOS could enhance the competitiveness of destinations. In the case of Borobudur and Angkor, the research questions also reveal the positioning of each DMOS prior to different organizational approach and each country's law and policy regarding tourism. It is important to learn what and how to inhibits or enables activities in delivering excellent qualities of experiences in archaeotourism destinations. Overall, the research presented in this dissertation will aims not only to enrich and extend current understanding on management behaviour of DMOs in

archaeotourism destination, but also to look at the effective strategy and activities that could be applied to enhance the archaeotourism destination competitiveness.

The researcher hope that these research objectives could assist archaeotourism DMOs effort to strengthen their institutional framework, the competitiveness and sustainability of Borobudur and Angkor, whereas the common objectives for every DMOs are to maximize visitor's value and quality perception while ensuring the competitiveness and sustainability of the destination. These objectives also as a hope for the researches that the DMOs could preserve of its natural and cultural assets in the long run and catalyze the benefits for the country's revenue as well as to enhance the local economy and the residents living in the surrounding areas.

### **1.5. Scope and Limitation**

The study focuses on how significant the role of archaeotourism DMOs could enhance the competitiveness of tourism industry in Indonesia and Cambodia. The research concentrates the role management organization of TWC and AA as archaeotourism DMOs in managing their respected destinations, as well as the competitiveness strategy through cooperation that could be applied to boost the number of visitors to Borobudur and Angkor.

### **1.6. Contribution of Study**

The Contribution of the study is to provide a set of recommendations to be considered by TWC and AA in enhancing their respected archaeotourism destination of Borobudur and Angkor competitiveness through cooperation by implementing the signed MoU. Exploring the role of archaeotourism DMOs perspectives provides an understanding about where they stand in terms of its importance to the tourism industry. This information is central to discovering how significant is archaeotourism DMOs is to tourism success, or in other words, to enhance the archaeotourism destination competitiveness. Understanding how easy or difficult it is to manage and engage in tourism activities industry is key to learning the reasons behind the existing DMOs activities involved. Once the challenges that

stand in the way are identified, the ways to overcome these challenges can be determined. Identifying the different factors that facilitate practices is of great value in providing suggestions on how the archaeotourism DMOS could enhance the competitiveness of destinations.

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The study also contributes to tourism literature by proposing the importance of cooperation in enhancing competitiveness. It serves as a reference to the potential economic advantages the benefits of cooperation which can result from the effective implementation for tourism marketing strategies.

## **1.7. Organization of Study**

The research is organized into six different stages of arrangements, each of which is divided into different chapter as illustrated in Figure 1-3, by outlining the broad view of globalization and tourism that leads to the focus of the research issue. Each of the chapters is introduced as follows.

**Chapter one: Introduction** explores the concept of commitment, research background and motivation, problem statement, research objectives and questions, research scope, research contributions and the process of the whole dissertation.

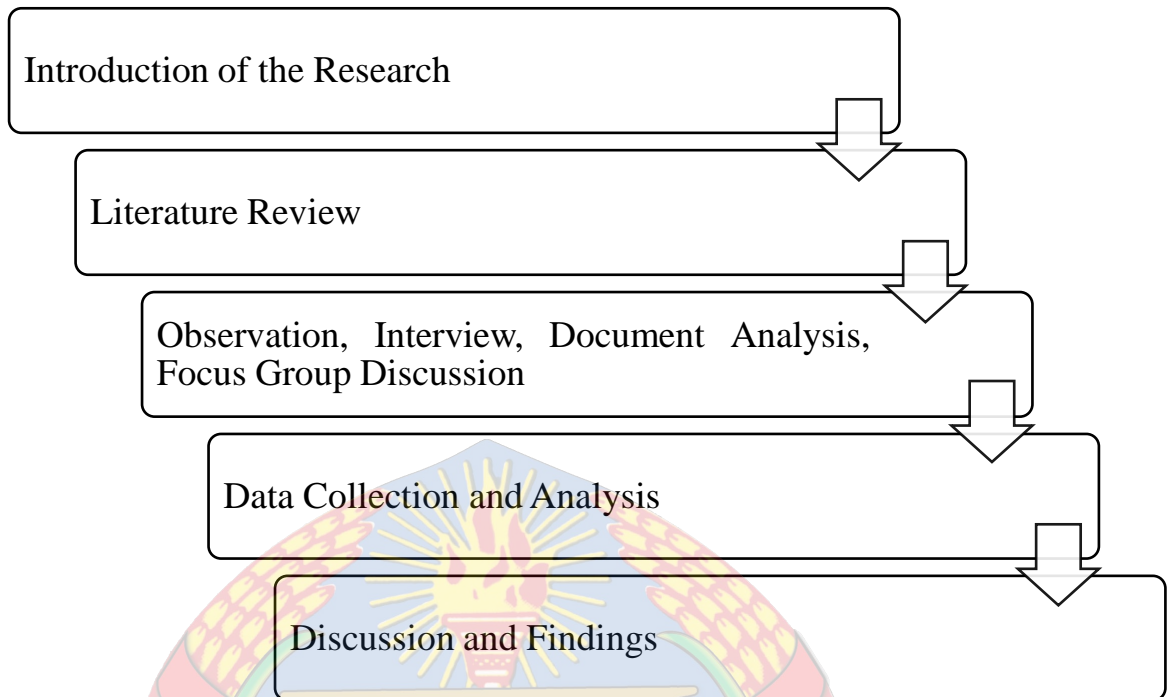
**Chapter two: Literature Review** provides a detailed review of theories, review related studies, review of archaeotourism, management organization, destination management organization of Indonesia and Cambodia, competitiveness and destination management organization cooperation, as well as relevant literatures to support this research.

**Chapter three: Research Methodology** provides the proposed conceptual framework in using a multiple transdisciplinary, explorative and illustrative case study that uses qualitative research methods to answer the research questions through sampling, research proses and data collection procedure and data analysis.

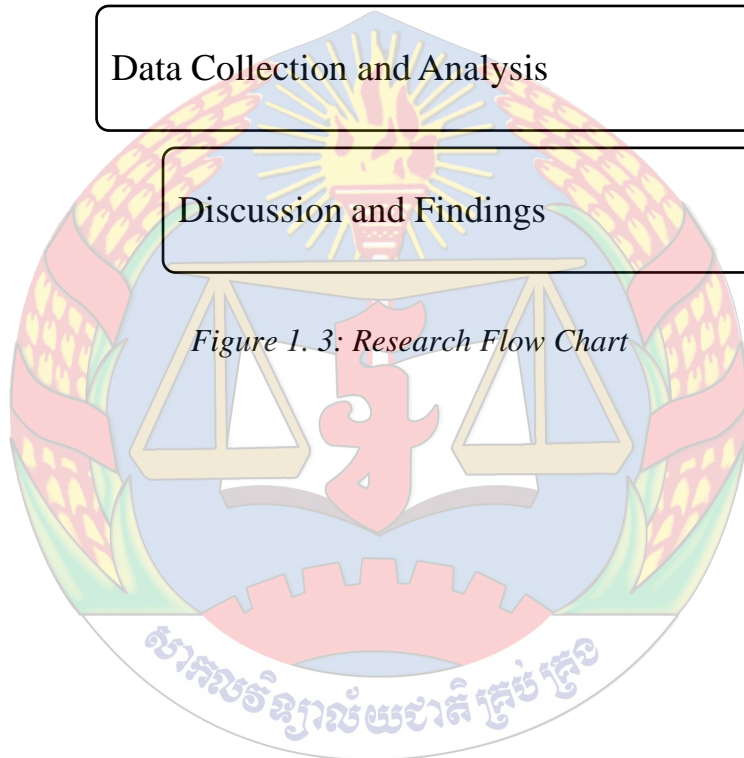
**Chapter four: The Case of Borobudur and Angkor** provides descriptive case study and information regarding recent economic and tourism development of Indonesia and Cambodia, archaeotourism destination of Borobudur and Angkor, as well as the signing Memorandum of Understanding of cooperation between TWC and AA.

**Chapter five: Discussion and Findings** that provides the information through sets of qualitative methodology approach in conducting the research such as observation, interview, document analysis dan focus group discussion to answer the research question by exploring and understanding the management role of archaeotourism organizations through DMOs cooperation could improve the competitiveness of destination of Borobudur and Angkor.

**Chapter six: Conclusion and Recommendation** that consolidates the discussion and findings of the research question and objectives. This chapter synthesizes the overall findings, which follows the research implications for researchers, practitioners and policy makers, followed by research recommendation, contributions, and the limitation of the study.



*Figure 1. 3: Research Flow Chart*



## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1. Introduction

The main research object is to assess the role of DMOs through cooperation in enhancing the competitiveness of their respected archaeotourism destination, in which are both listed as UNESCO's World Heritage. World Heritage Site is a landmark or area with legal protection by an international convention administered by the United Nations Educational, Scientific and Cultural Organization (UNESCO). World Heritage Sites are designated by UNESCO for having cultural, historical, scientific or other form of significance. The sites are judged to contain "cultural and natural heritage around the world considered to be of outstanding value to humanity".<sup>1</sup>

Borobudur and Angkor are archaeological site/compounds. Borobudur were Buddhist temple compounds which is one of the greatest Buddhist monuments in the world and was built in the 8<sup>th</sup> and 9<sup>th</sup> centuries AD during the reign of the Syailendra Dynasty. It is located in the southern part of Central Java province, at the center of island of Java, Indonesia. Borobudur compound was listed as UNESCO's World Heritage in 1991. Whereas Angkor is a temple complex and the largest religious monument in the world by land area. Originally constructed as Hindu temple dedicated to the God Vishnu for the Khmer Empire, it was gradually transformed into a Buddhist temple towards the end of the 12<sup>th</sup> century. It was built by the Khmer King Suryawarman II in the early 12<sup>th</sup> century and Angkor complex was listed as UNESCO's World Heritage in 1992.

Therefore, the literature review will cover conceptual and contextual perspectives on archaeotourism destination management organizations' (DMOs) such as the archaeotourism itself and competitiveness strategy. The review will be assessed on the basis of enhancing an understanding of the research question by demonstrating that it is grounded in past management and the research of

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<sup>1</sup> UNESCO World Heritage Centre. Archived from the original on 19 September 2020.

competitiveness strategy as well as in enhancing the cooperation between TWC and AA as stated on the MoU. Thus, the literature will be reviewed for theoretical and practical insights that are relevant to organizational management behavior, destinations competitiveness strategy, and covers related concepts, definitions, attributes and models. Different perspectives on organizational management behavior are discussed in relation to sustaining destination competitiveness.

Studies and researches many have covered the destination competitiveness, but not many has researched the Archaeotourism DMOs in enhancing the competitiveness of a destination. The closest research that the researcher found is that the Destination Competitiveness: A structural Model for Measuring Attributes Competitiveness of Bagan, Myanmar by Khin, Daengbuppha, and Nonsisri (2014). The aim of their study is to propose a structural model for analyzing attributes of competitiveness of a particular tourism destination. The study provides an important theoretical implication of modifying and adapting the existing models in a manner of putting together the relevant attributes from studied places are required in destination competitiveness studies.

Another research studied by Negrusa and Coros (2016) is regarding Destination Management Organizations' (DMOs) Roles and Performances – Literature Review. The aim of the paper made is to investigate how DMOs activity can contribute to tourist destinations' competitiveness and success. In an attempt to provide a holistic view of the DMO concept, the paper examines and reviews DMOs roles and specific activities, and the relationship between DMO's success and destination's success. Through DMO's performance evaluation, there can be identified areas for economic improvement, efficiency, capacity and effectiveness of achieving strategic and operational results, which can further increase the destination's competitiveness.

With the relevant previous studies and literature review, researcher needs to research more regarding the ground theories in of the proposed topics for comprehensive findings in focusing as follows:

## **2.2. Definition of Archaeotourism**

### **2.2.1. Archaeology**

The study of human history and prehistory driven the curiosity of present civilization to know, understand and explain how past civilization lived and developed, in hoping that the findings could substantially contribute to modern life. The fascinating finding of artefacts and ancient construction seek most people, especially archaeologist and historian to understand the way of life, the once flourished society, daily lives, political power and social activity, as well as beliefs and rituals. People now days are also interested to know, why was an ancient civilization once considered as powerful have leaving ruins behind, what was the cause of their downfall and was lost throughout the centuries until it was discovered over a century or few decades before. Archaeology certainly is a very wide, rich and diverse discipline with loads of academic methods that range from humanistic to scientific, aimed to study the expression of human life chronologically, as well as explaining the events that occurs in the past and to know about the process of cultural change. But as now days more and more ruins and artefacts has been discovered, and archaeologist are doing their best and part to mend the puzzles of the past, Elia (1997:85) stated that archaeological remains – the material traces of the past – are considered finite and non-renewable resources that are constantly under threat. Therefore, coordination regarding preservation from all stake holders is much needed, because most of the work conducted by archaeologists aims to preserve the past not only for the present, but also for future generations (Holtorf, 2010).

### **2.2.2. Tourism**

Tourism has become a very lucrative business in the last few decades. The development of connectivity, travel corridors, and wide access to information through internet are making people across the globe more and more easy to go from one place to other to their respected interests of visits. According to UNWTO (2001) tourism is defined as the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated

from within the place visited. In 2015, UNWTO also defined tourism as “a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes.” Tourism evolved as an important economic activity, especially for developing countries. Tourism can have a broad range of impacts for the economy, for the natural and built environment, for the local population, and for visitors themselves (e.g., Archer et al., 2012; Cooper et al., 2005; Mathieson & Wall, 1982).

There are many type motives and classification for people conducting tourism activities, such as recreational, cultural, sports/adventure, health, convention tourism, and incentive tourism. Tourism sector increasingly important in line with national developments and contribution made by the tourism sector through foreign exchange earnings, income, area development, as well as in absorbing investment and manpower as well as other business development in part of areas that connected to tourism. According to Yakup, 2019, tourism influenced the economy of a country through several factor: i) as a foreign exchange earner to obtain capital goods used in the production process; (ii) stimulating tourism infrastructure development; (iii) encouraging the development of other economic sectors; (iv) contributes towards increasing employment and income opportunities; (v) as a positive economy of scale. As Getz and Page, 2016, adding that the availability of supporting factors for the tourism sector can affect GDP and employment. The tourism sector can have a huge impact to employment due to the availability of jobs provided as a response to the increasing demand for goods and services from tourists. Tourism sector also can produce and stimulating economic development in certain areas. The increasing number of tourists will also stimulate the tourism destination areas to provide the facilities offered to the tourists that benefited hotel and restaurant business, transportation, merchandise and gifts, as well as tour guides.

### **2.2.3. *Archaetourism***

Visiting archaeological site and historical places is one of the fastest-growing tourism sectors. It is often associated with the activities that based are based on historical and heritage elements. This activity is known as heritage

tourism, but also referred to archaeotourism. It is the combination of archaeology and tourism. It is closely related to tourism destination based on archaeological sites and historical heritage sites. In general, its purpose is to see the heritage that has been passed down from generation to generation, in which includes history, culture, art, nature, artefacts, and others. To achieve this goal, reservation and conservation efforts were made and still continue to do so in respect of archaeological and historical sites with the potential to be developed as attractive tourists' destination.

Archaeotourism is a matter of promotion, exhibitions, and research apparatus (Dallas, 2007). It tends to be used for nationalist purposes, defending of identity, and identification with some greatness of the past (Baram and Rowan, 2004). It is the motivating forces to combine archaeology and tourism to complemented each other for a passion of the past and an interest in learning about the ancient or historical cultures that inhabited the area being visited. By archaeotourism mean is the visitation of archaeological sites as part of one's tourist activities. As such, it lies at the intersection of heritage preservation and cultural tourism, which is capturing an ever-increasing share of tourist dollars (Wurz and Van der Merwe, 2005). The increasing popularity of archaeotourism means that underdeveloped archaeological sites may be at risk from tourism entrepreneurs who lack conservation skills (Wurz and Van der Merwe, 2005:12).

Now days, the archaeotourism is growing rapidly as people across the world are curious to know especially the history and culture. These activities inspire the local soundings and the country in which hosted the site as it is able to generate national revenue. The arrival of visitors every year yields millions of dollars, in sites such as the Pyramids (Egypt), Machu Pichu (Peru), the Great Wall (China), Taj Mahal (India), and of course Candi Borobudur (Indonesia) and Angkor Wat (Cambodia).

Archaeotourism play an important role to preserves the heritage. It also helps to educate the general populace regarding the past cultures and science, in which it builds public support for preservation initiative. It also develops important economic and political allies. It is to say that archaeotourism is very educational. But the outcomes of archaeotourism are largely matter of how well initiatives are handled (Pinter, 2003), and rely in large part on the design of the project and involvement of key stakeholders. Successful management of archaeotourism

depends upon the various invested parties developing shared understanding of what is at stake and how goals will be met (Deacon 2006: 380).

#### **2.2.4. UNESCO World Heritage**

World Heritage is the designation for places on earth that are outstanding universal value to humanity and as such, have been inscribed on the World Heritage List to be protected for future generations to appreciate and enjoy<sup>2</sup>. There are two categories of World Heritage namely cultural and natural. According to the World Heritage Convention “The cultural and natural heritage is among the priceless and irreplaceable assets, not only of each nation, but of humanity as a whole. The loss, through deterioration or disappearance, of any of these most prized assets constitutes an impoverishment of the heritage of all the peoples of the world. Parts of that heritage, because of their exceptional qualities, can be considered to be of “outstanding universal value” and as such worthy of special protection against the dangers which increasingly threaten them”.<sup>3</sup> The Convention was approved in 1972 and adopted by the UNESCO in 1976, whereas the purpose is to ‘ensure the identification, protection, conservation, presentation and transmission to future generations of cultural and natural heritage of outstanding universal value’ (UNESCO, 2005a). The cultural and natural heritage then inscribed by the World Heritage Committee (WHC) established by the Convention and coordinate with the experts for the known criteria to evaluate the designating of sites. The aim is to encourage conservation of the resources within the designated sites and surrounding buffer zones on a local level and also to foster a sense of collective global responsibility via international cooperation, exchange and support.

Timothy and Nyaupane (2009a) asserts that heritage tourism growth is predicted to have good prospects, better than other types of tourist’s destination. Pedersen (2002) in United Nations Educational, Scientific, and Cultural Organization (UNESCO) categorizes heritage tourism in two areas: heritage culture and natural heritage. Timothy (2011) also classified it into natural heritage and

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<sup>2</sup> Definition of World Heritage, <https://whc.unesco.org/en/faq/19>, retrieved on 9 December 2020

<sup>3</sup> Operational Guidelines for the implementation of the world heritage convention, World Heritage Centre 2008; retrieved on 9 December 2020 <https://whc.unesco.org/archive/opguide08-en.pdf>

culture. Heritage tourism is a strong magnet for attracting more and more tourists coming to a destination. This is very important strong point for countries such as Indonesia and Cambodia that have well known UNESCO world heritage site could improve the image of a destination (destination image) and create a destination branding.

### 2.2.5. *Borobudur*

Borobudur is a Buddhist temple located in Borobudur, Magelang, Central Java. This stupa-shaped temple was founded and was constructed in 770 AD and was completed only in 842 AD., when Central Java was ruled by Samaratunga of Sailendra dynasty, once ruled vast Empire stretching from much of Java, Sumatra and Malay Peninsula, who adhered to Mahayana Buddhism (Soediman, 1973) based on the *Karangtengah* and *Kahulunan* inscriptions and become the largest Buddhist temple in the world. Borobudur is one of the famous world heritages and was included in the World Heritage List number C592 in 1991. Several studies have attempted to build a theory to explain Borobudur. One of them suggests that this name is a possibility comes from the word *Sambharabhudhara*, derived from Sanskrit which means "mountain" (*bhudara*) where the slopes are located terraces. In addition, there are several other folk etymologies. For example, the word Borobudur comes from the words of "the Buddhas" which due to a shift in sound becomes Borobudur. Another explanation is that this name comes from the two words "*bara*" and "*beduhur*". The word *bara* is said to have come from the word *vihara*, while there is also another explanation where *bara* comes from the Sanskrit language which means temple complex or monastery and *beduhur* which means "high", or reminiscent in Balinese which means "above". Therefore, Borobudur can be interpreted as a temple on high ground (Soekmono, 1976; Soeroso, 2007).

Borobudur's 1,460 narrative reliefs, including 160 *karmavibhangga* panels found on the hidden foot, extend over a linear distance of about 3 kilometers. The *karmavibhangga* reliefs represent *Mâhakarmavibhangga*<sup>4</sup> scripture. The scenes in

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<sup>4</sup> *Mâhakarmavibhangga* is a holy Buddhist script which describes the operation of karma, i.e. the law of suffering's cause and the result of actions, in reincarnation, in heaven and in hell (Soekmono, 1976). The teachings of *Mâhakarmavibhangga* emphasize the causal relationship between *samsara* and karma which is determinant in shaping humans life at present and in the future as well as

the reliefs emphasize daily life, morality on earth, actions which result in good and evil, together with all their consequences, both in heaven and in hell. This is the ground rules of karma, which constitute the essence of Buddhist view of life, death, and rebirth (Soekmono, 1976; Fontein, 2010). Borobudur temple symbolizes the universe in a cosmic mountain, named Meru, a sacred mountain for Buddhists, a chamber in which hermits meditate to attain spiritual power. Javanese inscriptions often refer to temples as mountains (Soekmono, 1976; Miksic, 2010).

Being a replica of the universe, Borobudur is divided into three major subdivisions in the Buddhist cosmology: *kamadhatu*, *rupadhatu* and *arupadhatu*. The foot or base of Borobudur represents the *kamadhatu*, a sphere of desire, i.e. the phenomenal world in which we live. The second sphere, the *rupadhatu*, is a sphere of forms of a higher nature than those of the phenomenal world. The highest sphere, the *arupadhatu*, is a sphere of formlessness, symbolized by the three circular terraces around the main stupa (Soediman, 1973).

The world's attention to Borobudur as a world heritage has become a magnet, attracting Buddhist pilgrimage and tourists to come to see, pray and enjoy Borobudur. Attractions in Borobudur are unique, supported by the surrounding environment and the culture carried by the community. Borobudur has become a variety of objects as well as attractions that can be enjoyed at different times such as a visit at dawn to enjoy the atmosphere of the sunrise as well as to explore the people of the villages around Borobudur, in the form of arts and cultural phenomena as well as everyday life.

#### **2.2.6. Angkor**

Angkor once the capital of the Khmer empire between the ninth and the fifteenth centuries AD and is home to hundreds of temples and shrines built between the seventh and sixteenth centuries. The iconic temple of Angkor Wat also one of the symbols of present day the Kingdom of Cambodia, built in the early twelfth

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consequences of all deeds during their life (Santiko, 2012). The law of karma applied to all people whether they were the King, noblemen, priest or society in general (Haryono, 2010). Karma itself is determined by dharma, that is noble deeds in devoting oneself to religion and to loving one's fellow creatures (Satrio, 1989).

century (Cœdes` 1920), is one of the most beautiful religious buildings in existence, and Angkor is generally considered to be the largest such structure ever to be built before the twentieth century AD. The grandeur of the temple at the summit of the Khmer empire in the twelfth century is indicated by an inscription made in the temple (on a pillar in the cruciform gallery) in 1579, after the old empire had faded away, which refers to a Khmer ruler who, even then, could engage in ‘regilding the towers’ (Santi 2008). While the original name of the monument remains unknown and it is still a mystery to archeologists, historians and other scholars, Angkor Wat is most certainly a later name, as the urban area around it was called Yasodharapura from the late ninth century, and only became known as Angkor after the fifteenth century (Groslier 2006: 74). According to Chinese visitor in 1920s, Zhou Daguan described Angkor and referred to Angkor Wat as the ‘Tomb of Lu Ban’, a famous mythical Chinese builder, which suggests that the name by which it was then known referred to a funerary function, apparently connected to the name given by the Khmer at that time to its divine architect (Zhou trans. 2007: 48). From 1557, Cambodian texts (Santi 2008: 41) refer to the temple as Brah Bisnuloka—a restatement of the posthumous name of the king who built it and of the memory of its original cult of Vishnu, even though by then Angkor Wat was principally used as a Theravada Buddhist shrine.

The name Angkor Wat was in use by 1632 (Groslier 2006: 74; Santi 2008: 42), but the temple’s original function is still unknown. The integration of Angkor Wat into the central area of the low-density urban complex of Greater Angkor (Pottier 1998; Fletcher et al. 2003; Evans et al. 2007) means that its residence pattern informs about the arrangement of Angkorian urbanism and disproves the conventional model of the development of Angkor as a series of successive, small, walled cities (Pottier 2000; Evans et al. 2013; Evans & Fletcher 2015). For more than a century, with the exception of the period from the 1970s to the mid-1980s due to civil war, Angkor has been much of a focus of scholarly research, restoration and conservation, especially by the French. The dominant intellectual concerns have been the art, iconography, ritual function and architecture of the monument.

The Angkor complex is developed gradually by the Khmer Kings, but temple of Angkor Wat is considered to have been built for Suryavarman II during his reign from AD 1113–1149 (Claude Jacques pers. comm.; Cœdes` 1920; cf. Southworth

2003) as the third ruler of the Mahidharapura dynasty in Angkor and came to power by violence, killing his uncle Dharanindravarman I, and reunifying the Khmer Empire (Coedes' 1929: 302–303). At present times, Angkor is located in Siem Reap Province and it has been transformed from agriculture as the primary sector to service industries over the past twenty years, since the listing of Angkor Wat as a World Heritage site in 1992. The listing helped the economy grows and developed to an emerging trend of tourism developers in which make Siem Reap as a favorite destination especially for international tourists to come and contributed to Cambodia's tourism sector revenue.

### **2.3. Management Organization**

#### **2.3.1. Introduction**

Management is an art and science that encompasses all activities within an Organization. It is the life and core of every organization involves in the planning, coordinating, controlling, organizing of all the activities that go on within an organization (Kaehler and Grundei, 2019). Philosophy is seeing things and knowing why things are the way they are. It is more of the basic laws which drive other acts.

Drucker (1963) defined management as the product of effectiveness and efficiency where “doing things right” is regarded as ‘efficiency’ while “doing the right things” is considered as ‘effectiveness’ (cited from Robbins and Coulter, 2012). The theme of Drucker's definition is based on “knowledge work” (McGrath, 2014). On the other hand, Fayol defined it as, “to manage is to forecast and to plan, to organize, to command, to co-ordinate and to control” (cited from Prasad and Gulshan, 2011).

James, et al (2000) posit that the management process is a systematic way of handling activities:

- a) Planning: The process of establishing goals and a suitable course of action for achieving those goals.
- b) Organizing: Process of engaging two or more people in looking together in a structured way to achieve a specific goal or set of goals.

- c) Leading: Process of directing and influencing the task related activities of group members on an entire organization also motivating employees.
- d) Controlling: is a process of ensuring that actual activities conform to planned activities Managers are to ensure that, decisions and actions taken by the employees/staff of the Organization must yield positive result.

These decisions should be such that it tends towards achieving the organizational objectives. As this study will assess the role of archeotourism DMOs, therefore researcher must understand the basic rationale behind the definition of DMOs.

In this research, the researcher looks at the management theory such as social exchange theory. The major idea in social exchange theory is that parties enter into and maintain exchange relationships with others with the expectation that doing so will be rewarding (Blau, 1968; Gouldner, 1960; Homans, 1958). The theory is limited to examining actions that are contingent on rewarding reactions from others (Blau, 1964), and examines two-sided, mutually contingent, and mutually rewarding processes called “transactions” and relationships called “exchanges” (Emerson, 1976). The theory assumes that self-interested parties transact or exchange with selfinterested others in order to accomplish outcomes that neither could achieve on his or her own (Lawler & Thye, 1999), and that these exchanges would cease as soon as they are not perceived to be mutually rewarding by both parties (Blau, 1994).

The major premises of social exchange theory were derived with a goal of creating a mutually exclusive and exhaustive set of four almost lawlike generalizations: (1) exchange relationships result in economic or social outcomes (or both), (2) a cost-benefit analysis is performed on the outcomes received and compared with the potential costs and benefits of alternative exchange relationships, (3) the receipt of rewarding outcomes over time increases mutual trust and commitment in exchange relationships, and (4) exchange norms and expectancies develop over time from rewarding exchange relationships (Popper, 1959; Rudner, 1966).

### **2.3.2. Destination Management Organization**

A great number of emerging destinations, in addition to the traditional, have turned tourism as key-driver to their social and economic progress (i.e., jobs, enterprises, export revenues, infrastructure development). (UNWTO, 2015) According to the UNWTO is defined as: “A social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes. These people are called visitors...and tourism as to do with their activities, some of which imply tourism expenditure”. (UNWTO, 2008)

Destination Management Organizations are defined by the World Tourism Organization (UNWTO) as those organizations which are responsible for management and/or marketing of individual tourist destinations”. UNWTO also elaborate that DMOs “is the leading entity which may encompass the various authorities, stakeholders and professionals and facilitates partnerships towards a collective destination vision”.<sup>5</sup>

According to Majewski (2007) DMOs are “organizations which are responsible for the coordination and supporting of the activities of all the entities involved in the marketing of destinations”. UNWTO in 2018 has made guidelines for strengthening DMOs in increasing focus on effective destination management, all of them urging destination management organizations (DMOs) to face and adapt to new challenges. From traditional marketing and promotion boards the trend is for these entities to increasingly enlarge their scope to become all-embracing DMOs, aiming to enhance the competitiveness and sustainability of destinations within a harmonious relationship between the residents and visitors.

#### **2.3.2.1. The Function of DMOs**

The functions of the DMOs may vary from national to regional and local levels depending on the current and potential needs, as well as on the

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<sup>5</sup> This operational definition on destination management/marketing organization was elaborated by the Committee on Tourism and Competitiveness (CTC) and it was adopted as a recommendation by the 22nd Session of the General Assembly of the UNWTO held on 11–16 September 2017 in Chengdu, China (A/RES/684(XXII)destinations”.

decentralization level of the public administration. Convention and Visitors Bureaus are also widely considered as DMOs, although their remit is primarily focused on promoting the destination for the meetings industry. Not all tourism destinations have a DMO.

It can be drawn up from the definition above, that traditionally responsible for destination marketing, the role of the DMO is becoming far broader. Development of sustainable governance institutions requires partnerships beyond traditional organizational boundaries to include community and non-governmental actors in decision making and management. The governance models differ according to the areas to be covered and they increasingly require new ways of thinking and collaborating.<sup>6</sup>

The DMO emerges as a key player in the development and management of tourism at destination level, although its mandate and scope of action will be determined by its context, maturity of the destination, level of decentralization, priorities in the destination, resources and other factors. Accordingly, the starting point for a DMO should be to assess the destination's current situation for which ideally a consultation process should be conducted whereby all key stakeholders in the destination participate: both public and private, as well as civil society (local community and residents, academia, NGOs, indigenous communities, among others). Once the scene is set, the DMO will be positioned to fix a road map and formulate a strategy for the destination adapted to the needs, competences and priorities resulting from this participative process.

The successful performance of the DMO will be determined by its capacity to obtain the credibility and trust of all stakeholders in the destination and beyond its boundaries. As the leading organizational entity in the destination, the DMO needs to get the support of all acting stakeholders and be considered as the legitimized entity – institutionally, legally and operationally speaking – to lead the management of tourism in

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<sup>6</sup> World Tourism Organization (2017), *Managing Growth and Sustainable Tourism Governance in Asia and the Pacific*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284418909>.

the destination. For this to happen, an appropriate governance model stands as a key element.

There are many different and varied roles and responsibilities in destination management organization. These are handled in different ways in different destinations, but there are common elements and approaches that should be ideally included in most existing DMOs.

Collins and Buhalis in Mendling et.all (2005) define Destination Management Organizations as the providers of products and information technology services to customers, agents and suppliers in the sector of tourism. Padurean speaks about an organization which is responsible for the management and coordination of all the activities in a destination including planning and promotion (2010). According to van Harssel (2005), DMO mean organizations that lead a community’s hospitality and tourism industry and are often a driving force behind local economic development plans.

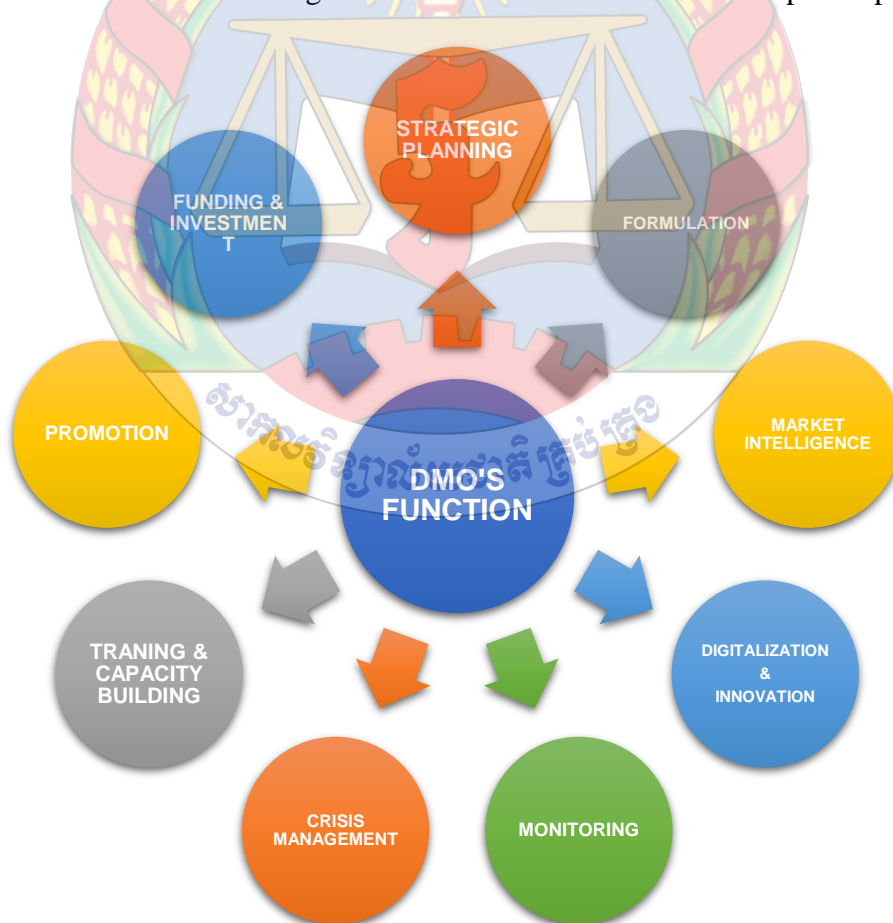


Figure 2. 1: Destination Management Organization Function

Source: UNWTO Guidelines for strengthening DMOs

## 2.4. Competitiveness

### 2.4.1. Introduction

Competitiveness is a very broad concept, which can be observed from many different perspectives such as through products and companies. The definitions offered in the literature provide both a micro and macro association of competitiveness. From a macro perspective competitiveness might refer to national concern and the fundamental goal which is to improve the real income of the community. From a micro perspective, it might be seen as a firm level of experience. In order to be competitive, organization have to provide products and services, which must satisfy consumers or visitors. For such products and services, customers or clients are willing to pay a fair return or price as well as time to visit. After looking and studying the literature on the subject of competitiveness, researcher chosen some definitions to cover the variety of dimension as follows:

Author	Year	Definition
Adamkiewicz-Drwiłło	2002	...competitiveness... means adapting its products to the market and competition requirements, particularly in terms of product range, quality, price as well as optimal sales channels and methods of promotion
Barker, Köhler	1998	Country's competitiveness is the degree to which it can, under free and fair market conditions, produce goods or services meeting the test of international markets, while simultaneously maintaining and expanding the real incomes of its population over the longer term
Flejterski	1984	Competitiveness is the capacity of the sector, industry or branch to design and sell its goods at prices, quality and other features that are more attractive than the parallel characteristics of the goods offered by the competitors
Porter	1990	The only meaningful concept of competitiveness at the national level is national productivity. Competitiveness is an ability of an economy to provide its residents with a rising standard of living and a high employment on a sustainable basis

<b>Author</b>	<b>Year</b>	<b>Definition</b>
Tyson D'Andrea	1992	Competitiveness is our ability to produce goods and services that meet the test of international competition while our citizens enjoy a standard of living that is both rising and sustainable
World Economic Forum WEF (Schwab, Sala-i-Martin)	2013	Competitiveness is the set of institutions, policies, and factors that determine the level of productivity of a country
World Economic Forum – WEF	1996	Competitiveness is the ability of a country to achieve sustained high rates of growth in GDP per capita

*Table 2. 1. Definitions of competitiveness according to various authors by alphabetical orders*

*Souce: Develop by researcher through literature review*

According to Omerzel (2006), competitive factors refer to secondary tourism supply, which can be produced and improved by the tourist firms or governmental policy. Omerzel continued to state that both kinds of factors are co-dependent, whereas without secondary tourism supply the tourism destination is not able to sell attractions, e. g. primary tourism supply on a tourist market, and without primary supply the tourism infrastructure is not useful. One of the reasons that tourism success is influenced by competitiveness is that the more a destination attains competitive advantages, the more it appears superior in the minds of potential visitors (Fernando & Long, 2012).

As with every industry and business, many tourist destinations are in competition with each other (Heath and Wall 1992). It is emphasized that the competitiveness is established between destinations and tourism organizations rather than countries because of the different aspects and features of the destinations in a country (Bordas 1994).

Competitive performance has become a key focus at regional, urban and local levels due to the growing interest from public authorities in identifying key factors of regional and urban competitiveness to guide policy making (Martin, Paget,

& Walisser, 2012). In fact, the increased attention on competition is believed to have resulted from the intense place competition created by globalization (Hall, 2007).

Competitiveness could be focus on two points that converge in studies related to competitiveness in tourism: comparative advantage and competitive advantage. Most tourism researchers agree that tourism competitiveness is based upon destinations' endowed resources (comparative advantages) and their capacity to deploy them (competitive advantage) (Crouch & Ritchie, 2006; Dwyer, Forsyth, & Dwyer, 2011; Heath, 2003). The competitiveness that the researcher would like to elaborate in this research also to discuss further not only the firm or DMOs, but also national and regional.

Dwyer and Kim's (2003) model note two indicators related to cooperation under the situational conditions/competitive (micro) environment: "level of cooperation between firms in destination tourism industry" and "links between tourism/hospitality firms and firms in other industrial sectors". Dwyer and Kim further note that the level of cooperation between firms in the tourism industry of a destination and the connection between tourism/hospitality firms and those from other industrial sectors as contributors to the indicators of competitiveness. Dwyer and Kim also acknowledge that there is a need to investigate the diverse forms of indicators that may be applicable to various contexts.

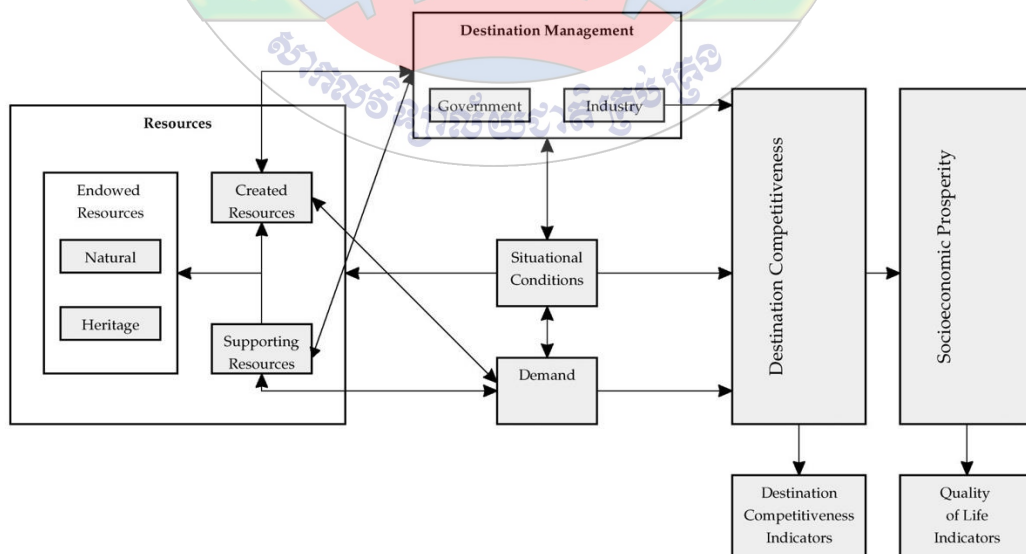


Figure 2. 2: Dwyer and Kim's (2003) Model of Destination Competitiveness

### **2.4.2. Comparative Advantage**

Tourism inbound to countries are seen through demand side factors such as income in each tourist or group of tourists as well as their preferences of destination. These basic justifications one of the explanations why certain countries perform better than others in attracting tourists and why countries have a comparative advantage in tourism as travel services. The services sector has witnessed a great growth performance in the past decades. The improvements of information and technologies, especially the internet and cellular development, have allowed services to reach out more population. This also signifies by the signing of General Agreement on Trade in Services (GATS) in 1995. The growth of the service industry over the last three decades is one of the striking trends in international trade. While merchandise trade has grown by 7 percent per annum since 1980, the services industry has achieved close to 8 percent per annum growth (UNCTAD 2008), and its likely to grow much more until 2019.

For the demand in tourism, much of the prevailed in the literature estimate the international tourist demand that often occurs between two or several pairs of countries (Crouch, 1994a; Witt, Witt and Wilson, 1994; Lim, 1997; Morley, 1998; Sinclair, 1998). There are some dependent variables that include, most cases occurred such as the tourism flows measured either by number of tourist arrivals and departures, or by tourism demand in terms of expenditures and receipts, where most important explanatory variables of tourism flow to that have been identified in the literature overview as follows (Crouch, 1994a and Lim, 1997):

- a. Income (in the tourism original country)
- b. Population (in the tourism original country)
- c. Cost of living (i.e., relative prices or consumer price index (CPI) ratios between the original and destination countries)
- d. Transportation cost (between the two countries)
- e. Currency exchange rate (between the pairs of destination and original countries)
- f. Other price factors (inflation, exchange rates)

To look at those variables mentioned, the theory of comparative advantage concerns differences in the factors of production. This view is compatible when applied to tourism because factors such as built attractions and monuments are key resources in tourism, thus making them important factors of production. Factors of production can be categorized into five groups (Porter, 1990), human resources, physical resources, knowledge resources, capital resources and infrastructure:

- a) Human resources – The tourism industry is labor intensive and relies greatly on customer service. Availability, skills, knowledge and work ethics in the labor force are crucial for tourism success.
- b) Physical resources – Unique physical features of a destination are the primary pull factors that attract tourists. Their diversity, abundance and accessibility are central to creating tourism. Factors such as climate, size and location of a destination are important physical resources that affect tourists' motivation to travel.
- c) Knowledge resources – The significance of knowledge for the tourism industry is visible from the demand for personnel in fields such as management, planning, marketing and engineering. Countries that are lacking in the required knowledge resources have to import skilled labor to fill the roles, which is often the case in developing countries.
- d) Capital resources – Large amounts of capital investments are required for infrastructure and operations of services. The availability and volume of wealth are important to create a positive environment for willing investors.
- e) Infrastructure – Infrastructure supports economic activity together with inherited assets by providing a foundation for the necessary processes and facilities.

From a tourism perspective, since the research is focusing on archaeotourism DMOs, it makes sense to add historical and cultural resources to the above list, and also expand the category of infrastructure to include tourism superstructure (Crouch & Ritchie, 2012) as follows:

- a) Tourism superstructure – Based upon the infrastructure, superstructures such as hotels, resorts and theme parks provide additional created assets that serve tourists’ needs and interests.
- b) Historical and cultural resources – These resources may be either tangible or intangible. Examples of tangible assets are museums, ruins and battlefields, whereas customs, traditions, languages and lifestyles are intangible assets. A nation’s ability and enthusiasm to preserve and protect these assets determines their value as attractions.

These explanations of destination comparative advantage which is made up of its resources also supported by Dwyer and Kim (2003) to classify into inherited (natural, cultural-historical), human-created and supporting sources (e.g., availability, quality of service, security, basic infrastructure).

The TWC and AA will be mostly highlighted and focusing regarding the comparative advantages in managing their respected destinations, thus includes the location, authorities, as well the policy made by the central government in enhancing their activities.

### **2.4.3. *Competitive Advantage***

Competitive advantage of a tourism object comes not only from the potential possibilities of external environment, but mainly from internal characteristics, i.e., from unique sources and methods of their use (Johnson, Scholes & Whittington 2008; David, 2009). It lies in the efficiency and effectiveness of a destination in deploying its available resources (Barros, Peypoch, Robinot, & Solonandrasana, 2011). Competitiveness is shaped by the productivity of endowed resources, and their capability to create added value (Barros et al., 2011). To achieve a competitive advantage, it is essential to use these resources effectively with regard to changing environmental conditions (Crouch, 2010).

Since both destinations had signed the memorandum of understanding for further collaboration, therefore, researcher will conduct the studies of what types of added value both DMOs have offered in managing the sites that could attract many visitors. Since both are located in Southeast Asia and perhaps there are linkages that

connect the two destination in the future in order to be more competitive in the region, especially with further collaboration benchmarking studies.

The researcher will look for the significant activities that both TWC and AA did in the planning, organization, leading and/or motivating staff, and controlling standards and information. When a benchmarking study is conducted amongst the similar types of tourist destinations, this allows any of the destinations not only to evaluate the nature of its competition, but also to identify new market opportunities (Goodall 1990) both by analyzing intermediaries who bring more tourists from either traditional or potential markets, and the consumers themselves.

Number of factors may influence a clear analysis of a destination competitiveness such as to study the type of holidays taken by tourists either as a part of inclusive tours or individually, the type of tour operators, differences between seasons and between climate conditions both in Indonesia and Cambodia, where there is reverse season between each country. The best time to visit Indonesia is between May to September, whereas in Cambodia is between November to April. Destination competitiveness analysis may be further inhibited by consumer expectations, motivations, past experiences and also the location, which could have an impact on directing the competitiveness of destinations in Indonesia and Cambodia.

## **2.5. Cooperation**

Cooperation could demonstrate a quite range of positive characteristics, that is including more effective communication and coordination towards others, open and friendly attitudes, as well as the sense of mutuality and a willingness to increase the other's influence. In order to achieve more and grow further, organization must be willing to depend to other organization such as to join forces to complete projects, joint promotions or even share budget. This is where Deutsch and Krauss (1962) suggested that social interaction must be understood in terms of how persons (groups) perceive their goals are related to each other. Further stated that in cooperation, persons (groups) perceive their goal attainment as positively related; one's movement toward one's goals facilitate the other's goals. Cooperation is used to refer the attraction and the absence of conflict; competition, to challenges and

high aspirations (Tjosvold, 1984). Moreover, Deutsch (1973, 1980) theorized the following outcomes of cooperation:

- |                                   |  |
|-----------------------------------|--|
| 1. Expected and actual assistance | Persons in cooperation expect others to help them perform effectively to reach their goals and actually assists each other           |
| 2. Communication and Influence    | Communications tends to be accurate and requests granted in cooperation as persons identify problems and help each other             |
| 3. Task Orientation               | Persons in cooperation divide up tasks and encourage each other to complete them so that they all can move towards their goals.      |
| 4. Friendliness and Support       | In cooperation, the positive value given to each other's effective behavior is generalized to a positive attitude toward each other. |

*Table 2. 2. Outcomes of Cooperation*

*Source: Deutsch (1973, 1980)*

In relations to the Dutch's theories, there are many researchers supported the ideas of cooperation, such as the effects of goal interdependencies on expected and actual assistance (Johnson, Johnson, Maruyama, 1983; Sharan, 1980); cooperation could facilitate their goals, and in turn, want to help them reach their goals (D.W. Johnson and Johnson, 1972; Tjosvold 1981); positive orientation to others effective actions in cooperation (De Vries and Slavin, 1978); cooperation understand and are influenced by each other's ideas and interests (Crombag, 1966); cooperators help each other perform effectively (D.W. Johnson and Johnson, 1972). Therefore, cooperation could strengthen work relations as well as to promote productivity.

## **2.6. Destination Management Organization Cooperation**

The globalization and increasing competitiveness of the tourism market necessitate greater flexibility than ever before from tourism companies, and rapid access to different resources (Freel, Harrisom, 2006; Ndou, Passiante, 2005;

Soriano, 2005). Since tourism is a unique type of economic activity, which crosses the boundaries of many different industries and sectors of the economy, cooperation patterns in the tourism business could be expected to be of great interest to researchers and the wider academic community. However, the literature regarding patterns of collaboration in the tourism business is rather rare.

The tourism sector depends on cooperation. As a specific service industry, tourism is fragmented both geographically and in business terms. Cooperation may be defined as a dynamic process-oriented strategy for managing turbulent planning domains at local and other levels (Lemmetyinen, Go, 2009). Brown and Keast (2003) explain that cooperation usually takes place over a short time frame and is often informal and voluntary. A particular type of cooperation is networking. Go, Williams (1993) described networking as a type of cooperation that cannot be treated as a merger or a joint venture, but merely as a structure of stakeholders related to each other by certain interests (Ford, et al., 2003, p. 18). Networking is also often an informal way of achieving a common goal, but its time frame is not usually restricted. Fernández-Ardèvol, Lladós Masllorens (1984) describe cooperation as a particular form of tourism business networking.

Wood and Grey (1991) describe the concept of collaboration as a situation in which a group of autonomous stakeholders in a given domain engage in an interactive process to act or decide upon issues related to that domain. Hence, a joint process of interaction among stakeholders in a tourist destination could be considered collaboration. Stakeholders usually pool their resources and cooperate to resolve emerging problems in tourism development (Bramwell, Lane, 2000b; Plummer et al., 2006). Collaboration, as a flexible and dynamic process, evolves over time and allows a range of partners to address serious problems and issues jointly (Gray, 1989). In this case, such specific situations may arise when organizations (firms and administrative entities) recognize their respective needs for interdependence due to competition at the local or regional level (Watkins, Bell, 2002).

The underlying principle of this relationship is the motivation to be successful in some domain of the business (directly, by increasing the volume of sales, or indirectly, by improving the image of the tourism destination in which the partners operate). The motivation for building a new business relation in the form

of cooperation, networking or collaboration may be external or/and internal. External motivation is generated by the business environment, in particular globalization, rapid technological changes, climate change, humanity's increasing mobility, and intensifying competition between tourism destinations and companies. Internal motivation for cooperation is mostly contingent on lack of resources (tangible and/or intangible – in areas such as knowledge, personal contacts and experience).

By participating in various joint undertakings, tourism companies attempt to reduce transaction costs and gain economies of scale and scope. In some cases, their intention is to secure access to complementary resources (Kumar, Van Dissel, 1996); in others it is simply to share the costs of production, distribution and marketing (Fyall, Leask, Garrod, 2001). In many cases, such joint work allows participants in various projects (either formal or informal) to share ideas and knowledge, resulting in an enhanced understanding of the market, new trends and new patterns of tourist behaviors. Some seek out partners with a view to sharing research and development costs (Bocquet, et al., 2006; Weidenfeld et al., 2011). That usually leads to a more innovative attitude on the part of the owners and managers (Roome, 2001; Todtling, Kaufmann, 1999), and to creation of competitive new services. Cooperation may be treated as a face-to-face interaction in which tourism partners are free to communicate, negotiate and construct proposals regarding the development of a tourism destination (Bramwell, Lane, 2000b).

## **2.7. The Role of Archaeotourism DMOs**

The role of archaeological tourism (archaeotourism) destination management organizations (DMO) has traditionally been more of promotion of the archaeological tourism destination that got enlarged to facilitation and coordination of tourism services for the inbound tourists to the destination itself.

The DMOs today has become the pivot of all developmental activities of archaeotourism destination beyond, such as conservation and preservation. DMOs are becoming more prominent by acting as catalysts and facilitators for the realization of archeotourism developments as well as to attract and educate tourist.

There is a definite shift towards recognizing that the role of the DMO goes well beyond marketing to include other activities that are important to the success of tourism in a destination from a competitive and sustainable perspective (Presenza et.al. 2005). Archaeotourism destination image building and sustaining the positive image too within domestic and international also the responsibility of the DMO for not to narrowing the gap of the interests of economy as well as cultural and religious purposes. It has now been accepted that the archaotourism DMO plays a greater role in destination management then merely being a marketing organization.

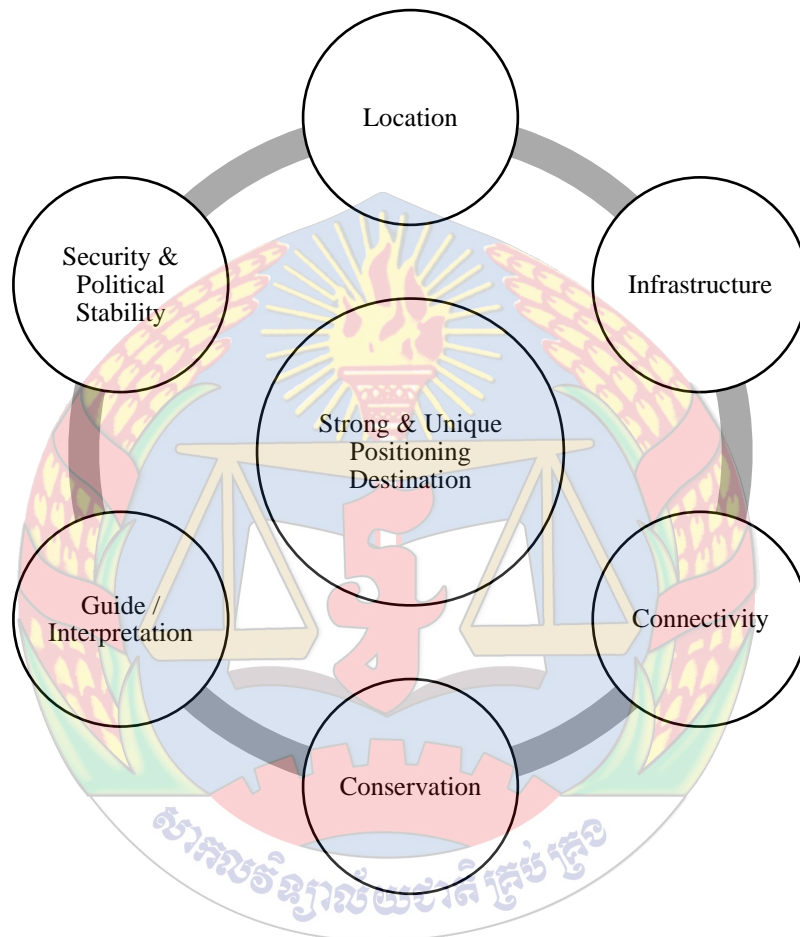
## **2.8. The Role of Archaeotourism DMOs in Enhancing Tourism Competitiveness**

Through the definitions above, researcher develop the conceptual framework to seek and clearly define the role of the archaetourism DMOs in enhancing competitiveness by expanding the research question as: 1) Archaeotourism Destination Management in Establishing Strong and Unique Positioning of a Destination; 2) Archaeotourism Destination in Delivering Excellent Qualities of Experiences; 3) Competitiveness Strategies and Activities Through Cooperation

### **2.8.1. *Establishing Strong and Unique Positioning of a Destination***

In terms of strong and unique positioning of a destination, it is regarding how the destination itself as a brand unique place in a market and how the selling propositions of the product and services. The destination integrates tourism products and services, as well as to provide tourists to have comprehensive experience which are consumed under the brand of the destination. Leiper (1995) explains that destinations are “places towards which people travel and where they choose to stay for a while in order to experience certain features or characteristics in order to perceived attraction of some sort,” but a destination can also be a perceptual concept, which can be interpreted subjectively by consumers, depending on their travel experience, cultural background, purpose of visit, and psychographic and demographic characteristics (Buhalis, 2000). Throughout the literature review process, there are keywords that often comes out to support the archaeotourism DMOs in establish a strong and unique positioning of their respected destination.

The researcher draws the conceptual framework that to support a strong and unique positioning of the destination as dependent variable to independent variable such as location, infrastructure, connectivity, conservation, guide/interpretation, as well as security and political stability within country or region that the archaeotourism destination stood.



*Figure 2. 3: Strong & Unique Positioning Destination*

*Source: Developed by Researcher through interviews and discussions*

#### *2.8.1.1. Location*

Geographical dimension or location is one important factor for a destination. The attractiveness as a factor that attracts tourists to certain location could be presented as a mix of many elements. Throughout the years, when the tourism situation is booming, the development of tourist activity also become an important goal for decision makers, stakeholders. Arguably, destinations can be classified in several different ways, such as a

continent, a nation or country, a province within a country, a city, an island, as well as an archaeological ruin, that have remarkable locations can be defined as a destination, as they may have the ability to attract tourists themselves. The political jurisdictions discussed by Ritchie and Crouch (2003) are to a great extent what define tourism destinations today. Another common way of understanding the concept of tourism destinations is by viewing it as a “particular geographical region within which the visitor enjoys various types of travel experiences” (Ritchie and Crouch, 2003, Vanhove, 2005). Similar generic definitions have been proposed by other authors, one of whom argues that, “Destinations can be defined as areas which consist of all services and offers a tourist consumes during his/her stay” (Bieger, 1992 in Bieger, 1998). However, Baggio (2013) argued that tourism destinations are the geographic locations in which tourists spend the majority of their time when travelling.

WTO in 2002 they developed a definition together with DMOs and academic institutions, which is, “a physical space that includes tourism products such as support services and attractions, and tourism resources. It has physical and administrative boundaries defining its management, and images and perceptions defining its market competitiveness. Local destinations incorporate various stakeholders, often including a host community, and can nest and network to form larger destinations. They are the focal point in the delivery of tourism products and the implementation of tourism policy” (World Tourism Organization, 2002, cited in Lew & McKercher, 2006). This is clearly showing that location could become an important independent variable in supporting the strong and unique positioning of a destination.

This definition also considers the various aspects of the tourism destination, for instance, it clearly states that a tourism destination has well-defined geographical limitations, which is in-line with other authors (Burkart and Medlik, 1981, Ritchie and Crouch, 2003, Vanhove, 2005). In terms of this location, tourists or visitors largely will choose the location is really strategic and not takes too much time, energy, and costs such as: easy and reachable, close to general facilities, or maybe close to the main road or

highway in order that the tourism destination location can support another. Thus, Leiper (1993) stated that the decision of tourists to visit a destination and to make repeat visits is the perceptions that are formed from the two forming factors, such as tourism services and geographic locations.

#### *2.8.1.2. Infrastructure*

Infrastructure is important part for tourism destination. The American Public Work Association defined infrastructure as physical structures and facilities developed by government agencies to carry out the functions in providing water, energy resources, waste management, transport, and other services to facilitate the achievement of social and economic goals (Stone, 1974 as cited in Kodoatie, 2005). In order to achieve the social and economic goals, infrastructure in tourism destination is one of the important aspects to attract tourists to visit. According to Coviello, Winklhofer, and Hamilton (2006), tourism infrastructure is a range of devices and institutions constituting material and organizational basis for tourism development. Infrastructure in tourism destinations needs to be developed and met the tourists' expectations based on tourism sites and destinations (Hermawan, 2017). Infrastructure also comprises four basic elements: accommodation facilities, food and beverage facilities, accompanying facilities and communication facilities. It is an important factor for both natural and man-made resources, as well as a “must” need by tourists or visitors during their traveling beyond such as need to access by road, bus stop, bridge and other facilities to reach the destination easily, as well as other needs such as electricity, clean water, telecommunication to support.

There are strong relationship in how to establish strong and unique destination in developing tourism infrastructure, and it has been theoretically establish by number of authors, such as Singh, Saini, and Majumdar (2015) that emphasize the structure of tourist infrastructure consists of following elements: Typically tourist infrastructure (accommodation facilities, facilities for arrivals servicing, tourist information and trails), Paratourist

infrastructure (transportation facilities – roads and transport points), local facilities – communal and public transport, trade and service facilities), Gastronomy and accompany facilities (sport, leisure, entertainment). Therefore, to support this, Conejo and Wooliscroft (2015) clearly highlights that the involvement of authorities to support and create policies are needed to improve infrastructure, promote the integration of tourist services, maintain visitor numbers and encourage guests to stay longer, visit additional locations and increase their spending.

The role of infrastructure is very important that will encourage the development of the tourism sector as well as an important aspect in achieving the social and economic sectors. It became a fundamental part in mediating the environment as a basic component with the economic and social system within the society as well as to support the urban activities. The development of tourism sector is related and depends on the policy to construct and develop the infrastructure within as shown in figure 2.4 below:

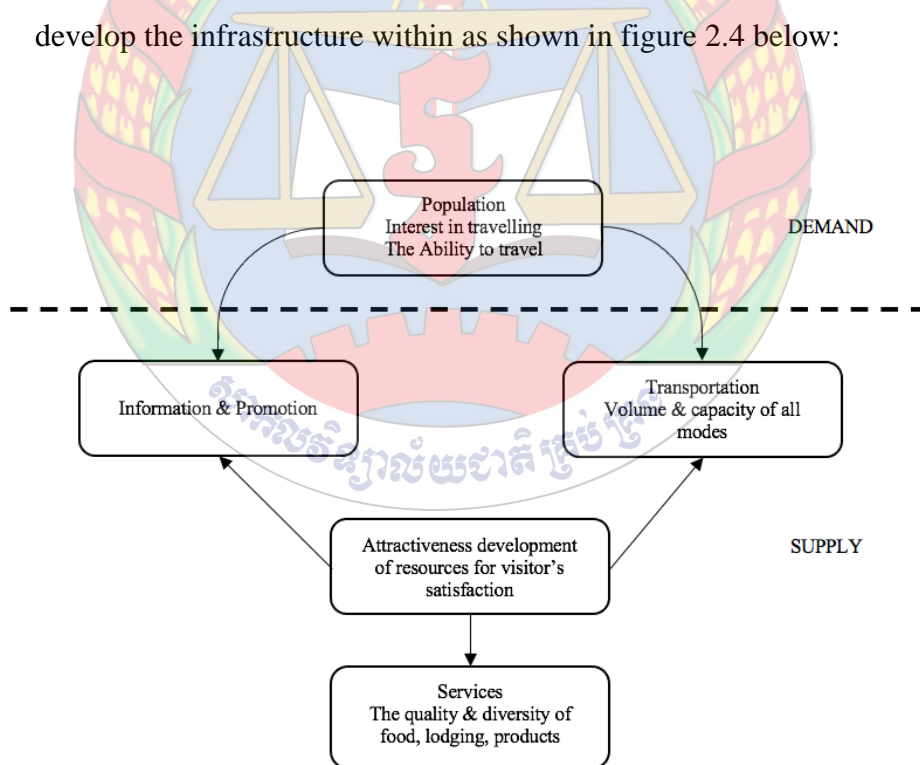


Figure 2. 4: The Relationship between Infrastructure and Tourism Activities

Source: Inskeep, 1991

From the figure above shows the strong relationship through demand and supply between infrastructure and tourism activities in integrated system. Adequate infrastructure brings tourists interest and will increase the number of visitors and its sustainability in the future.

### *2.8.1.3. Connectivity*

Connectivity is one of the most important part as to support the uniqueness of a destination. In branding the archaotourism destination, connectivity is essential. Before visiting, tourists develop an image destination as well as a set of expectations based on previous experience, word of mouth, media reports, advertising, and common beliefs (Chon, 1991; Baloglu & Brinberg, 1997) differentiates one destination from another, and how to get there is also important factor.

Tourism represents a significant share of the services economy for many countries around the world. International tourism demand closely tracks economic conditions in the major generating source markets. When economies grow, levels of disposable income also increase, resulting in higher spending on tourism and travel. The relative values of major currencies continue to fluctuate, with impacts on the relative competitiveness of destinations. According to the UNWTO, in 2019 before the pandemic, the ASEAN was able to attract 133.1 million tourists. Connectivity especially through air transport is a key enabler of tourism and plays a vital role in moving tourists from their place of residence to their final destination and on to various attractions. Transport connects the markets in tourism generating regions to destinations and facilitates the internal movement of visitors between components of the tourist experience.

The link between tourism and connectivity is pertinent. Without connectivity, tourists unable of having difficulties to reach the destination, thus it will drive less visitors to help to contribute for the development. It will reduce the strong and unique positioning of a destination. Therefore,

relevant connectivity, especially air connectivity is essential in serving tourists' destination and related to the attractiveness of a destination. Air connectivity and economic development could interact with one another as it significantly gives direct and indirect contributions to boost the economic activity.

The ability to move tourists from the place of origin or transit to their preferred destination is a vital element of the country's socioeconomic development that could create wider benefits not just through tourism revenue but also trade in goods and services, as well as investment, productivity and innovation. The relationship of tourism and GDP growth is stimulating the research interest providing results on high contribution of air connectivity to business development, such those presented by Vanegas et al. (2003) and Durbarry (2004). Becken (2012) provides explanations of the high correlation between tourism and aviation growth, as tourism is influenced by the social-economic conditions and the level of security at the destination and aviation is influenced by the demand choice characteristics. Connectivity is an effective engine for increasing both competitiveness and economic growth.

Air connectivity is a key driver for tourism development, accommodating the higher shares (Forsyth, 2008). While it was mentioned that location is important, but without connectivity especially in modern times, it is very hard for travellers to do long distance travel. The development of connectivity through new developments of aviation industries resulting changes in air connectivity and distribution channels affecting most of the tourist destinations.

#### *2.8.1.4. Conservation*

Conservation is a vital component of archaeotourism management, as cultural heritage as well as tourism attractions the destination represent irreplaceable resources. Main conservation concepts have emerged in the modern conservation movement in the European context, particularly in the eighteenth century, although their roots can be identified in the Italian

Renaissance and even earlier (Jokilehto 1999: 1-20). These concepts adopted by the heritage management in restoring the artefacts and cultural heritage of a destination, as Millar (1989) states that heritage management or DMOs should strike a balance between entertainment, education, and public visits to tourist facilities, so as to bring better visitor experience and also to protect the sustainability of the heritage. There are interdependence between conservation and tourism at the heritage destination, therefore it is important in enhancing visitor's interpretation as conservation strategy, engaging with relevance stakeholders through cooperation in archaotourism management, as well as managing other problems associated with coordination mechanism and inadequate legal framework for managing archaotourism or heritage destination, and issues of limited community participation in archaotourism planning and management (Aas et. al., 2005; Boyd and Timothy 2001; Bramwell and Lane, 1993; Kausar, 2014; Wall and Black, 2005; Wilson and Boyle, 2006).

The right in how to do conservation is important to maintain its strong positioning and uniqueness of a destination, and it has to be guided by professionals or scholars to maintain its sustainability. The conservation movement has spread to almost all regions of the world since the end of World War II. The establishment of several international organizations such as Council of Europe (1949), UNESCO (1950), ICOM (1952), ICCROM (1956) and the last ICOMOS (1965) have played a significant role in promoting international collaboration and policies guideline to the development of heritage conservation movement. Some also play a difficult and important role in restoring the conflict or post conflict countries as the damages is severe. There are dozens of charters, conventions, resolutions and recommendations to provide guidance in developing policies for different cultural and realities to date established by those organizations. The publications and convention become successful and adopted by many countries, where there has been a significant evolution in the policies and practices of heritage conservation, increased awareness of the community, environmental stewardship, awareness of growth limits, and the need for sustainable resource management.

#### *2.8.1.5. Guide/interpretation*

Historically guide/interpretation of destination is one of the oldest human activities. In the modern era, it has become an important factor for tourism destination to support the travel industry, especially in guiding tourists or visitors as well as interpreting what was happened and the story behind it as “story telling”. It is a skill that drives tourists or visitors want to know regarding the history and explore more the sites and experiences as told by the guide. Therefore, a competent and standard guide is necessary to support the tourism industry. The roles that guide/interpretation plays in contemporary tourism, emphasized the need for monitoring guiding standards that coincides with a growing concern about the heritage and cultural sustainability. Therefore, this guide/interpretation or known as heritage interpretation, must be emphasized in heritage management, as it helps to ensure that conservation and tourism complement one another (Millar, 1989). As Mason & Kuo (2006) as well as Moscardo (1996) specified that interpretation as a tool for visitor management is an important component of heritage tourism that can enhance the experience and help protect the resources.

Regarding the guide/interpretation has evolved, as Pond (1993) states that the practice of interpretation was originally employed in the United States of America (USA), and the goals of interpretation are to convey the magnificence of a place, to inspire visitors and ultimately to convince them of the need to preserve lands. Xu, Cui, Ballantyne and Packer (2012) define interpretation as “an educational activity which aims to reveal meanings and relationships through the use of original objects, by first-hand experience and by illustrative media rather than simply to communicate factual information”. El-Menshawy (2016) defines interpretation as “a mission-based communication process that forges emotional and intellectual connections between the interests of the audience and the meanings inherent in the resource”. These definitions highlight three prominent terms and they

are ‘communication’, ‘education’ and ‘behavioural change’ (Van Loggerenberg et al., 2015).

Tourist guides mediate the information and knowledge between tourists, locals and the environment. Mediating surpasses telling tourists or visitors regarding the destination and how to think as well as to feel regarding their experiences during the visit; it is about leading tourists or visitor to draw their own conclusions and letting them learn on what was and what now in the present, also what will be in the future. This activity become inducements to create a sustainability of tourism destination. Tourist guides, through their knowledge and understanding of a destination’s attractions and culture and through their communication skills, transform tourists’ visits from tours into experiences (Látková et al., 2017). Moscardo and Walker (2014) identify three main ways in which interpretation can contribute to the quality of visitors’ experiences:

- a. Interpretation provides information on the available options so visitors can make the best choices about what they do and where they go.
- b. Interpretation provides information that encourages safety and comfort so that visitors know how to manage encountered difficulties better (e.g. sea sickness) and understand messages given by the warning signs (e.g. ‘You cannot swim here’).
- c. Interpretation creates the actual experience so that visitors can participate in activities such as guided walks, ecotours, visiting art galleries, fauna sanctuaries or zoos and learning in areas of educational interest.

Moscardo and Walker (2014) claim that “interpretation is trying to produce mindful visitors; visitors who are active, questioning and capable of reassessing the way they view the world”. Therefore, interpretation of information through guides can give tourists or visitors new understandings, perception and a deeper insight of the tourism destination that they are visiting, as well as the cultural heritage, values and the environment that they are experiencing.

#### *2.8.1.6. Security & Political Stability*

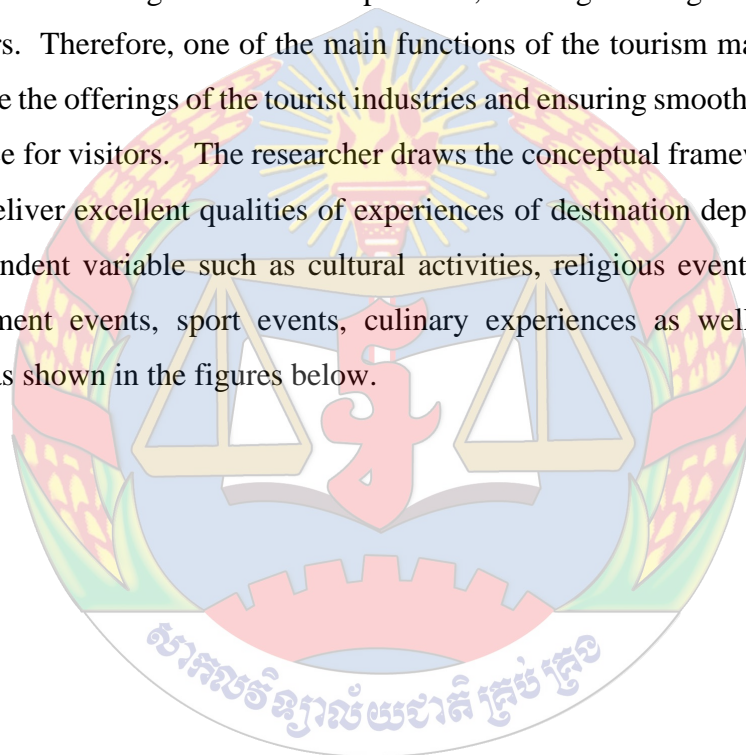
Concern for security in a country of a destination such as the crime rate and safety, whether real or perceived, has been clearly identified as adversely affecting tourism behaviour, influencing destination choice and experience satisfaction. Political instability, conflicts and war can increase the perception of risk at a destination.

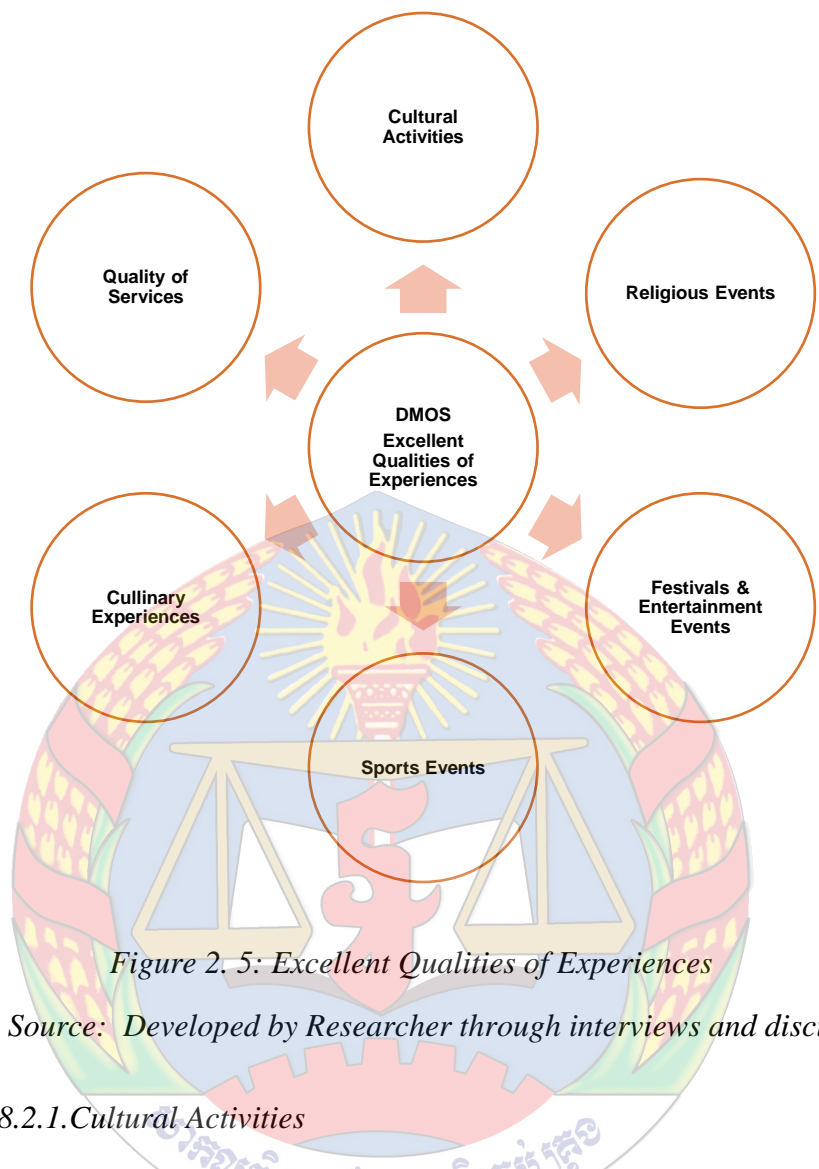
Therefore, governments as the highest authority play an important role and carrying out pro-tourism rules can assist to guarantee the security and safe conditions of destination. Stable political situations consider an important attribute for people and promote them to recommend the destination. Political stability had a significant effect on intention to visit and recommend (Loi et. all, 2017; Zhang et. all, 2014). Furthermore, Chen and Tsai (2007) pointed out that perceived safety and risks improve tourists' intention to recommend and revisit. Moreover, Seetanah et. all (2018) have found that political stability is the most important driver of tourists' willing to recommend. A stable political condition enhances a high demand for tourism activities and willingness to explore. This is because, tourists who come to different countries for a period greater than 24 hours always check on particular elements like safety (Goeldner & Ritchie, 2007). They consider a stable political situation to be peaceful and, therefore, enhance security. This perception makes the tourists take advantage of the safety element. On the other side, a political condition that is unstable does not attract many tourists. This is because tourists always consider such places unsafe.

The issue of political stability and political relations within and between states also is extremely important in determining the image of destinations in tourist-generating regions and the real and perceived safety of tourists (Hall, 1996).

### ***2.8.2. Archaeotourism Destination in Delivering Excellent Qualities of Experiences***

Customer experience has always been at the focal point of the entertainment business and more widely in the services sector (Otto & Ritchie, 1996). Pine and Gilmore (1999) believed that experience is not merely a delivery of a service; but it is about creating a memorable and unique event. This notion gained much attention in the service sector, including the tourism industry (Ritchie & Hudson, 2009; Uriely, 2005; Prebensen, Chen, & Uysal, 2018). Buhalis (2000) also believes that destinations are amalgams of tourism products, offering an integrated experience to consumers. Therefore, one of the main functions of the tourism management is to coordinate the offerings of the tourist industries and ensuring smooth delivery of this experience for visitors. The researcher draws the conceptual framework to support how to deliver excellent qualities of experiences of destination dependent variable to independent variable such as cultural activities, religious events, festivals and entertainment events, sport events, culinary experiences as well as quality of services as shown in the figures below.





*Figure 2. 5: Excellent Qualities of Experiences*

*Source: Developed by Researcher through interviews and discussions*

#### 2.8.2.1. Cultural Activities

Cultural products and events are considered one of the core drivers of destination competitiveness (Crouch and Ritchie, 2000). Further, cultural events are deemed to be the main urban tourist attraction (Fainstein, Hoffman and Judd, 2005). For this reason, they have become central to the development and repositioning strategies of many destinations (Lim, 1993; McCann, 2002). For most of the tourists, cultural activities become an “escape” and “detox” from hustle and bustle of daily lives and activities. People tend to find their wellness being and leisure to re-adjust as well as to balancing the work and life. It is a psychological needs theory that is based on the fact that satisfaction of the individual’s human needs maintains or increase well-being (Diener and Lucas, 2000).

Cultural activities become one of the magnets to attract tourists/visitors and has long had an important economic dimension, particularly because the income derived from tourism is claimed to help and support the preservation of cultural heritage. It also has emerged about the extent to which the income streams derived from tourism have reached the cultural amenities that help to attract tourists (Richards, 2001). The cultural activities in tourism destination are growing interest as well as has the relationship between cultural tourism and economics as the impact of cultural participation in destinations in attracting tourists/visitors. There are many new areas of application in enhancing the cultural activities to drawn tourists/visitor to come to the destination varied to drug/health tourism, language tourism, and film festivals, as well as the potential for online ‘crowdsourcing’ and cultural conventions. It is an essential part classification of creative economy, the terms that have been applied to the increasing role of creative processes and knowledge generation in the economy as a whole (Richards, 2018). The expansion of cultural tourism in the direction of intangible heritage and contemporary culture has created more attention for the increasing integration between tourism and the creative economy. As the OECD (2014) report that creative economy approaches to tourism offer the potential to add value through developing engaging creative content and experiences, supporting innovation and helping to make places more distinctive and attractive.

#### *2.8.2.2. Religious Events*

Pilgrimages have been an expression of faith in many religions for centuries, and in recent times they have experienced a resurgence (Digance 2003; Eade 2015). Traveling for religious motivations frequently reflects the spiritual travel that every believer experience in his or her personal spiritual life (Campo 1998; MacCannell 1999; Timothy and Boyd 2003). Events linked to religious celebrations have certain features that render them quite distinct from the broader panorama of cultural events in general and characterise their organisation and management. Their main characteristics derive from their nature and meaning. Religious events are closely linked to

rites and celebrations that take place regularly in accordance with the calendar and change little over the centuries. Rich in symbols, these celebrations are charged with meaning for believers and are characterised by great emotional involvement, to the point that Getz (2007) describes them simply as “religious experiences”.

Religious studies	Nature and meanings: the event experience	Antecedents to attending events	Planning and producing events	Outcomes and impacts	Processes and patterns
The study of religion, emphasizing human society and behaviour  Religious life and experience	Sacred experiences (religious rites, symbols and celebrations) for believers  Pilgrimage	Religious motivations for attending or rejecting events  Quest for spiritual meaning as motive for belonging to religious groups	Ritual and symbolism incorporated into event planning	Spiritual effects on individual  Impact on religion  Impact on individual belief systems or faith	Religious trends and forces (e.g. the influence of religious lobbies)

*Table 2. 3. Religious Studies*

*Source: Getz, 2007:79*

### 2.8.2.3. *Festivals and Entertainment Events*

In the past few decades, festivals and entertainment events has become one of the fastest growing industries to support the tourism sector. The study regarding festival and entertainment events are conducted by Crompton and McKay (1997) and believed that studying festival and event motivation is a key to designing offerings for event attendees, a way to monitor satisfaction, and a tool for understanding attendees’ decision-making processes. For tourists/travelers, attending events and festivals is an effective way to satisfy one’s social psychological needs. The connection between tourists’ social-psychological needs and their event participation motivation has provided a meaningful foundation for studies on festival and event motivation (Crompton, 2003). The research in the context of festival

and entertainment events in tourism has shown that both can provide appropriate guidance for motive measurement of tourists in visiting the tourism destination, though from different perspectives (Crompton & McKay, 1997; Kim & Chalip, 2004; Scott, 1996). Festival and entertainment events could benefit a destination and local communities not just for short term but also could generate the sustainability if managed properly and have clear vision towards the future. Festivals and entertainments are opportunities for generating income, supporting existing businesses and encouraging new start-ups, as well as generating revenue for governments (Huang et al., 2010; Dwyer et al., 2005).

#### 2.8.2.4. *Sport Events*

Sport represents a universal need for living individuals, in which the clear description is important. Sporting events are a strong component of sport tourism (Zauhar, 2004, Ntloko & Swart, 2008). These events are an integral part of “tourism development and marketing strategies” (Ntloko & Swart, 2008). Sport events to support tourism industry as well as to promote a country and destinations within is expanding throughout the last centuries. Famous sporting events such as Olympic games, regional games or specific sporting events such as tennis, formula one, or even marathon successfully drive people, spectators and media to come. It became a tourism activity as well as benefited the flux of visitors to come and enjoy the festive sporting events.

Jafari (2003) defines sport tourism as: “A vehicle for tourism endeavours, in which activities encompass the physical context of running, jumping, walking, racing, throwing, shooting, hitting and the like. Sport tourism has also been delineated along the lines of activity categories which have direct relationships to tourism (sports events, attractions, resorts, tours, cruises) and are influenced by inherent elements such as history, destination, policy, sociocultural characteristics, marketing and economic impact. Sport tourism also has been defined as a leisure-based tourism that takes people temporarily outside of their home environment to participate in,

watch physical activities, or venerate attractions associated with physical activities and sport (Gibson, 1998b). Weed and Bull (2012) broadened the definition by underscoring that sport tourism is a social, economic, and cultural phenomenon arising from the unique interaction of activity, people, and place. Consequently, several activities are associated with sport tourism.

Ramallah et. all (2010) also outlines that sport tourism development is a strategy implemented in tourism destinations. The objective of this strategy is to bring about differentiation as well as the enhancing the competitive advantages in order to promote of socio-economic development. It is a new trend that support the tourism towards an active conception of the activity.

By looking into how the sports events could enhance the tourism sector and boost the economy, policymakers and destination management can inform decisions regarding the funding and prioritization of the sector's development. The cooperation through stakeholders can carefully monitor its successes and future needs by establishing a baseline of economic impacts, the industry can track its progress over time

#### 2.8.2.5. *Culinary Experiences*

Becoming familiar and getting to know the historical background locality are also accompanied by the specificities of a destination such as food, entertainment, architecture, drink, hand crafted and manufactured products or every element representing characteristics of way of life in a particular destination (Henderson, 2009). It is also argued that culinary-gastronomic is an essential element for experiencing local culture (Wijaya et al., 2013) and is connected with memory (Holtzman, 2006) and it enhances or is central to the visitor experience (Henderson, 2009). According to the study that was made, culinary attraction (food and beverage) and memorable experiences are positively related (Lee, 2015; Stone et al., 2018) which can make an experience memorable and can be recalled after a trip (Sthapit, 2017). Adongo et al. (2015) in their study also identified local food as a significant factor that contributes to tourists' memorable experiences.

Culinary or as recent terminology refers to gastronomy defined as the art of eating and drinking in many sources, it in fact is an inter-related branch of art and science that has a direct relation with chemistry, literature, biology, geology, history, music, philosophy, psychology, sociology, medicine, nutrition, and agriculture (Kivela & Crofts, 2006). There are many works has been done in protecting food local products across the world and destination, including the development of labels and certification of origin (Ren, 2010). Such labels can not only help to protect food products, but they also serve as markers for cultural tourism visitation (Benkhard & Halmai, 2017). Therefore, culinary activity in tourism can also be stimulated through the development of cultural routes linked to food and beverages, it is a very big industry worldwide. Japan, Korea, France and Thailand had successfully conducted the culinary or gastronomy experiences in driven tourists come to their respected tourism destination.

Although there are many different terms of culinary or gastronomy experiences in tourism such as “gastro-tourism”, “wine tourism”, “food tourism”, and “gourmet tourism” or others that are used in literature to define it, the widely used term “gastronomic tourism” is defined as “being in pursuit of unique experience of eating and drinking.” Gastronomy tourism, which generally refers to the originality of a dish and its being indigenous to a place, a region or a country, covers the main areas of indigenous dishes and wine tourism (Hall & Mitchell, 2005; Groves 2001, Green & Dogherty, 2008).

For destination to have competitiveness in the world’s tourism industry where there is an intense rivalry, the marketing of destinations is a complex phenomenon as it has many difficulties with different purposes and expectations, therefore local cuisines are one of the unique sources to develop and introduce to the market a part of destination activities and experiences. Through culinary experiences for tourists, destination could provide direct and indirect employment and financial income not just for the local stakeholders also for the country revenue.

#### 2.8.2.6. *Quality of Services*

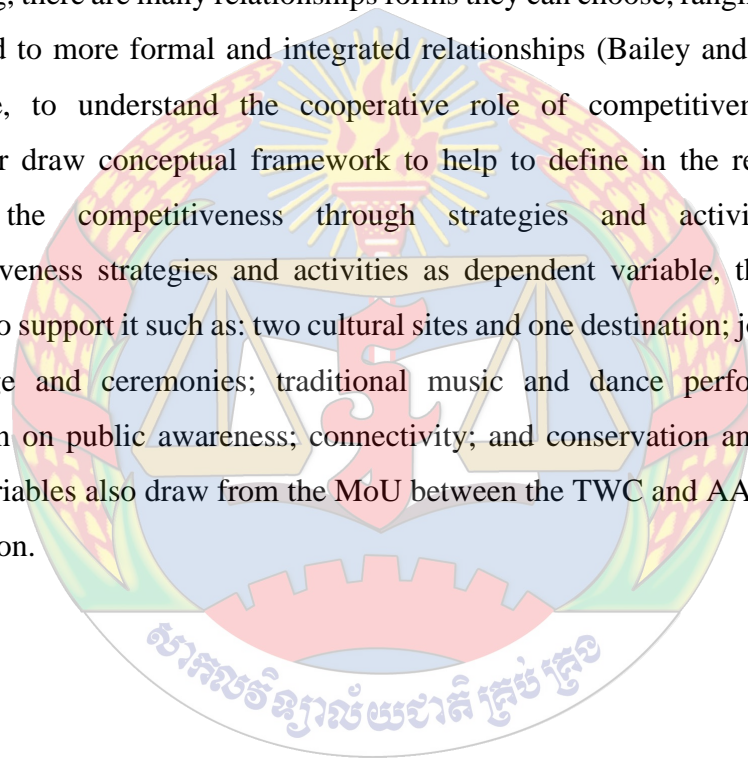
Quality of service has become a serious issue in the tourism industry. This arises due to the fact that operators of the tourism industry or destination management are still find it difficult to understand what tourist or traveler's needs "are" at a particular time. Since tourist will make decision and taking an action based on their perceptions, there is urgent need for the tourism or management destination organization to take an effort in comprehending and understanding tourist's expectation in order to provide good quality services and experiences to tourists. Parasuraman et al. (1985) defined "Service quality as perceived by the customer is the degree and direction of discrepancy between customer service perceptions and expectations". Further said that Zeithaml (1988) defined that service quality as the brilliance or excellence of a service, and yet goes on to depict 'perceived service quality' as the assessment of the largely value of an entity by a purchaser. Eshghi et al. (2008), also defined service quality as the overall measurement of a service by the customer, whereas Ghylin et al. (2008) stated that in service quality companies will be competent to deliver services with superior quality level which results in higher customer satisfaction.

Nowadays, the visitors tend to start to review a place, a destination as well as the management organization whether visitors have a pleasant or unpleasant experience as well as critics and inputs to improve for the DMOs to manage the destination. There are many and broad factors that could be reviewed by visitors, such as public transport, taxi drivers, *tuktuk/remorque* drivers, tour guides, lodging, shopping, food, traffic, safety and security and crowded places and pathways were also mentioned by the visitors that can be put under the quality-of-service dimension. According to Osman, Johns, and Lugosi (2014) hospitality is viewed as a supporting service to broader experiences in destinations and the tourism industry-related services (e.g., lodging, transportation and food) are also considered as supporting experiences (Quan & Wang, 2004) which are influential in forming an overall experience in a destination. Therefore, in providing service quality to visitors enhances their unforgettable experiences, while challenges that

they experience during their trip are likely to negatively affect their unforgettable experiences and trips.

### ***2.8.3. Competitiveness Strategies and Activities Through Cooperation***

Understanding the working relationships and cooperation among tourism businesses in a destination is a critical prerequisite to the success of many collaborative destination-marketing programs (Terpstra and Simonin, 1993). When tourism stakeholders/businesses in a destination participate in collaborative marketing, there are many relationships forms they can choose, ranging from loosely connected to more formal and integrated relationships (Bailey and Koney, 2000). Therefore, to understand the cooperative role of competitiveness strategies, researcher draw conceptual framework to help to define in the research how to achieve the competitiveness through strategies and activities. While competitiveness strategies and activities as dependent variable, the independent variable to support it such as: two cultural sites and one destination; joint publication pilgrimage and ceremonies; traditional music and dance performances; joint promotion on public awareness; connectivity; and conservation and preservation. These variables also draw from the MoU between the TWC and AA to enhance the cooperation.



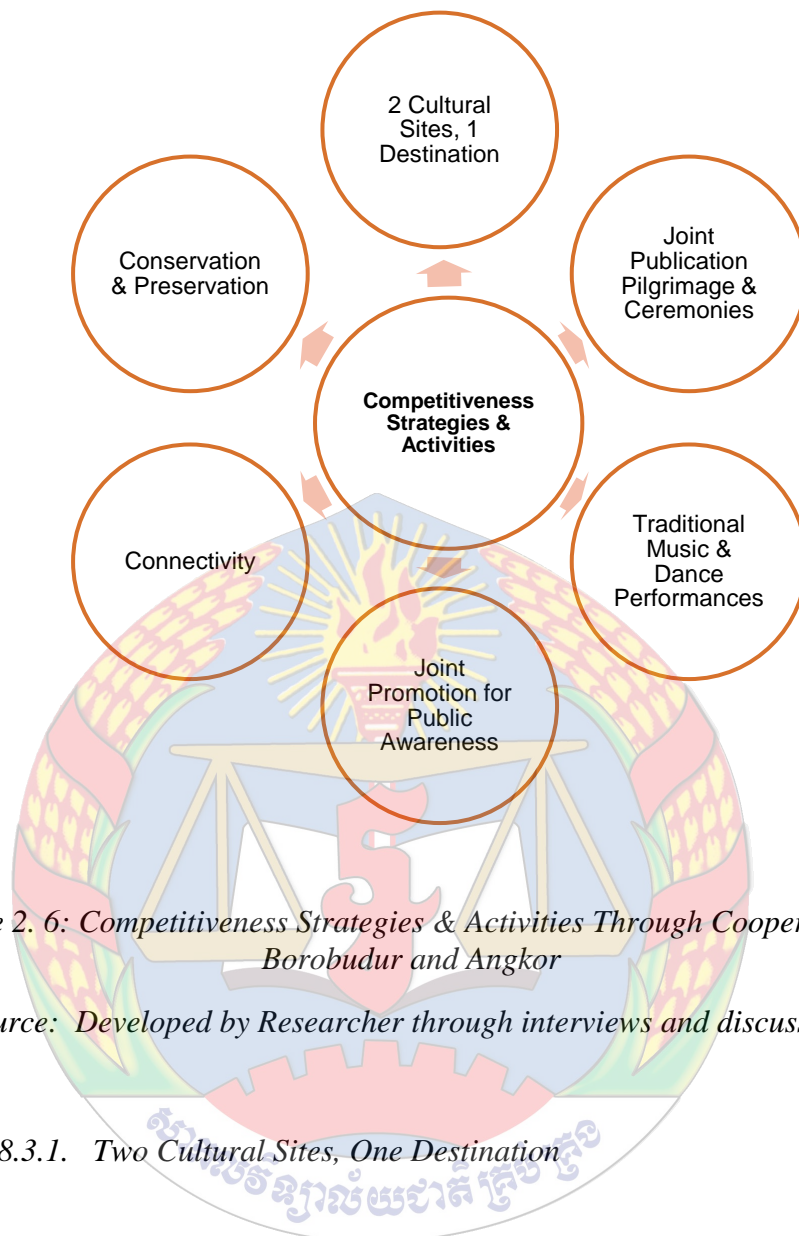


Figure 2. 6: *Competitiveness Strategies & Activities Through Cooperation of Borobudur and Angkor*

Source: *Developed by Researcher through interviews and discussions*

### 2.8.3.1. *Two Cultural Sites, One Destination*

Destination countries are under enormous pressure to succeed against new competitive tourism destinations in many various markets. This puts an extra emphasis on the margins of tourism. Product parity is occurring rapidly while tourists' appetites for specialized niche products are also on the rise. Destinations must have clear visions for the sustainability in enhancing the competitiveness as well as finding one or more champion product to attract more tourist or visitors to do wide range of activities in correlate to the respected destination itself. Destinations can be viewed as a set of products and services that are offered to tourists as a single entity, many times under a brand name and ultimately as experiences provided locally (Buhalis, 2000).

Tourists develop correspondingly destination brand images, associated to a set of suppliers and services (Buhalis, 2000), whose value is enhanced through cooperative destination branding (Cai, 2002).

Developing the destinations product must also be considered by management organization and, in many cases, it should be the starting point and a most central one in strategic destination marketing. This strategic product/destination development further requires, due to the nature of the product and the impact caused by tourism development, a concern about sustainability, in an attempt to satisfy all stakeholders involved in a long-term perspective (Crouch & Ritchie, 1999; Kastenholz, 2004).

Therefore, tourism industry and the complexity of destination marketing should call for a collective approach to destination marketing, and how the tourism industry in a or two destinations could keep the balance between cooperation and competition determines. This could apply especially between two or more countries, of even at a regional level, to a great extent, in enhancing the effectiveness of their destination marketing efforts as well as the long-term competitiveness and success of the destinations. Relating to this, an understanding of the driving factors behind the dynamic configuration of the business relationships will not only provide theoretical contribution but also offer practical guidelines to the successful and sustainable operation of destination marketing alliances (Palmer, 2002).

#### 2.8.3.2. *Joint Publication Pilgrimage and Ceremonies*

Religion is an important part of the culture, closely related with many elements of people's lives (Poria, Butler and Airey, 2003). It could influence and motivated people to travel. The religious tourism is one of the oldest types of tourism and it often involves people travelling from a sense of duty than those traveling for pleasure and leisure (Swarbrooke and Horner, 2005). The religious sites, such as cathedrals, temples and mosques attract a growing number of visitors worldwide not only for their spiritual value, but for recreation, education and culture (N. Kreiner, Shmueli D. and Gal M., 2015). The travel of a pilgrim is characterized by austerity and certain rituals

(Egresi I. et al., 2012). Many tourists visit the religious sites for spiritual reasons, and some visit them for non-religious purposes, such as historical, cultural or architectural reasons. These tourists are quite often uninformed about the religious meaning of the site (Nolan, M., Nolan, S., 1992). Most are not known are unaware of the attractiveness and activities of a or two destinations that have commonalities that tourists could explore and experiences, especially the famous religious sites. Such joint efforts to do publication that connected the sites is helping tourists informed about interesting fact about tourism destinations itself.

### 2.8.3.3. *Traditional Music and Dance Performances*

In the tourism destination development by countries, all elements pertaining to place identity, including traditional music and dance performances, are important. These activities will give important and emotional contribution to tourists by connecting them to a given locality and by providing a tourism experience through memorable moments (Kaul, 2014). The effects of traditional music and dance performances on destination development could repositioning the destination by expanding offerings and added value to tourists, in which it creates specific experiences and the creation of comparative advantage (Duarte et.all, 2018; Karayilan and Cetin, 2016).

According to Krajnović and Gortan-Carlin (2007), the music tradition is one of the most significant intangible properties of the universal heritage of humanity. Gibson and Homan (2004) explored music valorization and the effect of music on revitalizing localities as guidelines to tourism development in a destination. Traditional dance performances in the other hand have been considered as a spontaneous or unconscious dance activity exercised mainly by the rural communities and inherited by the next generation (Dimas et.all, 2010).

Both traditional music and dance performances are part of cultural heritage. It is a concept embraces the living expressions and traditions of limitless groups and communities, which they have inherited from their

ancestors and transmitted them to their offspring.<sup>7</sup> It is a part of intangible culture in heritage that has economically value to support the tourism industry and destination. The concept of heritage itself contains tangible culture, such as: buildings, monuments, landscapes, books, artwork and documentation); intangible culture, such as: folklore, traditions, language and knowledge; and natural heritage, such as: cultural landscapes.

Destinations must develop concept in how to attract more tourists/visitor to come. Attractive and offering valuable experiences is very memorable that will generate mouth to mouth or even social media content regarding a destination. Therefore, the destination's offering and promotion must be the result of consensus among all stakeholders across all levels (Malek and Costa, 2015; Fyall et al. 2012) based on arguments and priorities. The essence of integration lies in the fact that by accomplishing common goals stakeholders will be able to accomplish their individual objectives in the continuous innovation of a tourism product based on not just music as a component (Gebert-Peterson, Mattsson and Öberg, 2014) but also dances performances as to complete the concept as intangible and integral assets of destinations.

#### 2.8.3.4. *Joint Promotion for Public Awareness*

Promotion in tourism helps to draw the attention of the potential tourists, modify the behavior of the existing buyers and influence them to visit a destination (Mill & Morrison 2009). The influence that is driven by promotion will creating awareness to the public regarding the value of tourism destination. It is generally accepted that raising public awareness of a topic or issue is an attempt to inform a community's attitudes, behaviors and beliefs (Sayers, 2006). Public awareness is very important especially for the archaeological site or cultural heritage by giving a knowledgeable information that could encourage the accessibility and ethics of tourism destination. Creating public awareness is significant, since cultural heritage is a finite non-renewable resource comprising unique and irreplaceable

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<sup>7</sup> UNESCO-Hellas, 2014, Intangible heritage, [http://www.unesco-hellas.gr/gr/3\\_5\\_2.htm](http://www.unesco-hellas.gr/gr/3_5_2.htm), accessed, 10/04/21

elements. The knowledge gained through publication of the history and conservation of the archaeological site or cultural heritage could promote as well as marking identity of the respected community.

Jointly effort for promotion within destinations of a similar or complementary place to visit will also create an adding value. It could be done through many means of media, especially nowadays with fast information accessibility through internet and other means. Hence Pedersen (2002) documents seven strategies for promoting destination, includes:

- a. International tourist guidebooks as a popular source of information for trip planning and are available for almost every country and region of the world.
- b. Supplying information to travel magazines, inflight magazines newspapers, radio, television and the internet that can be useful sources of publicity for the sites.
- c. Brochures can be used to distribute site information to a wide range of audiences.
- d. Strong cooperation with tour operators that are always on the lookout for new attractions in destinations to sell to their clients.
- e. Producing an information package to area attractions and services can help direct benefits to local residents.
- f. Cooperation with national tourism offices or embassies as an effective means of distributing promotional materials.
- g. Holding a joint press day/conferences to introduce a site to the media that can be done with a joint cultural celebration at the site, or a yearly event held to mark the beginning of the tourist season.

#### 2.8.3.5. *Connectivity*

Connectivity is an important factor for destination to develop. Tourists consistently cite transport as having great bearing on trip satisfaction (Pritchard and Havitz 2006). Efficient transport connectivity can significantly reduce travel time and costs for tourists (Peng et al. 2015). As Khadaroo and Seetanah (2007, 2008) argued that a destination's transport infrastructure, particularly its level of sophistication, largely dictates the

destinations for tourism demand, and overall competitiveness compared to similar regions (Dwyer and Kim 2003; Duval and Schiff 2011). Therefore, when a destination is accessible via different modes of transport (e.g., airplane, train, car, boat), tourists can choose the option that best suits their budget, length of stay, and travel distance (Thrane 2015).

#### 2.8.3.6. *Conservation and Preservation*

UNESCO has declared that cultural heritage can be tangible, such as buildings and surrounding, or intangible, such as local custom and way of life. Cultural heritage encompasses the whole eco-environment that depicts the activities and successes of humans in the past that cannot be replaced (Feilden & Jokileht, 1998). According to The Venice Charter<sup>8</sup>, the concept of a heritage sites not only the single architectural operate but also the urban and surrounding configuration in which is found the basis of a specific culture or civilization. This practises not only to great works of art but also to more modest works of the past which have acquired cultural significance with the passing of time.

Through the cooperative role for conservation and preservation, destinations could support as well as understand deeply the root and history to combined, compliment and complete each other. Those stronger bonds could enhance the competitiveness of a cooperation of destinations and distinguish from others similar destination.

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<sup>8</sup> The Venice Charter codifies internationally accepted standards of conservation practice relating to architecture and sites. It sets forth principles of conservation based on the concept of authenticity and the importance of maintaining the historical and physical context of a site or building.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 4.1. Research Design

The research design is based on the interpretivist paradigm, which lead to adopt qualitative approach to explain (not to measure) the phenomenon investigated. The research conducted a multiple transdisciplinary, explorative and illustrative case study. The research considers appropriate to associate the method (case study) to a series of adjectives in order to better define and place it within the theoretical and sectorial point of view. The research used transdisciplinary aims to achieve a holistic comprehension, and explorative, as its aim is to examine the cooperation and challenges as well as the opportunities in implementing the competitiveness strategy. Researcher defined research illustrative aims to illustrate new practices of cooperation adopted by both DMOs due to the comprehensive MoU. Therefore, through this design, researcher to address the main research question was to explore and understand if and how the archaeotourism organization management role through DMOs cooperation can improve the competitiveness of destination such as Borobudur and Angkor, respectively. Below are the subs question as well as to achieve the overarching aim:

*RQ1: How the archaeotourism DMOs could establish strong and unique positioning of a destination?*

*RQ2: In what ways that archaeotourism DMOs could deliver excellent qualities of experiences?*

*RQ3: What are the competitiveness strategy and activities could be applied through cooperation in the context of Borobudur and Angkor?*

To address the purpose and research questions for this study, researcher used qualitative exploratory case study. Qualitative research is appropriate when a researcher seeks to understand a phenomenon, such as in this study (Silverman,

2011). This study focused on understanding individuals' perceptions specifically, actors that have connection to the said MoU in Indonesia and Cambodia hence, an exploratory case study approach was deemed an appropriate method (Yin, 2011).

#### **4.2. Case Study Approach**

The research focused on the case study of cooperation between TWC and AA in enhancing the competitiveness in which the case studies are driven by the desire to study a phenomenon up close and in depth in its real-world setting (Yin, 2012). Case studies of two DMOs cooperation can be used for descriptive, exploratory or explanatory research, and are suitable when (a) 'how' and 'why' questions are being explored, (b) the researcher has minimal control over events, and (c) a current incident within a real-life situation is being researched (Yin, 2009). Since case studies seek to extract findings inherent to a situation (Simons, 2009), they allow the researcher to understand the perspectives and behaviors of participants beyond the statistical results of quantitative research (Yin, 2012). A key benefit of using a case study for this research is that the "evidence is grounded in the social setting being studied", which presents an opportunity for in-depth data analysis (Jennings, 2001).

Considering the lack of existing research in archaeotourism DMOs in the cases of TWC and AA and the limited number of tourism competitiveness through cooperation studies that adopt a case study approach, this method was deemed to be both useful and appropriate. A case study enabled a deeper understanding of the environment of Indonesia and Cambodia tourism industry and highlighted the role that archaeotourism DMOs and competitiveness strategy through cooperation play as an important role to the tourism industry. A case study is useful to purposely discover a context and verify its connection to a specific research objective (Veal, 2006). Use of a case study enabled discovery of the existing practices and past experiences of TWC and AA, and to understand their perspectives on how their events, programs, and activities can contribute to the tourism industry. The use of a case study enabled discovery of the existing cooperation practices of TWC and AA and enabled an understanding of their views on how cooperation can contribute to archaeotourism destination management organization competitiveness.

Research bias is a problem that is frequently associated with case study. This is because the researcher is the principal instrument for data gathering and analysis, the findings may be prone to influence due to the subjectivity of the researcher (Beeton, 2005). Another issue that makes case study research bias is that, often, researchers have prior knowledge of the issues concerning the case; this knowledge may “undesirably sway them toward supportive evidence and away from contrary evidence” (Yin, 2014). The extent to which the researcher is open to contrary findings will test the degree of bias (Bryman, 2012).

As for this dissertation, the researcher had an overall understanding of the issues related to the research as one of the officials at the Embassy of the Republic of Indonesia in Phnom Penh involved in assisting the signing of the MoU between the two DMOs. But however, the nature of the research questions did not allow presumptions to be made about the answers. For example, answers to questions that inquired about the establishment of strong and unique positioning of a destination, the opinions of DMOs on delivering excellent service qualities, or the competitiveness strategy and activities that could be applied through cooperation could not have been affected by any prior knowledge about archaeotourism destination of Borobudur and Angkor. Instead, the researcher was opened to exploring the opinions of the DMOs and related stakeholders without attempting to constrict their responses by any previous knowledge or research. A neutral stance during the process of research analysis as in hoping that the cooperation will benefit the two DMOSs and in enhancing bilateral cooperation in the field of tourism and socio-culture between Indonesia and Cambodia enabled the researcher to identify similarities and differences between existing research and the findings of this study. As noted by Yin (2014), if the quest for contrary findings can produce documentable refutations, the likelihood of bias will have been reduced.

To comply with analytical generalization, this study utilized theory as a guideline, for data gathering and analysis. Data collection was guided by a case study protocol that provided an overview of the study. This protocol assisted the researcher to keep in mind that this is the key issues during the formulation of the interview questions and data collection. Therefore, the questions used for data collection were aligned with the research questions, so that it will reduce the subjectivity. In addition to the interviews, this research drew upon multiple sources

of evidence, including government reports, DMOs yearly report, UN publication, both published and unpublished research from public as well as private organizations, and websites. The use of these sources is evident from the citations and reported in this dissertation.

#### **4.3. Research Method**

The research uses qualitative research methods study cases to seek answers to the research questions. Qualitative research in management and tourism takes its inspiration primarily from the cultural and social sciences. Most often, the aim of this research approach is to explore and search for meaning or to develop an understanding through empirical studies, generating “thick” descriptions (Geertz 1973) or collecting material, which may become subject to interpretation. Qualitative research seeks to avoid making generalizations, grand claims, and reductions and is often characterized by a high level of reflectivity and sensitivity to power relations and ambiguity.

The concept of qualitative research covers a range of methodologies but is usually compared with and seen in opposition to quantitative and deductive research, as it attempts to explore the complexity and fragmentary nature of the social world of management and tourism. This research carried out through applying various methods, which seek to deploy more inductive and explorative approaches. Such methods include interviews, participant or non-participatory observations, focus groups discussions, text and discourse analysis, photo and video documentation, various sources and good literature from government documents as well as print and mass media coverage electronics, journals and related books for cooperation. Data primary and secondary are processed and described in appropriate narrative form with the need for data and discussion. Furthermore, the data analysis process is carried out based on research findings, theories and concept.

As a multidisciplinary field, management and tourism research has incorporated a broad variety of discipline-based methodologies to studying management behavior of organization as well as tourism and destination as an economic and sociocultural phenomenon. The question of what methods to apply when conducting research has long been a contested issue within management and

tourism research. This is explained by how the choice of methods is not only a question of “selecting the tools” to carry out research but is also essentially linked to ontological, epistemological, and political/philosophical issues of *what* to study, *how* to study it, and for *towards what aims*. This demonstrates how the phenomenon of management and tourism, the methods of research, and the analytical engagement into its unfolding richness cannot be classified but should be seized in combination. Hence, qualitative management and tourism research urges one to engage holistically as well as automatically with management and tourism research.

The application of qualitative research has meant a need to question and redefine criteria and research standards. In order to develop new ways by which to distinguish and evaluate good qualitative research, Jamal and Hollingshead (2001) suggested transparency, reflexivity, and dialogue as essential when engaging in qualitative research. However, in conducting management and tourism research, proponents of quantitative research argue that qualitative methods do not provide the rigor and structure of quantitative methods (Silverman, 2013). But when qualitative research is conducted well, however, it is a method that is unbiased, in depth, valid, reliable, credible and rigorous (Anderson, 2010). Moreover, Anderson (2010) stated that qualitative research enables the production of rich data and the investigation of “real life” scenarios where research participants are able to express themselves. Semi-structured or unstructured interviews, focus groups, observations and examination of documented materials are used for data gathering in qualitative research (Kuper et al., 2008).

Qualitative researchers are often criticized for the preference for inductive and unstructured methods for data gathering such as interviews over other methods (Turner, 2010). Given the nature of the research aims, quantitative methods that utilize statistical and deductive measures in data collection and analysis would not have been appropriate to explore answers to the research questions. Instead, data generated from in-depth interviews analyzed with an inductive approach and supported by secondary research yielded an adequate amount of rich data relevant to the area of research. This research does not aim to generalize the findings or test hypotheses; instead, the main purpose is to understand the opinions of destination management organization about the role of cooperation in enhancing competitiveness. For this purpose, thick description of rich data is required.

Qualitative methods are useful if the investigation involves describing a phenomenon in rich detail of which little is known (Johnson and Onwuegbuzie, 2004)

#### **4.4. Sampling Method**

There is fundamental distinguish feature between qualitative and quantitative research is within the use of techniques in sampling. Quantitative research tends to use large, random samples that provide statistical representation, increase generalizability and reduce selection bias (Bradshaw & Stratford, 2010). These advantages cannot be gained from smaller samples, while random probability sampling cannot achieve what purposive sampling can yield (Patton, 2002). The appropriate option for qualitative researchers is therefore to select information-rich samples that permit thorough and in-depth understanding of the case (Creswell, 2013). Information-rich cases are “those from which one can learn a great deal about issues of central importance to the purpose of the inquiry” (Remler & Ryzin, 2011). This research dissertation used a purposive sampling strategy (Patton, 2002). The main reason for selecting this approach was to seek distinctive answers to the research questions from as many relevant information-rich cases as possible (Creswell, 2013). Instead of empirical sampling, a sample of purposefully selected cases also yields depth and understanding about the issues explored (Patton, 2002). Moreover, the validity of qualitative research can be judged more by the richness of the cases used than the size of the sample (Newman, 2014). When the determined is to obtain the highest level of information possible for a particular problem, as is the case with this research, a representative sample may not be the best strategy; rather, the case that provides the richest information would be the ideal (Flyvbjerg, 2006).

The adjective multiple refers to the existence of several cases considered in order to create a comparison. The range of participants corresponds with the definitions on archaeotourism destination management organization and relevant stakeholders in enhancing competitiveness through cooperation adopted by this dissertation. From the perspective of stakeholder theory, to understand stakeholders at a destination level the most appropriate party to take the role of the firm are DMOs

(Saftic, et al., 2011) itself, in this case is TWC and AA. Other participants that also plays a very important role in enhancing the cooperation is through the support of government as well as private entities. In Indonesia, the researcher involved the top management and Commissioner of TWC, Director General, Director, and officials from the Ministry of State-Owned Enterprises, Ministry of Education and Culture, and Ministry of Tourism and Creative Economy of the Republic of Indonesia, provincial government of Central Java, Tour and Travel Association and Indonesian Airline representative. In Cambodia the researcher involved the top management of AA, Ministry of Art and Cultures and Ministry of Tourism of the Kingdom of Cambodia, the provincial government of Siam Reap, Cambodia Association of Travel Agency (CATA) as well as Cambodian Airline representative.

#### **4.5. Research Process**

In this research process, first, according to the title of the dissertation is focused on the archaeotourism destination management organization that in charge of Borobudur and Angkor in which the relevant major organizations were identified. These are TWC and AA, as well as relevant organizations public and private that are also supporting the archaeotourism activities runs by TWC and AA, such as the Ministry of Tourism and Creative Economy of the Republic of Indonesia, Ministry of State-Owned Enterprise of the Republic of Indonesia (the coordinator ministry for TWC), Provincial Government of Central Java, Ministry of Tourism of the Kingdom of Cambodia and Provincial Government of Siem Reap. As the researcher previously engage with these key stakeholders for other work purposes, communication and interviews was made as well as led to other appropriate persons/organizations for the participation in the interviews. Suggestions from key stakeholders were used to cast a wider remaining participant for contacts in an approach that would fit as a snowballing strategy described by Bryman (2012). This strategy proved to be very useful as a number of key stakeholders are belong to different industry associations and they were able to recommend people with knowledge, experience and an interest that the researcher needs to conduct research in this field. Such example is the key participant from Ministry of Tourism and Creative Economy referred the researcher to Indonesia's travel association that also

doing the marketing as well as operate tour operator for the Borobudur such as Association of Indonesian Tour and Travel Agency (ASITA) that led the researcher to also contact Cambodia Association of Travel Agents (CATA) for Angkor package in Cambodian side. Through these discussions also extend to explore the connectivity as one of a strong point to enhance the cooperation in which researcher were able to identify stakeholders from airline industry such as Citilink Airways and Sky Angkor. Appendix 1 provide a list of research participants.

When the interviewee participants contact was established by the researcher, they were provided with detailed information about the research, including the topic, the purpose and the background of the researcher in doing the dissertation in hoping that these researches could become inputs in enhancing the cooperation bilaterally especially in the field of tourism and socio-culture between Indonesia and Cambodia. Most of the interviewees interacted directly with the researcher face to face that was conducted just before pandemic COVID-19 in 2019 and early 2020 (January – March). Because of the situation of the spread of the pandemic still uncontrollably globally, travelling and flight in and out of Cambodia is difficult and must conduct a strictly imposed health protocol. Therefore, in conducting interviews, researcher using communication technology application through zoom platform as well as WhatsApp and Facebook video. All of the participants indicated their interest in the research topic and all of the interviewees showed willingness to participate, as the research is considered to be important for further policy implementation as well as in enhancing cooperation bilaterally between Indonesia and Cambodia as one of the responsibilities of the researcher working at the Embassy of the Republic of Indonesia in Phnom Penh. The previous engagement and networking assisted in building a trust relationship with the interviewees prior to optimism that this research could contribute to the mutually benefitted cooperation. This approach significantly contributed to creating an air of friendly, relaxed rapport during the interviews.

The interviews were conducted from August 2019 until December 2020. Some interviews that were met before the spread of pandemic were conducted face-to-face in Cambodia and Indonesia, and after the pandemic COVID-19 the interviews was conducted over Zoom platform as well as WhatsApp and Facebook video. To collect further data, the researcher also manage to participate through

Embassy's cooperation with Ministry of Education and Culture of the Republic of Indonesia on "The Role of Borobudur Conservationists on the International Scene: 20 Years Reflection After Indonesia Restoration Project in Angkor (ITASA) 1994-2000" conducted on 10<sup>th</sup> of November 2020 with Zoom web seminar (webinar) and live YouTube platform as well as conducted focus group discussion under the Embassy of the Republic of Indonesia in Phnom Penh activity through zoom webinar on the 2<sup>nd</sup> of December 2020 titled "Updates from Borobudur and Angkor: Rethinking Archaeological Tourism Post Pandemic in Enhancing Sustainable Cooperation", in which it was also attended virtually by officials from both countries, tour operators, airline representatives, think tank, academician and public viewers. Some of the interviews were audio recorded in full and notes were and some just notes taken due to unexpected meeting and the urgency to take the interview. The researcher quietly listening and prompting interviewees to share their opinions freely and to continue their story encouraged the flow of the conversation and maintained a positive and friendly as well as professional relationship. The researcher also actively participates in discussion and webinars conducted such as "Borobudur Now and Then: A Cinema Perspective" on 9<sup>th</sup> of April 2021, and "Pilgrimage to Borobudur: Tourism or Practice" on 18<sup>th</sup> of April 2021, in which through these discussions, researcher gain deep knowledge in the socio-cultural and religious issues of the archaeological site, in which it also mentioned not just Borobudur, but also Angkor.

The researcher's academic and employment background at the Embassy earned the researcher relevant acknowledgement of being aware of current local in Indonesia and Cambodia as well as international industry events and issues, which the researcher was able to sense through discussions on various topics, related to the research questions. The researcher's neutral standpoint as this is as an academic research in encouraging mutually benefit cooperation, and interest in the archaeotourism destination management organization for managing Borobudur and Angkor, encouraged interviewees to share their opinions and open up in the discussions.

## **4.6. Procedures of Data Collection and Analysis**

Since qualitative research generates a large amount of data, their analysis can sometimes be daunting and time-consuming (Creswell, 2013). A well-formulated method of analysis is an important part of qualitative research and one that enhances the validity and reliability of its findings (Anderson, 2010). The researcher adopts four main techniques for collecting the data and analysis:

### **4.6.1. Interview Key Persons**

Interview is a form of conversation in which one person – the interviewer – restricts oneself to posing questions concerning behaviors, ideas, attitudes, and experiences with regard to social phenomenon, to one or more others – the participants or interviews – who mainly limit themselves to providing answers to these questions (Maso, 1987:63). Researcher carried out semi-structure interviews involving the respondent in 2019, 2020 and 2021. The interviews conducted in person with a respondent, a representative of the different organizations physically, especially in 2019 and early 2020 before the Covid19 pandemic and through teleconferencing platform used such as Zoom and WhatsApp video call. According to Bell (2000) this form of face-to-face interviews has a great advantage as it is possible to do follow-ups, interpret emotions and motives by observing gestures, attitudes and pauses. It is therefore a type of research that is quite flexible. Face to face interviews give direct and more profound access to relevant information regarding the purpose of the study. It is also possible to adapt the questions to each respondent (Björklund & Paulsson 2003).

#### **4.6.1.1. Instrument**

To accomplish data collection, the researcher utilized semi structured interview. Whereas Guion, Diehl, and McDonald, (2011) proposed seven stages for conducting interviews: (a) categorizing questions for the interview, (b) designing the interview guide, (c) interviewing, (d) transcribing interview, (e) analyzing interview, (f) verifying result, (g)

reporting the result. The first three steps are data gathering, while the rest of four steps are part of the analysis and conclusion.

The researcher devised semi structured interview questions and constructed an interview guide. The researcher asked question based on the interview guide. However, the researcher sometimes deviated from the interview guide to ask follow-up questions for further clarification. In answering the question, participant's response was integral in obtaining perception in enhancing competitiveness as well as the possibilities or ongoing cooperation to uplift archaeotourims destination.

For most of the interviews lasted more than one hour, as the discussion is expanding to interviewee's knowledge and experiences as well as expectation to develop the archaeotourism destination as well as enhancing the areas of cooperation. Resourceful insight also discussed regarding the excitement of opportunities as well as difficulties. While most are supported to enhance the development as well as the cooperation, few interviewees are concerned about over tourism and sustainability of the destination. Some interview, especially with the high rank officials only lasted from 15 minutes to 30 minutes due to their time schedule, but nevertheless all are very excited in giving information and perspective regarding the conducted research.

After each interview, I thanked all participants for the time they devoted to the process and they are hoping for concrete result and recommendation that the researcher conducted that eventually could benefited not just the DMOs but also the society and bilateral cooperation, in which some are prefers to have a copied of dissertation when it is completed.

#### *4.6.1.2. Interview Guide*

To facilitate the semi structured interviews, the researcher used an interview guide (see Appendix 2) that contained questions that focus on answering the research question. The researcher constructed the interview

guide by reviewing literature. Questions asked led to the discovery of the strong points that the interviewees addressed as well as focus to enhance the competitiveness role of archaeotourism DMOs through the newly established cooperation between TWC and AA.

#### *4.6.1.3. Interview Notes*

During the interview, the researcher recorded notes regarding the gestures, intonation and the particular highlights of each participant's answer. Some are through recording devices such as mobile phone recording with the participant's consent, while some are just taking down notes. Regardless of the method being used to collect data, Silverman (2011) stated that the usage of a database to keep track of findings. Therefore, the researcher used MAXQDA 2020 to analyse data.

#### **4.6.2. Focus Groups Discussions (FGDs)**

Focus group represent a specific set of group interviews that particularly emphasize the interactive patterns among group members and how they come to generate mutual understanding and ideas (Duggleby, 2005; Morgan, 1997). Focus group is a group interview centered on specific topic ('focus') and facilitated and coordinated by a moderator or facilitator which seek to generate primarily qualitative data, by capitalizing on the interaction that occurs within the group setting (Sim, 1998:346). FGDs encourage interactions among participants that can yield important data (Onwuegbuzie et al., 2009). As this study intended to develop the implementation of the cooperation through MoU between TWC and AA, FGDs with different participant groups were needed to ensure greater community involvement in the planning process and to achieve better coordination with other sectors (Gunn, 1994; Timothy, 1998, 1999). Data from the FGDs, observations and interviews underwent the three steps of qualitative data analysis: data reduction, data display and conclusion drawing (Miles, Huberman & Saldana, 2014). The Researcher set up the focus group discussion through the Embassy of the Republic of Indonesia in Phnom Penh to enhance the implementation of the MoU between TWC and AA and

relevant stakeholders in finding ways to further collaborate and cooperate by using web seminar zoom platforms. The title of the webinar is Update from Borobudur and Angkor: Rethinking Archaeological Tourism Post Pandemic in Enhancing Sustainable Cooperation, which was conducted on the 2<sup>nd</sup> of December 2020. Earlier, Embassy's also have cooperation with Ministry of Education and Culture of the Republic of Indonesia to participate on "The Role of Borobudur Conservationists on the International Scene: 20 Years Reflection After Indonesia Restoration Project in Angkor (ITASA) 1994-2000" conducted on 10<sup>th</sup> of November 2020 with Zoom web seminar (webinar) and live YouTube platform, where the researcher take part to make presentation for Ambassador as a representer, while taking notes and follow the discussion that were conducted.

#### **4.6.3. Direct Observation**

Direct observation of the people under study is enabled by the researcher taking part in the participant's everyday life (Lofland & Lofland, 1995; Spradley, 1980; Schatzman & Strauss, 1973). Where participation was at first viewed as a means to observe, now days participation is considered essential in detecting meanings, feelings and experiences. The main advantage to conduct direct observation is that events, institutions, facilities, or process can be studied in their natural setting, thereby it provides a richer understanding of the subject of the research. Researcher conducted direct observation in various phases of the study and maintain an update field of journal and creating an observation grid. In addition, to gather information regarding travelers/tourists, researcher also observed through reports provided by TWC, Ministry of Tourism and Creative Economy of the Republic of Indonesia, AA, and Ministry of Tourism of the Kingdom of Cambodia. In doing direct observation, the researcher used six steps to manage the process:

<b>Steps</b>	<b>Activities Conducted</b>
1 Determine the focus	Because of typical time and resource constraints, direct observation in Borobudur and Angkor that had been conducted has to be selective, looking at a few activities (music festivals, sporting activities), events (Vesak or Khmer New Year), or phenomena

	(pandemic Covid-19) that are central to the evaluation questions that researcher observed from the period of 2019 to first semester 2021).
2	Develop direct observation checklist/grid The observation record form that researcher developed list the items to be observed and provide spaces to record own observations (non-participants). The checklist/grid help standardize the observation process and ensure that all important items are covered. Closed response categories help minimize observer variation, and therefore improve the quality of data that was needed to complement interviews data.
3	Select the sites The observations carried out in Borobudur and Angkor Complex based on the topic of the research in the time period of 2019 – first semester 2021.
4	Decide on the best timing The observation conducted at both places during one of the busiest years throughout 2019. However, since pandemic Covid-19 outbreak in first the term of 2020, most of the observation conducted in Angkor complex, and in Borobudur was given the progress through media, videos and promotional events online.
5	Conduct field observation The observation was conducted several times, through the help of the key people of both DMOs that were conducted in informal and friendly conversations as well as being independent observatory as visitor/tourists in which researcher had times to observed both complex as non-participants.
6	Analyze data To analyze data, researcher gather information regarding travelers/tourists, reports provided and through open sources by TWC, AA and both Ministry of Tourism of two countries as complement to the interviews and focus group discussions.

*Table 3. 1. Six Steps of Doing Observation*

*Source: Developed by researcher*

#### 4.6.4. Document Analysis

Researcher analyzed documents, such as monographic publications; print and digital press archive; institutional documents such as white paper from both destination management organizations such as printable and pdf version as well as in the form of visual data. Visual data refer to the recording, analysis and communication of social life through photographs, film and video (Harper, 2007). To facilitate the analysis, the researcher used MAXQDA 2000 software to help with analysis. MAXQDA 2000 software is for qualitative data analysis (QDA) and has helped researcher in organized scattered data in more timely manner, and this software mechanism is in line with a systematic procedure that took four major steps and was guided using methodology to assess qualitative data (Bloomberg and Volpe, 2008):

- i. In first step, the major issues were identified, where notes from interview were typed and organized according to the aim of the research. The documented notes were repeatedly read through to determine frequent words or themes that were raised by interviewees. Themes, ideas, and theories that were mentioned most by interviews were then identified as major issues. The interview notes and transcripts were then analysed in MAXQDA using a grounded theory approach as suggested by Saldaña (2016) and Birks and Mills (2012). Then coding was conducted in three cycles:
  - First cycle, descriptive coding was applied to each transcript in which general topics of conversation were identified.
  - Next cycle, the notes transcripts were revisited using initial coding, in which tentative codes were applied to the data based on emerging themes, ideas, and theories.
  - Finally, a third cycle of coding was applied in which the initial codes were refined and further analysed.
- ii. In the second step where the categorization of data took place, each interview was repeatedly read through to determine each of the participant's stance toward the major themes that were developed in the first step. These stances towards major themes, ideas, and theories

provided different categories that responses could be organized into. This revealed patterns among the data within the same categories. Connections between responses and published data were also explored.

- iii. In the third step connections between categories took place. Connections between responses to different major issues were investigated to explore how responses were related.
- iv. Finally, in the fourth and final step, results from this research was also associated and contrasted with prior similar research conducted to determine how this study could fits into the broader literature.

Using MAXQDA software approach proved valuable in managing large amount of data in timely manner. Not just it is useful, but also have features of N-Vivo for coding. Preliminary data analysis commenced with the review of relevant literature to understand theoretical developments in the areas of cooperation and competitiveness. The analysis was conducted to confirm the relevance of recognizable themes to the research questions, in which it also assisted in verifying the relevance of the interview guide to for all participants. Themes then can be identified either deductively following an a priori template of codes, or inductively by taking a data-driven approach (Braun and Clarke, 2006). In this research, themes were derived inductively from the raw data, allowing ideas and issues to emerge freely throughout the interview process as well as in focus group discussions. The process allowed the researcher to seek the identification consistency with the initial categories as well as the research question. Once all the interviews and data from focus group discussions were transcribed, comprehensive data coding was conducted.

#### **4.6.5. Analysis Results**

##### *4.6.5.1. Interview Key Persons*

Throughout 2019 – 2021, the researcher had conducted 20 interviews to key persons that are strongly related to both DMOs as well as issues in archeotourism and bilateral cooperation between Indonesia and Cambodia,

especially that are associated to tourism (appendix 1). By using evaluating questionnaire, transcripts and notes and analyzes by using MAXQDA in which then simplify by using simple table of themes and quotation from key persons. The analysis results for interview key persons are as follows:

a. Strong and Unique Positioning Destination

Themes Names	Times Mentioned	No. Participants
Location	33	20
Infrastructure	41	20
Connectivity	28	20
Conservation	15	12
Guide/Interpretation	11	9

Table 3. 2. Themes Strong and Unique Position of Destination

*Source: Developed by Researcher*

Participant No.	Quotes
6, 15	<i>“...Indonesia and Cambodia location determined slight differently in term of tourism season... ..two destinations could actually complement each other...”</i>
3, 4, 6, 11, 14, 15, 17	<i>“...that infrastructure is important... a top priority in determining the destination, supporting the development...”</i>
1, 8, 18	<i>“...in branding archaeotourism destination, connectivity is essentials...”</i>
4, 11	<i>“...new modern properties emerged... raises problems with regard to authenticity of the destination... conservation &amp; preservation is key...”</i>
3, 4, 17	<i>“Guides will make destination loyalty ... by creating a unique and memorable experience for visitors”</i>
1, 5	<i>“ASEAN should further cooperate and coordinate in the security sector in order to create constructive environment for tourism development...”</i>

Table 3. 3. Interview Quotes on Strong and Unique Position of Destination

Source: Developed by Researcher

b. DMOs Excellent Qualities of Experiences

Themes Names	Times Mentioned	No. Participants
Cultural Activities	35	15
Religious Events	27	10
Festival and Entertainment Events	31	13
Sport Events	14	10
Culinary Experiences	32	15
Quality of Services	20	10

Table 3. 4. DMOs Excellent Qualities of Experiences

Source: Developed by Researcher

Participant No.	Quotes
3, 4, 20	<i>“...must be used as strategy for any destination management organization or relevance authority to develop the potential resources of marginal areas...”</i>
4,10	<i>“...there are norms and values that should be enforced for travelers to respect the respected destination, in enriching tourism continuity...”</i>
2	<i>“...aims to preserve the richness of tradition, as well as actualize the latest changes in society”</i>
4, 17	<i>“...sporting activities may also generate additional demand to support the hotel occupancy...”</i>
3, 4, 11, 20	<i>“...promote all aspects of food in one destination require creativity in product development, processing, marketing and creating experiences with food”</i>
1, 2	<i>“...maintain the quality of service as an important factor to maximize visitor’s satisfaction”</i>

Table 3. 5. Interview Quotes on DMOs Excellent Qualities of Experiences

Source: Develop by researcher

c. Competitiveness Strategies and Activities

Themes Names	Times Mentioned	No. Participants
2 Cultural Sites 1 Destination	35	15
Joint Publication Pilgrimage & Ceremonies	27	10
Traditional Dances and Music Performances	31	13
Joint Promotion for Public Awareness	14	10
Connectivity	32	15
Conservation & Preservation	20	10

Table 3. 6. Competitiveness Strategies and Activities

Source: Developed by Researcher

Participant No.	Quotes
3, 17, 20	“...pilgrimage is currently in a stage of rejuvenation and is therefore in the process of losing some of its unique religious attributes...”
4, 11, 17	“...aims at full exploitation of the capabilities of events in order to achieve tourism development of host communities...”
1	“...creates an ambiance of a close and connect relationship between Indonesia and Cambodia, whereas in terms of culture, we have no boundaries, but become one united”.
11, 12	“...or tourists must understand that the destination is not just a tourism attraction, but beyond...”

- 4, 17 “Direct connectivity is the basic and fundamentals action in enhancing to a more comprehensive competitiveness of two cultural sites and one destination”
- 7, 13 “...conservation and preservation of the authenticity of the natural and cultural resources \are essentials for sustainable tourism and cooperation”

*Table 3. 7. Interview Quotes of Competitiveness Strategies and Activities*

*Source: Developed by Researcher*

*4.6.5.2. Focus Group Discussions*

Throughout the research process, there are two focus group discussions in which helped to conduct the research:

- a. The researcher has permission to conduct the research based on the web seminar in cooperation with the Embassy of the Republic of Indonesia and Ministry of Education and Culture of the Republic of Indonesia on “The Role of Borobudur Conservationists on the International Scene: 20 Years Reflection After Indonesia Restoration Project in Angkor (ITASA) 1994 – 2000”, that was conducted on 10<sup>th</sup> of November 2020. The webinar also conducted live by using YouTube platform. It was consisting of two session with 3 speakers (first session) with 161 viewers online viewers and 4 speakers (second session) with 204 online viewers.

<b>Session</b>	<b>Speakers</b>	<b>Participants /Viewers</b>
Session 1: The Cultural Diplomacy in Southeast Asia	1. Hilmar Farid, Phd (Ministry of Education and Culture - Indonesia) 2. Prof. Dr. Wardiman Djojonegoro (Minister of Education and Culture 1993 – 1998 - Indonesia) 3. Dr. Restu Gunawan (Ministry of Education and Culture – Indonesia)	161

Session 2: Preservation of Cultural Heritage in Indonesian Cultural Diplomacy in Southeast Asia	<ol style="list-style-type: none"> <li>1. Prof. Ashely Thompson (Department of History of Art and Archaeology, SOAS)</li> <li>2. Dr. Masanori Nagaoka (UNESCO Office Phnom Penh)</li> <li>3. H.E. Sudirman Haseng (Ambassador of Indonesia to Cambodia)</li> <li>4. Mr. Yunus Arbi (ICOMOS Indonesia)</li> </ol>	204
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*Table 3. 8. Focus Group Discussion on The Role of Borobudur Conservationists on the International Scene*

*Source: Developed by Researcher*

b. The researcher then does the targeted focus group discussion also based on web seminar regarding the implementation of the MoU of TWC and AA on the theme of “Updates from Borobudur and Angkor: Rethinking Archaeological Tourism Post Pandemic in Enhancing Sustainable Cooperation”, that was conducted on 2<sup>nd</sup> of December 2020. The focus group discussion was also conducted live through Embassy’s YouTube platform, in which to generate more questions and inputs from wider participants. It was consisting only one session with 6 (six) speakers/panelists from key persons respondent for interview (appendix 6), but unfortunately 1 speaker did not show up due to a tight schedule and other commitments, therefore 5 (five) speakers present online in which it was attended by 53 participants/viewers.

<b>Session/Theme</b>	<b>Speakers</b>	<b>Participants /Viewers</b>
Updates from Borobudur and Angkor: Rethinking Archaeological Tourism Post Pandemic in	<ol style="list-style-type: none"> <li>1. Ms. Hetty Herawaty (Taman Wisata Candi)</li> <li>2. H.E. Sok Sangvar (Apsara Authority)</li> </ol>	53

Enhancing Sustainable Cooperation	3. Mr. Hoy Phireak (Ministry of Tourism – Cambodia) 4. Mr. Meng Hieng (CATA Cambodia) 5. Ms. Mirza Ananda (ASITA Central Java – Indonesia)
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*Table 3. 9. Focus Group Discussion on Updates from Angkor and Borobudur*

*Source: Developed by Researcher*

To analyze the transcribed produced from focus group discussions, researcher used the ‘long table’ approach that cutting the transcript apart in the simplest form by using Microsoft word and MAXQDA to simplify. The researcher arranges the working transcript in a reasonable order, such as the platform and date the focus group discussion took place, and the categories of targeted participants that are relevant to the research: DMOs officials, Government officials, Tour Travel/Operators, other tourism and culture organizations/entities/practitioners.

During the final stage of analysis when all the data was put into place such as mapping and interpreting, the researcher does the tasks not only to make sense of the individual quotes, but also to be imaginative and analytical enough to see the relationship between the quotes, and the links between the data gathered as a whole. The researcher then follows Krueger and Casey (2000) criteria for interpreting coded data: frequency; specificity; emotions; extensiveness; big picture, that was simplified from Krueger (1994) seven established criteria: words; context; internal consistency; frequency and extensiveness of comments; specificity of comments; intensity of comments; big ideas.

#### *4.6.5.3. Direct Observation*

The data collection process with direct observation was carried out throughout the research period, namely at the presurvey, at the time of the

study, and even at the end of the study, then the compilation and uniformity of all forms of data obtained were carried out into one form of writing (script) to be analyzed. At the data reduction stage, the results of observations are converted into scripts and makes the written form into full chapter itself, Chapter Four, the Case of Borobudur and Angkor to make it easier for researcher to focus on the large amount of information with the focus of the observed research so as to allow for drawing result, conclusions and recommendations.



## CHAPTER FOUR

### THE CASE OF BOROBUDUR AND ANGKOR

#### 4.1. Current Situation of Economy and Tourism in Indonesia

Indonesia has made remarkable progress over the past 20 years and transformed itself by pursuing comprehensive economic policies and by harnessing the incredible resourcefulness and diversity of its people. Strong and stable economic growth sharply reduced poverty, raising living standards for millions of people and enabling the emergence of a vibrant middle class. Indonesia is one of the world's largest emerging market economies, a founding member of the Association of Southeast Asian Nations (ASEAN), and a member of the Group of 20 (G20)<sup>9</sup>. Indonesia keeps increasing the prominent role into the global policy by hosting the 2018 IMF and World Bank Annual Meetings in Bali. These meetings present a unique opportunity to showcase the impressive social and economic achievements of Indonesia, ASEAN and Asia as a whole. The world can learn much from the region, including the ASEAN way of reaching across borders. This is beautifully captured in the official motto of Indonesia: “Bhinneka Tunggal Ika,” or “Unity in Diversity.” Indonesia is well positioned to pursue its further transformation toward an even more prosperous and inclusive society by taking advantage of several beneficial trends, including its young and expanding labor force, the rapid growth of the digital economy, and the growing role of Asia in the global economy.

Home to more than 260 million people, Indonesia is the fourth most populous country in the world and the largest economy in Southeast Asia. With GDP of about US\$1 trillion, the country is the world's sixteenth largest economy and the seventh largest in purchasing-power-parity terms. Indonesia's modern economy has been long in the making, shaped by periods of extended prosperity, a major socioeconomic and political crisis in the late 1990s, and a strong and sustained recovery during the past 20 years. McKinsey and Company (2012) predicted that

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<sup>9</sup> The Group of Twenty (G20) is the premier forum for international cooperation on the most important issues of the global economic and financial agenda. <https://www.g20foundation.org/g20/what-is-the-g20>

75 percent of the 1.8 billion people projected to join the global consuming class by 2030 will likely be in Asia. This unique dynamism means higher external demand for Indonesia's products, ranging from agricultural goods to energy, commodities, manufactured goods, and tourism.

National tourism sector achievements in the 2015-2019 experienced consistent and significant growth. The achievement of the tourism sector's contribution to the national GDP continues to increase and achieved the target. Tourism become one of the leading sectors recorded to occupy the ranking as a contributor to foreign exchange after palm oil industry. In 2017, contribution of tourism to GDP amounted to IDR 536.8 trillion, 4.1% of Indonesia's total GDP. In the same year, tourism provided 12.7 million jobs, representing 10.5% of total employment.

INDICATORS	2015	2016	2017	2018	2019
Contribution to GDP	4.25%	4.13%	5%	5.25%	4.8%*
Foreign Exchange (US\$)	12.2 billion	12.3 billion	14.1 billion	15.6 billion	13,7 billion*
Competitiveness Index (WEF)	#50	NA	#42	NA	#40
International Tourists	10.41 million	12.02 million	14.04 million	15.81 million	16.10 million

*Table 4. 1. Indonesia's Tourism Performance 2015 – 2019*

*Source: Indonesia's Ministry of Tourism and Creative Economy*

Consistency of achievement from the established foreign exchange supported by the achievements of domestic tourists continues to exceed the target set. Regarding visits of foreign tourists, natural disaster factor is a major factor causing less visits. The increase in tourist visits occurs with the existence of big and

international events such as the ASIAN Games and other sporting events within Indonesia. Indonesia's competitiveness of national tourism as measured by Travel and Tourism Competitiveness Index (TTCI), has reached the 40th rank of the 30th rank target in 2019. In general, the average value of the TTCI indicator gets a value of 4.3 (Figure 4.1). There are many things that needs to be concern by the Government of the Republic of Indonesia to enhance the competitiveness is related to good and reliable water transport infrastructure, ground & port infrastructure, and more tourist infrastructure. Another thing that is of particular concern according to Indonesia's Ministry of Tourism and Creative Economy is related environmental sustainability, health & hygiene, safety & security, ICT readiness, business environment, as well human resources & labor market.<sup>10</sup> Remedial efforts must accelerate consistently and continuously done so that the competitiveness of the tourism sector increases. Therefore, according to the Ministry, the Government will increase the standardization for tourism services through the program and certification of Cleanliest, Health, Safety, and Environment Sustainability (CHSE), that will give for free of charge as long as the business sectors meet the compulsory requirements.

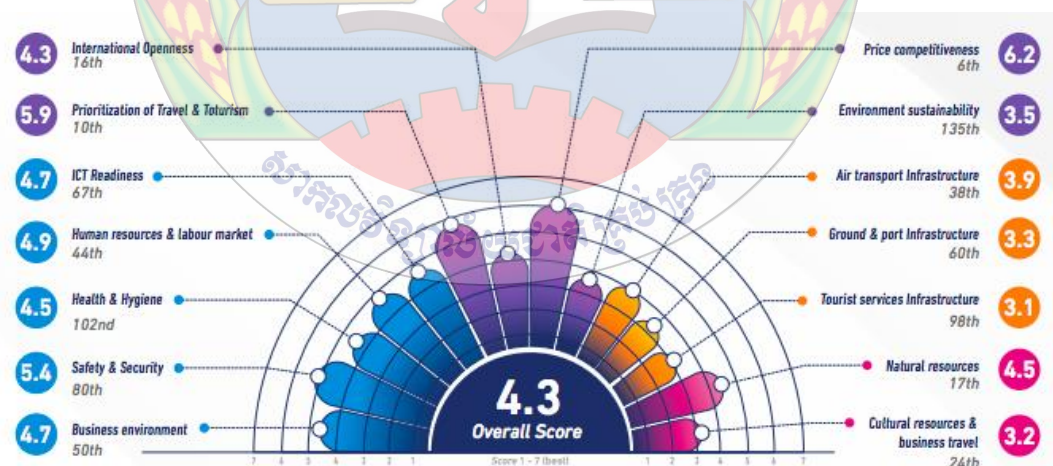


Figure 4. 1: Indonesia Travel and Tourism Competitive Index (TTCI) 2019

Source: The Travel & Tourism Competitiveness Report 2019 – WEF

<sup>10</sup> Speech by Deputy for Marketing, Ministry of Tourism and Creative Economy of the Republic of Indonesia on International Webinar: New Visa Policy Challenges and Opportunities for Tourism in the New Normal, 25 November 2020 hosted by Ministry of Tourism and Creative Economy of the Republic of Indonesia.

Indonesia tries to develop tourism destinations on the basis of power potential tourist attraction in synergy with development of tourist and public facilities, accessibility/infrastructure and community empowerment for a complete and sustainable system. There are a number of potential as well as to strengthen Indonesia's tourism in developing as a powerful tourism destination competitive and sustainable country, such as: the richness and diverse of natural and cultural resources; the growth of infrastructure development and connectivity between regions and destinations; Indonesia as a prospective investment destination country; attention and positive attitude of the society towards tourism as well as to unleash the potential destination in rural areas such as creative village.<sup>11</sup>

#### ***4.1.1. Indonesia's 10 New Destination***

Bali, Jakarta, and Riau Islands has become Indonesia's most favorite destination among domestic as well as international tourists. With Indonesia's enormous cultural and natural diversity and there are hundreds of destinations across the archipelago, tourism is expected to play an important key role in addressing the multidimensional developmental challenges facing Indonesia's sustainable development. Since 2017 the Government of the Republic of Indonesia through Ministry of Tourism and Creative Economy as well as relevant ministries and provincial government developing the 10 New Destination (the New Balis) policy to highlighted Indonesia's diverse tourist destination as well as attractions. It is aimed to expand the tourism industry to the next level, not just by attracting the international visitors, but also attracting high quality tourism for sustainable development with direct impact to the local economy and community. It is also part of the President Joko Widodo strategy to grow the tourism sector complements the broader strategy for more infrastructure development, particularly to enhance connectivity as well as to accelerate the development of all sectors in Indonesia as an archipelagic country. These 10 news destinations are:

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<sup>11</sup> Presentation by Minister of Tourism and Creative Economy of the Republic of Indonesia on program launching for "Aksi Bersama Bantu Sesama/Action Together to Help Others" a collaboration on creative cities and regency, 15 May 2020 through zoom webinars conducted by Indonesia Creative Cities Network (ICCN).

- a. Lake Toba in North Sumatera province, a mountainous area and homes for hot springs, waterfalls and cool climate, formed by a volcanic eruption 70,000 years ago and sits 900m above sea level.
- b. Tanjung Kelayang in Bangka Belitung province, the white sand beach, shallow and clear water, as well as has a series of unique granite formations.
- c. Tanjung Lesung in Banten province, the peninsula that is being developed into an integrated beach resort overlooking Anak Krakatau, the remains of what used to be the Krakatau Volcano.
- d. Thousand Islands in Special Capital Region of Jakarta, the hub of marine conservation that attracts visitors seeking a break from the bustle of life in the capital.
- e. Mount Bromo Tengger and Semeru in East Java province, which covers 800 sq km, is the largest volcanic region in the province.
- f. Mandalika in Lombok – West Nusa Tenggara province, as a new and developing economic zones, premier ecotourism destination with the potential for MICE activities.
- g. Labuan Bajo in East Nusa Tenggara province, a home to the Komodo National Park, a UNESCO World Heritage Site, where one can find Komodo Dragons in the wild.
- h. Wakatobi in Southeast Sulawesi province, where the number of reef and fishes' species across more than 50 dive spots in waters off is second only to Australia's Great Barrier Reef.
- i. Morotai in North Maluku province, is one of Indonesia's northernmost islands that offers rugged forest terrain for trekking, beautiful beaches and diving spots, as well as a trade hub for seafoods.
- j. Borobudur in Central Java province, a UNESCO World Heritage was buried in volcanic ash for centuries until it was rediscovered in 1814 and one of the most visited historical archaeological sites in Indonesia.

#### **4.1.2. Indonesia's Tourism during Pandemic COVID-19**

The world of tourism is currently being shaken by the existence Coronavirus disease pandemic (COVID-19). This pandemic started in December 2019 in Wuhan, People's Republic of China, where the Coronavirus spreads rapidly for the people of Wuhan. The spread continued to the whole world, where the Coronavirus Pandemic has spread to most parts of the world including Indonesia. Indonesia's tourism has experienced a tremendous decline as the impact of a decrease in international tourist arrivals due to the COVID-19 pandemic. This situation creates its own challenges for Indonesia's tourism as well as providing opportunities that can be grabbed especially after the end of COVID-19.<sup>12</sup> For the time being, Indonesia's market segment orientation will shift from foreign tourists to domestic tourists, as well as to implement safe and health protocol measures through guidelines policy of "Indonesia Care", a national campaign to implement health protocols as well as verification in order to present clean, healthy, safe, and environmentally sustainable destinations. The implementation of this protocol is very important and strategic to be carried out properly by involving entrepreneurs, consumers, and communities. It is the operational technical guidelines for businesses in the tourism and creative economy sector in carrying out various economy activities which is gradually moving again after the COVID-19 pandemic.

#### **4.2. Current Situation of Economy and Tourism in Cambodia**

Cambodia has experienced a significant transition over the past two decades, reaching lower middle-income status in 2016 and aiming to attain upper middle-income status by 2030. Mostly driven by garment exports and tourism, Cambodia's economy has persistently grew at an average rate of 8% between 1998 and 2018, making it the fastest-growing economies in ASEAN and one of the fastest in the world. While easing slightly, growth remained strong and have reached 7.1% in 2019.

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<sup>12</sup> Wishnutama Kusubandio, Minister of Tourism and Creative Economy/Head of Tourism and Creative Economy Agency - at XXI Studio of Plaza Senayan, Jakarta on 20<sup>th</sup> July 2020.

Cambodia nowadays has an open and liberal foreign investment regime with a relatively pro-investor legal and policy framework. Investment incentives available to foreign investors include 100 percent foreign ownership of companies, corporate tax holidays of up to eight years, 20 percent corporate tax rate after the incentive period ends, duty-free import of capital goods, and no restrictions on capital repatriation.

Tourism has been an important driver of Cambodia's rapid economic expansion in the past decade. Since 2000, the development of the tourism sector in the country has continued to improve. Total visitors to Cambodia with the majority are tourists have increased rapidly in the past 5 years with the average for more than 5-6 million people a year. Taking into account indirect contributions such as investment in tourism-related projects from other industries, the World Travel & Tourism Council has estimated tourism's total contribution to Cambodia's GDP at 32.4 percent of GDP in 2017, the highest among all member states of ASEAN (WTTC, 2018) and have contribution to employment in which it is also have the highest ratio in ASEAN.

Tourism is the largest sector of the economy after agriculture and the garment industry, and the second largest contributor after the garment industry. Tourism in Cambodia become increasingly important in shaping the country's political and economic development. Income generated from this sector helps to promote economic growth, poverty reduction, cultural identity, and political legitimacy in a country that used to be better known as landmines, killing fields and turmoil. It directly contributes 11.5% to gross domestic product, generates tourism receipts equivalent to \$2.2 billion, and sustains 782,500 jobs, or around 12.4% of total employment.

The Cambodian government and the private sector are the main stakeholders in promoting tourism in the country. Cambodia is reemerging to be new destination for international tourists. The tourism industry has become one of the substances for Cambodian economic development. Cambodia's leaders have recognized the significance of tourism in their policy, as Hall and Ringer note "International tourists to Cambodia has natural appeal for both the national government, seeking additional

sources of revenue, and for the tourism industry looking for the new opportunities and destinations” (Hall & Ringer, 2000).

INDICATORS	2015	2016	2017	2018	2019
Contribution to GDP	32.5%	31.4%	31.1%	32.8%	32.7%
Foreign Exchange (US\$)	3.01 billion	3.21 billion	3.63 billion	4.38 billion	4.92 billion
Competitiveness Index (WEF)	#105	NA	#101	NA	#98
International Tourists	4.76 million	5.01 million	5.60 million	6.20 million	6.61 million

*Table 4. 2. Cambodia’s Tourism Performance 2015 – 2019*

*Source: Cambodia’s Ministry of Tourism*

After decades of civil war and genocidal regime of Khmer Rouge, Cambodia’s tourism has developed very fast, especially in early 1990’s. Since then, the government views it as one of the most foreign exchange earners and employment providers for Cambodia’s economic development. Tourism also seen as the tool for enhancing the image of Cambodia’s culture and history. The tourism not only has become the county’s engine for economic growth, but also the political legitimacy and the national and cultural identity of Cambodia (Chheang, 2008).

#### **4.2.1. Cambodia’s Main Destination**

Cambodia is also home to both natural and heritage tourism destinations. There are six national parks in Cambodia, and most were destroyed during the civil war and not accessible until 1993. Most important destination that was developed up until today by the government of Cambodia are:

- a. Bokor Mountain National Park, Kampot Province, located in the Damrei Mountains and forming the southeastern parts of the Cardamom Mountains in Kampot, most of the park is about 1,000 meters above sea level. The government has decided to develop Bokor National Park into a futuristic and historic tourism city which will serve as a historical preservation site, with commercial and residential zones.<sup>13</sup>
- b. Ream National Park located in Sihanoukville Province, the park's biological value is defined by its combination of rivers, forests, mangroves, estuaries, beaches, coral reefs, wildlife, and marine life.
- c. Tonle Sap Lake a seasonally swamped freshwater lake and an attached river, the 120 km long Tonle Sap River, that connects the lake to the Mekong River. As one of the world's most varied and productive ecosystems the region and has always been of central importance for Cambodia's food supply. It proved capable of largely maintaining the Angkor Civilization in which it is the largest pre-industrial settlement complex in world history.<sup>14</sup>
- d. The Mekong River the world's 12th longest river and it crosses through 6 countries namely China, Myanmar, Laos, Thailand, Cambodia, and Viet Nam. With an incredibly diverse eco-system, the Mekong is the lifeblood for many communities in these areas providing not only food, but also a transport system and tourism interest.
- e. The Angkor Complex located in Siem Reap Province is one of the most important archaeological sites in Southeast Asia, extends over 400 sqm and consists of hundreds of temples and structures. It was the center of the Khmer Empire for several centuries and listed as UNESCO World Heritage Site.

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<sup>13</sup> Phnom Penh Post – the Government releases the sub-decree on Bokor Town Development: <https://www.phnompenhpost.com/business/govt-releases-sub-decree-bokor-town-development>

<sup>14</sup> Thung, Heng L (1994). “Geohydrology and the Decline of Angkor”. Journal of the Siam Society. 8 (1): 9-14, Retrieved 16 January 2021

- f. The Sambor Prey Kub Complex is located in Kampong Thom Province and has been identified as Ishanapura, the Capital of the Chenla Empire that flourished in the late 6<sup>th</sup> and early 7<sup>th</sup> centuries AD.<sup>15</sup>
- g. The Preah Vihear Complex situated in Preah Vihear Province is a unique architectural complex of a series sanctuaries and outstanding masterpiece of Khmer architecture, in terms of plan, decoration and relationship to the spectacular landscape environment.<sup>16</sup>
- h. The Royal Palace in Phnom Penh is sets of buildings serves as the royal residence of the King of Cambodia and it was built in the late 18<sup>th</sup> Century.
- i. Toul Sleng Museum is located in Phnom Penh, a former secondary school which was used as security prison (S21) by the Khmer Rouge regime from 1975 – 1979. It was converted to museum chronicling the Cambodian genocide.

Tourism is considered to be an effective tool to accelerate economic growth, to preserve natural resources and local cultures and assist in alleviating poverty in least developed countries. The macroeconomic benefits of tourism include employment, GDP growth, foreign exchange earnings and investment. Cambodia has become one of the fastest-growing tourism destinations in South-East Asia, owing to its rich diversity of culture, historical sites, recreational activities and natural attractions. Due to the increased flowing of foreign tourists after the peace agreement was signed, The Royal Government of Cambodia has adopted tourism as a strategy for poverty reduction on the basis that it is one of the Cambodia's main opportunities for rebuilding its economy. Although Cambodia owns pristine beaches, a protected area network, and many cultural attractions, tourism is highly concentrated in Siem Reap and the temples of Angkor and Phnom Penh to learn about Cambodia's heritage. The heritage tourism has grown very vast in Cambodia, with most of the tourists coming to learn about the experience in Cambodia's history, art and culture.

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<sup>15</sup> Temple Zone of Sambor Prei Kuk, Archaeological Site of Ancient Ishanapura: <https://whc.unesco.org/en/list/1532/>

<sup>16</sup> Temple of Preah Vihear: <https://whc.unesco.org/en/list/1224/>. A UNESCO World Heritage.

#### ***4.2.2. Cambodia's Tourism during Pandemic COVID-19***

Covid19 also posts economic threats to different aspects of Cambodia's development, with tourism, manufacturing for export and construction seen to be the most affected sectors. In combination, these sectors contributed more than 70 percent of Cambodia's economic growth and around 39.5 percent of total employment in 2019.<sup>17</sup> From the beginning of pandemic outbreak, the Royal Government issued stimulus package aims to mitigate the economic impact caused by COVID-19, supporting Cambodia's most important industries, such as garments and textiles manufacturing as well as tourism. In supporting tourism Industries, the Government provides monthly subsidies received by suspended employees, hotels, guesthouses, restaurants, and travel agents in Phnom Penh, Siem Reap, Sihanoukville, Kep, Kampot, and Bavet, and will be exempted from paying tax until the end of September 2020 from July 2020.

The strictly measures imposed by The Royal Government in the border areas as well as point of entries especially for foreign visitors significantly reduce the numbers of visitors entering Cambodia. But nevertheless, this measure makes Cambodia become a safe tourist destination ranked by the World Health Organization (WHO) as among the top nations in the world with the best COVID-19 containment and impact management.<sup>18</sup>

Since the 2<sup>nd</sup> semester of 2020, the Royal Government of the Kingdom of Cambodia promoted the ecotourism especially to domestic tourists as the new potential market to increase and support the tourism industry in Cambodia. The step taken by the government also supported by the construction of several new facilities and introduced new destinations such as in Mondulkiri, Ratanakiri, Koh Kong, Kampot and Preah Vihear.

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<sup>17</sup> World Bank, "Cambodia in the time of Covid-19 special focus: Teacher accountability and student learning outcomes", May 2020. <https://openknowledge.worldbank.org/bitstream/handle/10986/34932/Cambodia-Economic-Update-Restrained-Recovery-Special-Focus-Adapting-to-COVID-19-in-an-Uncertain-World.pdf?sequence=1&isAllowed=y>. Retrieved 12 December 2020.

<sup>18</sup> Cambodia a safe tourist destination as WHO praises C-19 pandemic impact management: <https://www.khmertimeskh.com/50803895/cambodia-a-safe-tourist-destination-as-who-praises-c-19-pandemic-impact-management/>. Retrieved 28 January 2021.

### 4.3. Archaeotourism in Indonesia the Case of Borobudur

Archaeological resource management can be defined as the process of using or exploiting cultural objects wisely and effectively to achieve development goals. As part of the environmental conservation movement, resource management archeology aims to preserve the existence of cultural objects as a resource that is sustainable for future generations. In Indonesia, archaeological artifacts in what the researcher focus on temples (Candi<sup>19</sup> or Wat) can be found on the island of Java, Bali, Kalimantan (Borneo) and Sumatra. Central Java and East Java is the area where most of the temples are was found dominated by Hinduism and Buddhism. It was during the 8<sup>th</sup> to 10<sup>th</sup> century was the most productive period construction of the temple.<sup>20</sup> Apart from the Kingdom or Empire, the temple itself is a representation of a place in which the Gods lived, namely Mount Mahameru. Therefore, the temple and palace are always decorated with various carvings and sculptures in most complicated and beautiful design as the representation of the abode of the Gods and Kings.

For Borobudur, no further inscription regarding the establishment and the purpose of the monument, only it was design and built by Gunadharma as scholars and architect under the order of the Syailendra Dynasty. The first to mention the name Borobudur is written in the book of Sir Thomas Stamford Raffles titled *The History of Java*. It was driven from the words *bore* and *budhur*, in which *bore* means the village, of a village located nearby called *budhur* (Soeroso, 2009). As it was explained in Chapter II of literature review, Borobudur is one of the famous world heritages and was included in the World Heritage List number C592 in 1991. It has become a magnet, attracting Buddhist pilgrimage and tourists to come to see, pray and enjoy Borobudur. Attractions in Borobudur are unique, supported by the surrounding environment and the culture carried by the community. Borobudur has become a variety of objects as well as attractions that can be enjoyed at different times such as a visit at dawn to enjoy the atmosphere of the sunrise as well as to explore the people of the villages around Borobudur, in the form of arts and cultural

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<sup>19</sup> Candi is a Hindu or Buddhist temple in Indonesia, mostly built during "Hindu-Buddhist period" between circa the 4th and 15th centuries.

<sup>20</sup> The rise and fall of Kingdoms in Java. Directorate General for Culture, Ministry of Education and Culture of the Republic of Indonesia.

phenomena as well as everyday life. Borobudur is managed by TWC. It was originally established under the name PT. Taman Wisata Candi Borobudur and Prambanan (Persero), based on Government Regulation Number 7, 1980. With the Decree of the President of the Republic of Indonesia Number: 1, 1992 regarding the Management of the Tourism Park of Borobudur, Prambanan, as well the environmental control, PT. Taman Wisata Candi Borobudur and Prambanan (Persero) was given full authority to manage the park. In its development, with the entry of the Ratu Boko area to become part of a tourist park, the Company's name is changed to PT Borobudur, Prambanan & Ratu Boko (Persero) Tourist Park in 1994.<sup>21</sup>

In the past five years, the development of Borobudur tourism Park is growing rapidly due to the establishment of infrastructure and the growth of tourists, both domestic and international. Borobudur is used as an important national tourism destination which expected to bring in domestic and foreign tourists. But on the other side, Borobudur is a World Heritage that should be preserved and utilized wisely by all stakeholders. As Borobudur located in Central Java province and the regency of Magelang, the existence of the world cultural tourism destination also encourages contribution to local revenue. The increasing popularity of Borobudur encourages the high number of visitors and become a mass tourist destination and hope for the local community to get optimal benefits in collaboration with the TWC.

#### **4.3.1. Marketing**

From the marketing aspect, the strategy is carried out through program selection which is done selectively based on the existing target market. The marketing policies done by TWC are strived for maintain the level of tourist visits from conventional markets while penetrating into potential markets, especially in attracting foreign visitors. TWC undergo the various synergistic steps in the context of marketing and joint promotions. Several including through collaboration with the Ministry of Education and Culture especially through preservation, Ministry of Tourism and Creative Economy, The Provincial Government of Central Java, The

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<sup>21</sup> PT TWC sub decree for establishment for the company. TWC is Indonesia's State-Owned Enterprise.

Regency of Magelang, Indonesian Embassies and Consulate General abroad, tour operators and travel agents, hoteliers, influencers, as well as tourism actors both national and international.

#### **4.3.2. Activities**

In order to increase the number of tourists visiting the Borobudur, TWC hold a series of international-class events aims not only to increase domestic tourist visits, but also to foreign tourists, which is divided into 4 categories of activities<sup>22</sup>:

##### *a. Religious Activities*

Borobudur as the largest Buddhist temple in the world every year held the event of "Borobudur Vesak Celebration" that attracted thousands of domestic and foreign pilgrims.

##### *b. Sport Activities*

Annual Borobudur Marathon and Cycling are amongst the activities that also attracted domestic and foreign visitors, in which the participants could enjoy the beautiful scenery of mountainous landscape to paddy fields.

##### *c. Entertainment and Cultural Activities*

There are numerous entertainment and cultural activities organized by TWC to attract visitors, such as the Borobudur Storytelling Festival is designed to preserve the tradition of stories about life episodes told from relief arrangements at Borobudur temple where participants will show their talents on stage; the Borobudur Symphony which present spectacular orchestral music performances inspired by Borobudur reliefs by presenting the best singers and musicians from both Indonesia and abroad, and also has become a new tourist icon featuring

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<sup>22</sup> Mr. Edi Setijono – CEO TWC interviewed on 24 of August 2019 at Prambanan Café – Yogyakarta.

world-class musicians; Borobudur which will present a folk cultural party celebrated in several economic centers of the surrounding community; and Borobudur Nite, is the most awaited year-end event in Borobudur which will be enlivened by the release of thousands of lanterns into the air when welcoming a hopeful new year.

*d. Conference Activities*

The Borobudur International Conference largely joined by presenting interfaith participants that take the theme of Borobudur as an inspiration for mankind and civilization; the International World Heritage Conference which gather experts who care about the management of Borobudur and Prambanan as world heritage.

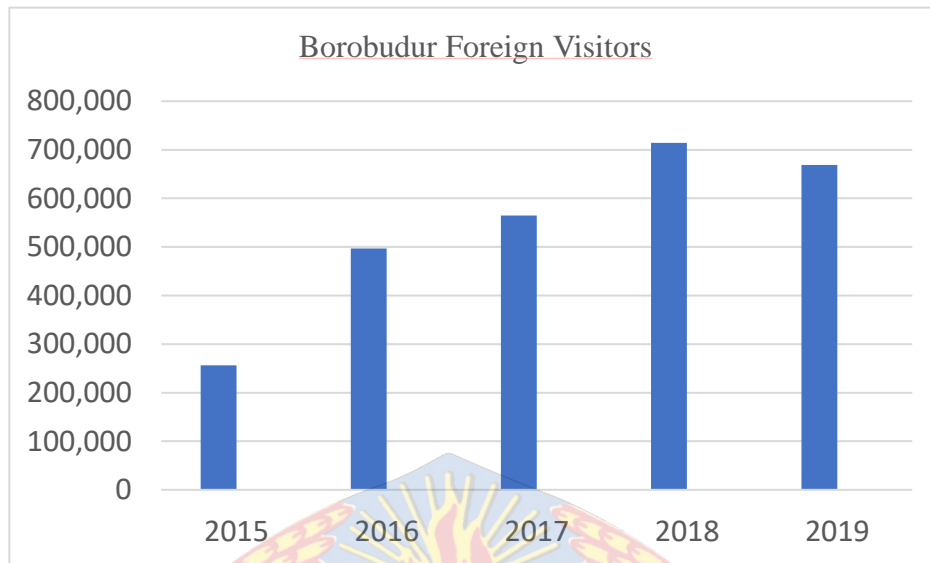
**4.3.3. Visitors**

Based on observations of the number of visitors through yearly report of TWC, tourists visiting Borobudur experiencing growth from year to year. Unlike many other tourists' destination in Indonesia for non-archaeological park such as Bali, Jakarta and West Java, not many foreign tourists visit Borobudur, in which in total, only 10 percent foreigners visiting Borobudur. This is certainly a challenge for TWC to increase the number of foreign tourist visits to Borobudur area.<sup>23</sup> But on the other hand, Borobudur also has a carrying capacity and has limited space which can be visited by tourists, both the space located in the Borobudur building and the temple grounds as Zone 1, and the Park as Zone 2. The Borobudur room which can be visited in the form of floor hallways is only 8,725.50 m<sup>2</sup>. Meanwhile, the courtyard of the temple space that can be visited is 17,012 m<sup>2</sup>. Whereas the Park has a space of 670,000 m<sup>2</sup> that can be visited.<sup>24</sup>

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<sup>23</sup> Mr. Edi Setijono – CEO TWC interviewed on 24 of August 2019 at Prambanan Café – Yogyakarta.

<sup>24</sup> Ibid.



*Figure 4. 2: Borobudur Foreign Visitors 2015 – 2019*

*Source: PT TWC Annual Reports 2015 – 2019*

#### **4.3.4. Facilities**

Borobudur is one of Indonesia's tourist icons, so the facilities are very adequate. There are several tourism facilities to support the Borobudur monument itself, such as The *Karmawibhangga* Museum - which collects information regarding the construction of Borobudur, and the *Samudra Raksa* Ship Museum - which collects historical information on trade in the archipelago. There is also a Visitor Center feature along with an Audio Visual which presents film screenings regarding any information related to Borobudur, and a game area with hot air balloon facilities and elephant safari.



*Figure 4. 3: Borobudur Venue Map*

*Source: PT TWC*

#### **4.4. Archaeotourism in Cambodia the Case of Angkor**

The Kingdom of Cambodia is a country of charming and breath-taking scenery with an ancient mysterious and fascinating culture that has attracted curious visitors from all over the world to see the magnificent temples of once a powerful empire of Angkor. The site of Angkor in Siem Reap province is the country's main tourist attraction. It has become an outstanding World Heritage site, as well as the national icon for Cambodia's identity, as well as the spiritual landscape for the Khmer people that has been living for many generations. The world is increasingly gaining awareness of the importance of Angkor and its central part in the extraordinary history of the Khmer civilization. Angkor is defined into several different scales comprising 400 square kilometers in the Cambodian plains between the Kulen Mountains in the North and the Tonle Sap Lake in the South. Angkor defined five zones covering several sites of archaeological, anthropological and historical interest, where it has been identified as a mediaeval urban complex. The

AA is currently mandated to manage and protect Angkorian sites located outside of the Angkor World Heritage Site and established ZEMP zones, including sites at Beng Mealea, Koh Ker and in the Kulen Mountains among others (ICC Angkor, 2012).

While Angkor attracted many people all over the world, the preservation and restoration of Angkor still become a big problem because of the damage that tourists bring. Even though the decay of most of the structures and relief from the temples is due to weather and time, but some of the negative behavior by tourists also speeded up the process. Therefore, as the entity responsible to the management of Angkor, Apsara Authority did the best to maintain the complex through preservation and cooperation with all relevant stakeholders and institutions locally and internationally.<sup>25</sup> In the past few years, there are many projects to improve the preservation as well as to increase the facilities and infrastructure within the complex. During the pandemic COVID-19 where there are not many tourists visiting the Angkor complex, Apsara Authority have the opportunity to do all major work and ready to receive more domestic and foreign tourists post pandemic as to boost the tourism industry.<sup>26</sup> The industry can lead to an economic development that can contribute more to job opportunities, education, health care and international recognition on the world market, as it is slowing down and damaging the economy in 2020. However, when the situation is conducive it can be achieved and continued with a sustainable tourism development through carefully manage the site.<sup>27</sup>

#### **4.4.1. Marketing**

In 2015 and 2017, Angkor Wat was named Trip Advisor's "best landmark in the world" in their annual Traveler's Choice awards, beating other world-renowned sites such as Machu Picchu, the Taj Mahal, and the Eiffel Tower.<sup>28</sup> Successful

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<sup>25</sup> Deputy Director of Apsara Authority during a Webinar Focus Group Discussion on Update from Borobudur and Angkor: Rethinking Archaeological Tourism Post Pandemic in Enhancing Sustainable Cooperation, 2<sup>nd</sup> December 2020.

<sup>26</sup> Ibid.

<sup>27</sup> Ibid.

<sup>28</sup> An award Based on millions of reviews and opinions from travellers from around the world, this annual award recognises the very best tourism establishments in terms of service, quality, customer satisfaction and more, across a range of categories. <https://ir.tripadvisor.com/news-releases/news-release-details/tripadvisor-shows-worlds-most-spectacular-sights-2015-travelers>

marketing by the Cambodian Ministry of Tourism in collaboration with Apsara Authority as well as the international communities through cooperation, awakening of the global community to the wonders of Angkor have created an ever-growing stream of visitors. Nevertheless, the limitation of budget and human resources to the limit of marketing and promotion, but the Ministry of Tourism and Apsara Authority collaborate with the private sector domestic and foreign that contributes to promotional activities within the Angkor complex.<sup>29</sup> The Royal Government of the Kingdom of Cambodia had released the Tourism Development Strategic Plan 2012 – 2020 on July 2012 in hoping to boost the Cambodia's tourism sector and predicts 7 million international visitors and 8-10 million domestic visitors, in which the Angkor site was included as one of the most important destination, in which the strategies under point 66, the Government will facilitate for people via encouraging, initiating, creating or inventing, thus developing new and existing resources such as:

- a. Creating and promoting craft souvenirs reflecting the culture and tradition of people in various geographical areas.
- b. Showcasing art performances, traditional dance and music, food and fruits to tourists visiting all tourism communities.
- c. Influencing or allowing tourists to engage in various proper activities related to the real lifestyle of community people, such as: cultivation, fishing, festivals and rituals for tourists to experience.
- d. Tourism contributes to development such as the encouragement to plant trees program, building pumping, houses, schools, hospitals or humanity purposes.
- e. Encouraging people to create tourist-oriented market products, such as vegetables, fruits, flowers, fish, meat, furniture thus to encourage small and medium enterprise activities.

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<sup>29</sup> DG for Department of Tourism Development and International Cooperation, Ministry of Tourism Cambodia on the discussion with researcher on 2<sup>nd</sup> of September 2020.

#### **4.4.2. Activities**

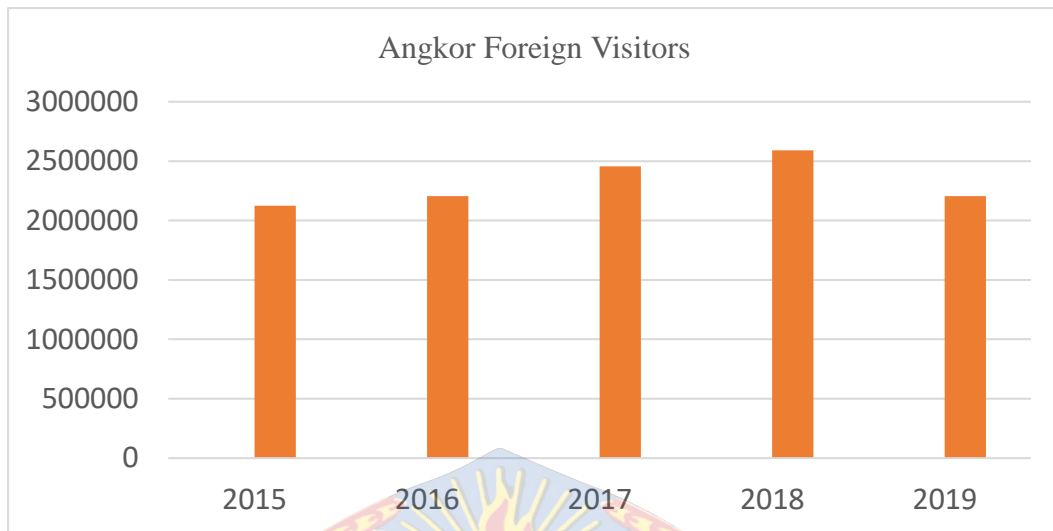
As the Angkor complex consists of hundreds of temples and sites as well as vast areas, the activities offered to tourists are varied, from touring, enjoying the ecotourism within the complex, as well as learning the cultural values and heritage. Cultural heritage tourism is composed of “customized excursions into other cultures and places to learn about their people, lifestyle, heritage and arts in an informed way that genuinely represents those cultures and their historical contexts” (Craik, 1995:6). Major event is held annually inside the complex, such as the Khmer New Year (Cambodian new year) celebration and Angkor Marathon that attracted tourists both domestic and foreign to participate. During the pandemic Covid19, the Apsara Authority established the bike track for visitors to enjoy the breath-taking view of Angkor on their bike, and in the near future will host bike activities events internationally.<sup>30</sup>

#### **4.4.3. Visitors**

As Angkor is one of the world’s most treasured cultural achievements and considered one of the seven ancient wonders of the world, it attracts many foreign visitors to come. Unlike Borobudur that charge the entry fees for both domestic and foreign tourists, Angkor only charge entry fees for foreign tourists only. The number of tourists visiting Angkor in the past 5 years is range from 2 million to 2.5 million. The primary tourist markets were Vietnam, South Korea, China, Laos, Thailand and Japan which made up 60% of the visitor population. The remaining most frequent visitors were from United States of America, the United Kingdom, France, Australia and Malaysia. Most of the visitor is have been categorized in visiting as 1) components of the natural environment; 2) man-made building structures and buildings that attract visitors but were designed for purposes other than attracting visitors such as religious worship; 3) man-made structures constructed to attract visitors like theme parks and 4) special events, (Shackley, 2001).

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<sup>30</sup> Deputy Director of Apsara Authority during a Webinar Focus Group Discussion on Update from Borobudur and Angkor: Rethinking Archaeological Tourism Post Pandemic in Enhancing Sustainable Cooperation, 2<sup>nd</sup> of December 2020.



*Figure 4. 4: Angkor Foreign Visitors 2015 – 2019*

*Source: Cambodia Ministry of Tourism Annual Reports 2015 – 2019*

#### **4.4.4. Facilities**

As Angkor is Cambodia’s main tourist icon, the development of the facilities is adequate especially for foreign tourists. There are several tourism facilities to support the Angkor Complex, such as Preah Norodom Sihanouk – Angkor Museum, Ceramics Museum, and MGC Asian Traditional Textile Museum, as well as a game area with hot air balloon facilities and elephant safari.

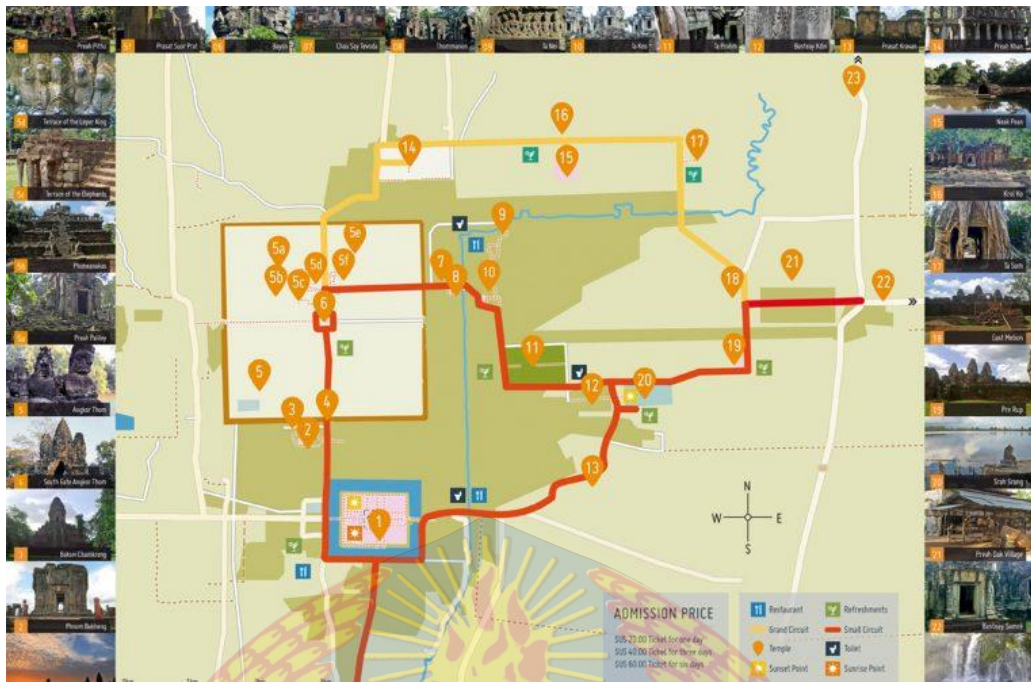


Figure 4. 5: Angkor Complex Venue Map

Source: Apsara Authority

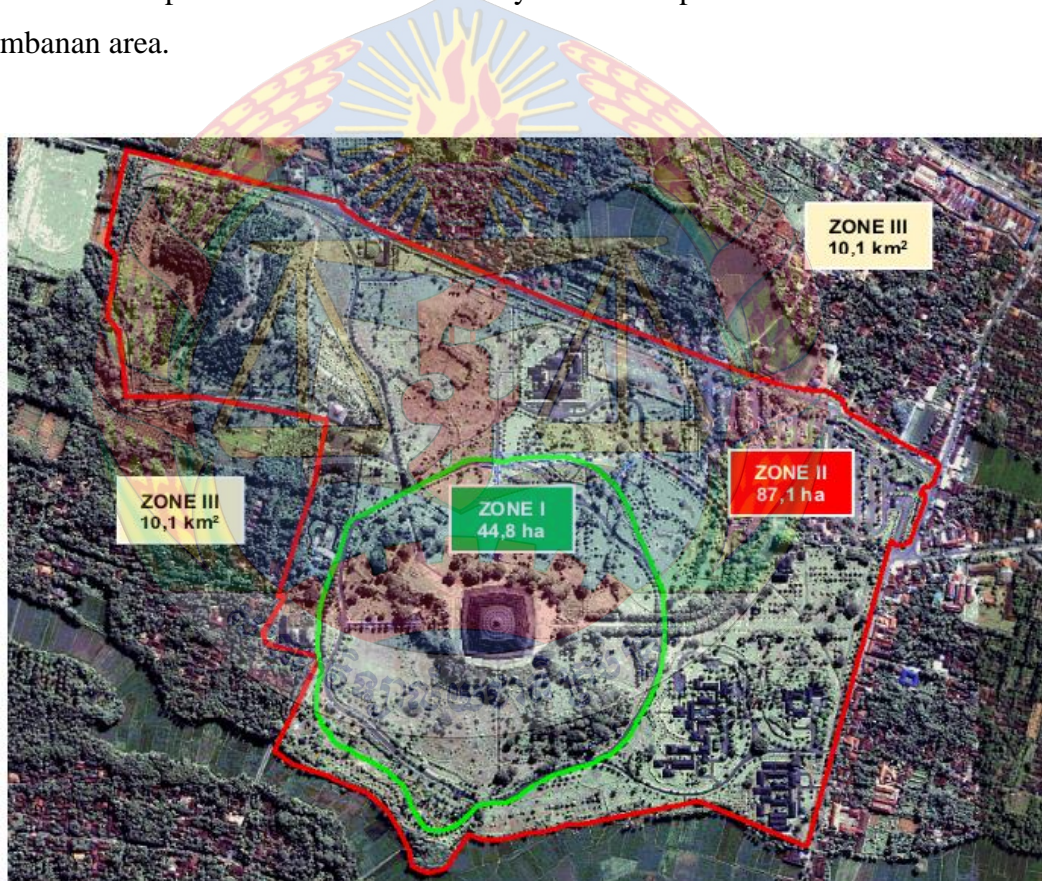
#### 4.5. The Role of Destination Management Organization Indonesia and Cambodia

##### 4.5.1. PT. Taman Wisata Candi Borobudur, Prambanan, Dan Ratu Boko (TWC)

The organization to manage Borobudur is currently fragmented. The management is divided into three institutions for three existing zones. Zone 1, Borobudur, with the concept of conservation, managed by the Borobudur Conservation Centre, under the Ministry of Education and Culture of the Republic of Indonesia; Zone 2, the park inside the fences, with the concept of commercials, managed by PT. Taman Wisata Candi (TWC) Borobudur, Prambanan, Ratu Boko; and, Zone 3, the area outside the fences, with a policy on the development, utilization and performance of socio culture managed by the Regional Government of

Magelang Regency<sup>31</sup>. The implementation of the system above confuses the authorities and the communities.

Therefore, the researcher would like to focus the concept of commercials which is managed by TWC, are one of the business entities of Indonesia's State-Owned Enterprises (SOE) engaged in tourism established in 1980. As the name implies, this SOE manages tourism in three tourist destination areas namely Borobudur in Magelang Regency, Central Java, Prambanan and *Keraton* (Palace) Ratu Boko Complex in Yogyakarta. TWC is 100 percent owned by the Government of the Republic of Indonesia. It also manages the Manohara Hotel, inside the Candi Borobudur complex as well as the Ramayana Ballet performance in the Candi Prambanan area.



*Figure 4. 6: Zone 1, 2, 3 Candi Borobudur*

*Source: Candi Borobudur Conservation Centre, 2017*

<sup>31</sup> Magelang Regency is a Regency authority under the provincial government of Central Java

The purpose of establishing TWC is to manage tourism in the archaeological site of Borobudur, Prambanan, and Ratu Boko Palace and their historical relics and other artefacts. The company is endeavoring to become a tourist destination, as well as a cultural, educational, and recreational tourism park. The company is also obliged optimize the use of available resources to produce goods and / or services of high quality and strong competitiveness. As a participating business entity implement and support government policies and programs in the economic field and national development. In particular, organizing and managing Borobudur Temple, Prambanan Temple, and Ratu Boko Temple as well as other ancient historical relics into cultural, educational and recreational parks. TWC is required to generate profits in order to increase the value of the company and foreign exchange of the country. For achieving its goals, the company is given the authority to plan, develop and utilize services, infrastructure, facilities and other public facilities in the Tourism Park environment for tourism activities. Besides, the company shall optimize the utilization of its resources to produce high quality goods and/or services with strong competitiveness so as to be able to generate profits to increase the Company's value through the implementation of the principles of Limited Liability Company.

In the management of the main business, the Company sees the opportunities to develop various main business supports. The supporting businesses of the Company that are currently running are businesses of tourism transportation services, accommodation & restaurant services, and performance of *sendratari*<sup>32</sup> (ballet/dance) Ramayana. To run its main business, the Company also needs to provide various supporting facilities, which shall also become parts of the services to visitors. The supporting facilities that can be used by visitors are the vehicle parking lot, information center, audio-visual equipment, museum, stands/booths, children playground area, and park transportation.

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<sup>32</sup> The *sendratari*, for example, is essentially an updated form of traditional dance-drama that combines elements of local theatrical genres (including puppet theatre) with movements, staging, and costumes derived from contemporary styles; in Java, the form is associated with the Prambanan Temple.

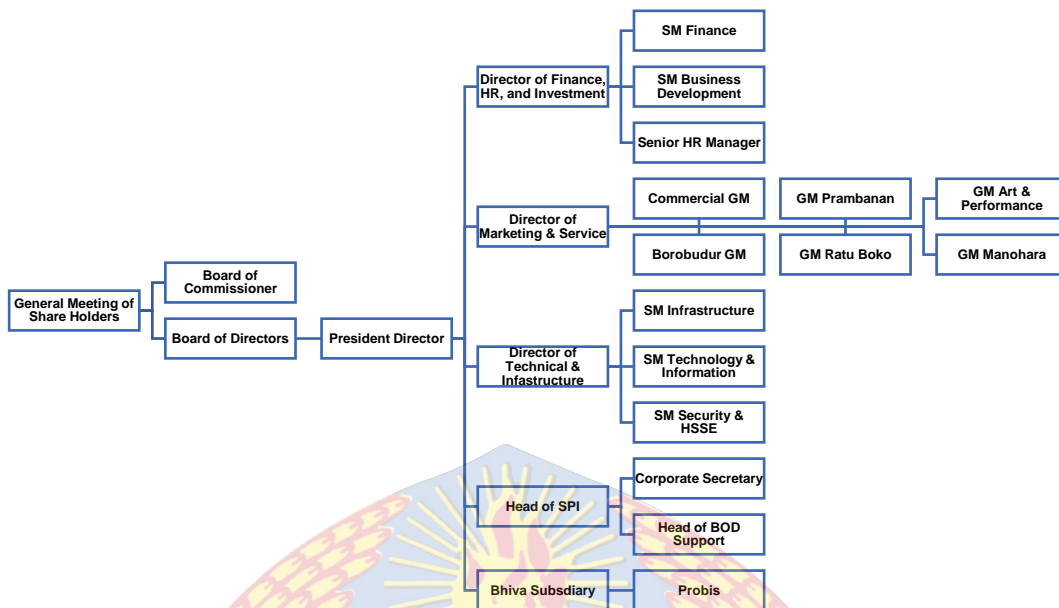


Figure 4. 7: PT. TWC Organization Structure

Source: PT. TWC, 2019

#### 4.5.2. Apsara National Authority (AA)

In contrary, Angkor is managed by APSARA National Authority, acronym from French, namely "*Auto rite pour la Protection du Site et l ' A management de la Region d 'Angkor*". AA was formed in 1995 as a national authority to protect and develop heritage sites of Angkor Wat which is part of the Siem Reap Region. AA's mission is to do:

- a. wat conservation.
- b. tourism development.
- c. natural resource management.
- d. community development.

The AA is a state statutory body in charge of cultural heritage site management and conservation at the Angkor Park and its vicinity over the 401-kilometer square territory in Zone 1 and 2, which covers 112 villages in 21 communes within five districts in Siem Reap province. The AA's role and

responsibilities also set aside for land management, environmental protection and socio-economic development of the local inhabitants residing within the areas of influence of the cultural heritage sites. The AA supported by the International Coordinating Committee for the Safeguards and Development of The Historic Site of Angkor (ICC- SDHSA) commonly referred to as ICC, formed by the Government of the Kingdom of Cambodia in 1993, which consists of various experts, including from Japan, France, Cambodia and UNESCO. The purpose of establishing an ICC is to monitor and evaluate all of international assistance activities for Angkor's progress and development. This body also guarantees the relevance of projects carried out at Angkor and must comply with international conservation standards. The ICC is a forum consisting of architects, engineers, archaeologists, researchers, sociologists, planners, anthropologists and other relevant professions who can exchange ideas about the preservation and development of Angkor.

The establishment of AA was the first concrete step taken by the Government towards sustainable development, along with the protection and promotion of cultural heritage. Beyond Siem Reap and Angkor, the establishment of the Authority has served as an example of a fundamental reform. The AA is a body adapted to modern management and originates from Khmer cultural funds. It operates within a Government framework with an inter-ministerial structure based on the willingness to bring administrative practices towards a fruitful and efficient partnership with the international community. This Authority has since then been in charge at Angkor of the drafting and implementation of conservation, rehabilitation and development planning and of the coordination of activities at the national and international levels. This legal and institutional framework has changed the picture. Cambodia now plays an active role in the management of Angkor, a national and global heritage for future generations. It has answered the call of the Cambodian people, voiced through its King and the international community.<sup>33</sup>

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<sup>33</sup> 20 Years of International Cooperation for Conservation and Sustainable Development – ICC Angkor report 2014; p. 24

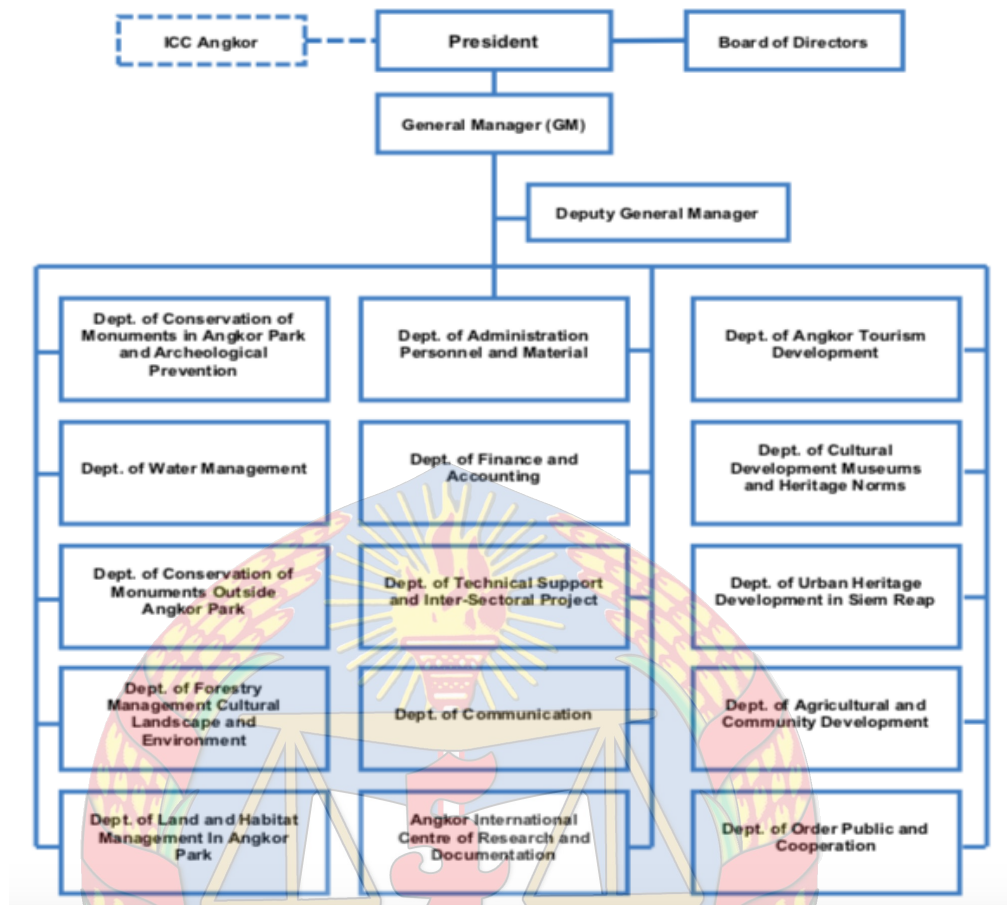


Figure 4. 8: APSARA Organization Structure

Source: APSARA, 2017

#### 4.6. Memorandum of Understanding (MoU) on the Cooperation of Two World Heritage Sites Management of Borobudur and Angkor

As explained in Chapter One and Chapter Two, Indonesia and Cambodia have historically share cultural ties since Syailendra Dynasti and Jayavarman II. Borobudur is often considered to have cultural ties with much of the temple in Angkor. In the modern era, both Indonesia and Cambodia have similar ancient inheritance in which Borobudur and Angkor have been designated by UNESCO as World Heritage Sites. The cultural similarities between Indonesia and Cambodia have encouraged the two nations to continue developing their ties into various forms of cultural cooperation. In relation to preservation, Indonesia, with

experience in the restoration project of Borobudur, has lent its expertise in an effort to conserve Angkor. Indonesia is one of the countries that provided assistance in the Angkor restoration project through Indonesia Technical Assistance in Safeguarding Angkor (ITASA), ended in 2000.<sup>34</sup> The establishment of the ITASA hall behind the wall of Terrace of the Elephants which was completed jointly between Indonesia and Cambodia in 2000 was a concrete form of Indonesian assistance and support to enhance cooperation with Cambodia, as well as an asset for disseminating information related to Indonesia in the Angkor complex. The existence of the ITASA hall can be used as a means of promoting tourism and cultural diplomacy to improve Indonesia's image to tourists and Cambodian people who visit the Angkor complex.<sup>35</sup>

The establishment of cooperation between Borobudur and Angkor had been long discussed with the signing of the MoU of Sister Temple Province in 2007 between Central Java and Siem Reap. The cooperation develops into several focuses of cooperated fields, such as trade, tourism, and education. This cooperation is not effective as planned as it was marked by marked by stagnation of cooperation from Siem Reap Provincial Government (Masrohatun, 2018). The Borobudur and Angkor cooperation then re-discussed by PT TWC and Apsara Authority in 2018 on Two World Heritage Sites Management. Through exchange notes and draft agreement, The Memorandum of Understanding Between the National Authority for The Protection and Management of Angkor and The Region of Siem Reap (APSARA) and PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko (Persero) on The Cooperation of The Two World Heritage Sites Management, Borobudur and Angkor, was signed on 19<sup>th</sup> of July 2019 by both parties between Dr. Hang Peou, Director General of the AA and Edy Setijono, President Director of TWC. It stated that the MoU is mutually beneficial for both parties, and will implement:

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<sup>34</sup> Sudirman Haseng, Ambassador of the Republic of Indonesia to the Kingdom of Cambodia (2018 – present): Borobudur International Seminar on Heritage Conservation (BOISCH 2020), 10 November 2020, International Webseminar by Directorate General of Culture, Ministry of Education and Culture of the Republic of Indonesia.

<sup>35</sup> Ibid.

- a. A Working Group to facilitate the implementation of the MoU as well as to formulate plan of procedures, recommendation and cooperation and work programs.
- b. It shall be undertaken through specific programs approved by the Parties. The programs arrangement shall determine, among others, objectives, financing provisions and other details related to specific actions of cooperation.
- c. Consultation by the parties at a mutually agreed time for the purpose of supervising the implementation and coordination.

According to President Director of TWC "...this cooperation will serve as a shared platform to share development experiences about human resources, tourism products and general communication strategies between the two parties. It will also become a forum for creating synergies and generating innovative ideas that will one day bring long-term benefits to both sites..."<sup>36</sup>

To this extent, TWC and AA considered that cooperation between DMOs is needed, not just to strengthen bilateral relations in the field of tourism and culture, as well as in how the destination could be more competitive to other destination as well as to attract foreign visitors. Therefore, such cooperation, TWC and AA endeavour to establish and maintain effective cooperation with each other with the aim of achieving sustainable performance.

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<sup>36</sup> Mr. Edi Setijono – CEO TWC interviewed on 24 of August 2019 at Prambanan Café – Yogyakarta.

## CHAPTER FIVE

### DISCUSSION AND FINDING

The main purpose of this research is to explore and understand whether and how the management role of archaeotourism organizations through DMO cooperation can improve the competitiveness of destination of Borobudur and Angkor. This is achieved through a case study, which focuses on the cooperation between TWC and AA, through the qualitative methods analysis: observation, focus group discussion (FGD), secondary data analysis and in-depth interviews with decision-making of DMO, policy makers of respected top officials of both countries relevant ministries, as well as tourism industry stakeholders in implementing the Memorandum of Understanding, to achieve the vision and mission of closer cooperation between the two DMOs of Indonesia and Cambodia in achieving sustainable tourism industry. Throughout the research regarding the topic of the dissertation, researcher made conceptual framework as a clear guide in conducting the dissertation as stated in Chapter Two, collected and gathered data through the methods stated in Chapter Three and analyses the data manually and then using MAXDAQ software to organize and then answer each of the research questions in Chapter Five within discussion and findings.

The researcher ensured that the setting of the interviewees or resource person as participant was during the interview of the whole research process. The researcher provided some participants the opportunity to choose their most preferred time, date, and method of interviews and conducted focus group discussions, face to face, using Zoom platform, WhatsApp call or video as well as Facebook video. While some, especially for some high rank officials mainly from the ministries both in Indonesia and Cambodia are conducted on the sideline of the official meetings with their consent that the researcher is conducting research to enhance the bilateral cooperation in the field of tourism management of the two respected archaeotourism destination. By doing so, the researcher was able to assess the perception of participants as well as to explore their experiences when they felt pleasant in a relax, friendly and engaged atmosphere that allowed them to share their knowledge better. During the interviews and conducted focus group discussions, the researcher also

observed participants' responses, including gestures, intonation, and the particular focal points of their answers. Especially conducted focus group discussions, as most are the key persons for the research, the researcher was able to play back the recorded version just to see thoroughly their point of presentation, discussions and answer. To ensure the research credibility, especially the findings from the analysis, the researcher constantly discussed the issues and subjects throughout the study and observed the interviewees' bodily movements while ensuring that replies matched their responses. When some participants' responses seemed unclear, or when replies did not appear to correspond to the members' bodily gestures, the researcher repeated or rephrased the question. The researcher also has privileged to re-ask and expand the mixed meanings of some of the participants, through arranged phone call in a friendly manner. Therefore, with the collected and formulated the data, the researcher articulated the research questions through discussion and findings as follows:

### **5.1. The Role of Archaeotourism DMOs in Enhancing Tourism Destination of Borobudur and Angkor**

In enhancing tourism destination of Borobudur and Angkor, the role of each Archaeotourism DMOs of TWC and AA is to establish strong and unique positioning of a destination. It is regarding how the destination itself appeared as a brand unique place in a market and how the selling propositions of the product and services. The destination integrates tourism products and services, as well as to provide tourists to have comprehensive experience which are consumed under the brand of the destination. Throughout the research process, as well as defining the conceptual framework has supported the researchers in answering how archaeotourism DMOs could establish a strong and unique positioning of their respected destination namely Borobudur and Angkor with the respondents. As the conceptual framework already discussed in Chapter Two, the findings that the researcher gathered from the interview discussions and observation that are supported through coding process as explain in Chapter Three to get themes and are:

### 5.1.1. Location

As discussed in Chapter Four, Indonesia and Cambodia's located in Southeast Asia, a social and cultural region and one of the latest dynamics and vibrant places. Rapid social and cultural change through cultural assimilation in Southeast Asia mainly from India, China and European, has prompted scholars, including the researcher to examine the nature, implication and development, as well as a longstanding interest in cultural artefacts and ways of life of its people and societies. In 2019, Southeast Asia received 139 million tourists after Asia Pacific with 179 million tourists and Europe still remains a leading destination for travelers.<sup>37</sup> The number of tourists' arrivals intra Southeast Asia countries are approximately 51.72 million in 2019, an increase from 2010 amounted to over 35 million.<sup>38</sup>

The location of Indonesia and Cambodia are reachable for travelers from all over the world to come, with the vast development of infrastructure and connectivity that now are connected easily to the final destination, as most of capital cities of Southeast Asia's countries has become major important hub for travelers from all over the world. The development of tourist activity has become a big revenue also a goal for the government (central or local authorities), private entities as well as people living in the area of the destination. The location of Borobudur and Angkor is far from hustle and busy capital city; therefore, more efforts need to be developed in determining the location of the archaeotourism to have an easy and accessible access. Most of interviewee participants agreed that location in term of accessibility is very important for a destination. A strategic location in how to get there is one thing, but the infrastructure connected to the destination location is compulsory.

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<sup>37</sup> Molly More in 23rd of October 2020, retrieved from <https://www.statista.com/statistics/261703/international-tourist-arrivals-in-asia-and-the-pacific-by-region/> on 26<sup>th</sup> January 2021.

<sup>38</sup> Molly More in 7<sup>th</sup> December 2020: Number of Intra-ASEAN tourists arrival, retrieved from <https://www.statista.com/statistics/645761/tourist-arrivals-in-asean-region-from-other-asean-countries/> on 26<sup>th</sup> January 2021

### **a. Borobudur**

Borobudur is located in the regency of Magelang and it is 534 kilometers away from Indonesia's capital city, Jakarta, 100 kilometers from Semarang, Central Java's provincial capital city as well as the provincial General Ahmad Yani International Airport, and 41 kilometers from Yogyakarta, Special Region. Borobudur easily access through road, as well as plane from Jakarta, Singapore, and Kuala Lumpur – Malaysia, with the nearest airport is newly built Yogyakarta International Airport and Adi Sucipto Airport, also in Yogyakarta. The participant number 2 stated that: “There are many ways to Borobudur (referring to all roads lead to Rome phrase) that people now days no need to be confused when going to Borobudur, especially through Semarang or Yogyakarta, in which all land routes via toll roads are already connected” in which in line with statement from participant number 3 that “Once was having limited access to Borobudur, now as the destination categorized as super priority by the Government of the Republic of Indonesia, all transportation access makes it much more easier and the location of Borobudur now becoming strategically centered as a meeting point from Semarang and Yogyakarta”. “As the topography of Borobudur is surrounded by steep mountains and hills, therefore it is not possible to make it a closer airport to the destination, compared to Angkor that can be easily access from Siem Reap International Aiport just in ten minutes” added by participant number 1. Consequently, the location of Borobudur in term of accessibility is very important for a destination as to attract tourists, especially foreign tourists. Borobudur is highly attracted domestic tourists especially during school holidays and the “mudik”<sup>39</sup> tradition, especially from those who are travelling from east to west, south to north and vice versa, as Borobudur located in the very central of Java Island.

### **b. Angkor**

Angkor is located in Siem Reap province and it is 323 kilometers away from Cambodia's capital city, Phnom Penh, and only 6 kilometers away from Siem Reap City Centre. Angkor is easily access through road, as well as plane from Phnom

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<sup>39</sup> Mudik or going to one's hometown is a traditional phenomenon in Indonesia during Eid-ul-fitr holidays seasons.

Penh, Bangkok – Thailand, Kuala Lumpur – Malaysia, Singapore, and Vientiane – Lao PDR, as well as several cities in China that serves by Siem Reap International Airport, which is only 12 kilometers away from Angkor. The international airport that is very close serves as a competitive advantage for Angkor and visitors especially foreign tourists to come. “While it is also integrated with the vast development of the hospitality and entertainment sectors that are readily to welcome tourists, the destination of Angkor is one of the world’s best landmark as well as one of Southeast Asia’s most significant archaeological site with a strategic location and accessible” as stated by participant number 17.

Although access is one of the most important means for travelers to get to the location of a destination, Monzonis and Olivares (2012) distinguish four groups of location factors, namely: the constitutive physical-ecological elements of the subsystem, among them climate, soil or topography; the elements included in the socio-economic and politico-administrative subsystem that have an influence on the proximity or accessibility of natural resources to the most important consuming markets; and what could be referred to as ‘tourism subsystem,’ which will be formed by attractions or resources, accessibility, public equipment and amenities, as well as by the tourism supply.



Tourism-subsystem	Infrastructures (accessibility, transport, energy, hygiene, distribution...)
	Tourism equipment and amenities
	Image, perception and recognition of tourism spaces and landscape as a representation

*Table 5. 1. Groups of Location Factors*

*Source: Monzonis & Olivares, 2012*

From table 5.1.1. developed by Monzonis & Olivares, it shows how subsystem and location factors become important elements in enhancing unique positioning of Borobudur and Angkor. Since both are located in Southeast Asia and have a tropical climate, as well as similar landscape but diverse cultural tourism attraction, through location, Borobudur and Angkor could complement one another, although much more work needs to be done in implementing subsystem that supported by location factors in improving tourism activities.

Interesting finding through the discussions with both Ministry of Tourism as stated by participant number 6 and approved by participant number 15 that “although both Indonesia and Cambodia have a tropical climate, but its location determined slight differently in term of tourism season considered through the perfect time to go. Indonesia tourism season is starting from June until September, whereas Cambodia tourism season is starting from November until February, therefore these two destinations could actually complement each other, especially in terms of integrated activities conducted”.

### **5.1.2. Infrastructure**

Infrastructure is an important resource for archaeotourism destination. As Borobudur and Angkor are ancient archaeological man made structural as well as important heritage for their respected people and cultures, was rediscovered through preservation from the jungles, the accessibility and supporting infrastructure to the destination is a must for tourists during travelling. The role of infrastructure is very

important that will encourage the development of the tourism sector. Adequate infrastructure brings tourists interest and will increase the number of visitors and its sustainability in the future.

Through depth discussions, observations, reports and interviews, the researcher was able to classify 3 different categories for infrastructure to support the archaeotourism destination of Borobudur and Angkor, that can be funded and develop by the government, public, private sector, in which will provide important services in supporting and attracting visitors to come consisting economic infrastructure, social infrastructure and environmental infrastructure.



<b>Infrastructure</b>	<b>Facilities</b>
Economic Infrastructure	Accessible Road, Public Transportation, Destination Route, Parking Area, Rest Area, Ticketing Counters/Booth, Hotel/Resort/Guesthouse, Souvenir Shops, Minimarket, Restaurants/Café, ATMs/Money Changer, Electricity, Telecommunication Substation, Convention Centers, Meeting Facilities.
Social Infrastructure	Restroom/Toilets, Information Booth, Lockers Room, Museum/Arts and Culture Facilities, Education/Sport/Leisure Activities, Security Facilities, Health Centre Facilities, Traffic/Safety Sign, Praying Room, Disability Facility.
Environmental Infrastructure	Clean Water, Drainage, Trash Bins, Parks

*Table 5. 2. Three Categories of Infrastructure*

*Source: Developed by researcher*

From the table shown, these are the areas that needs to be completed, renovated or build by both TWC and AA in their respected destination as one of the important approaches to develop the archaeotourism destination branding in establishing strong and unique positioning.

**a. Borobudur**

From discussion with TWC as well as observation directly to archaeotourism site in 2019 as well as through virtual tour and media provided by Borobudur during pandemic COVID-19, there are many changes and development done by TWC in Borobudur premises. Although it is currently fragmented, but as discuss in Chapter Two, TWC responsible for Zone 2, which is the park inside the fences with the concept of commercials. The regional government of Magelang regency with the policy of development in charge of the utilization and performance of socio culture and economy supported by the provincial government of Central Java and central government. The Zone 1 is the area for conservation is managed by Borobudur Conservation Centre, supported by the Ministry of Education and Culture. To support the surrounding areas of Borobudur, the Ministry of Tourism and Creative Economy established Borobudur Authority Agency, which developed an Authority Zone covering an area of 309 hectares which is an exclusive tourism area with natural nuances and is located in Purworejo Regency, Central Java, 12 kilometers from Borobudur. As the participant number 12 stated that “the surrounding areas of Borobudur will be developed with the concept of culture and adventure eco-tourism, by developing aspects of sustainability and friendliness to nature”. She added more that “the zone is complimentary to the Borobudur that is run by the TWC to enhance more travelers, especially international travelers by providing various tourist facilities of international standard, such as hotels with the concept of Glamorous Camping, Eco Resort, Fine Dining Restaurant, MICE, and supported by the surrounding area that has begun to develop.” Since Borobudur become super priority tourism destination, participant number 2 specified that “infrastructure support is planned by the Government in an integrated manner, starting from connectivity, providing raw water and clean water, waste management, sanitation,

to improving residential areas, through a master plan for infrastructure development that considers environmental, social and economic aspects.”

**b. Angkor**

Angkor transformed itself into one of most favorite places to visit. The development of Angkor after the Royal Government restore peace and stability is increasing. New facilities were built not just inside Angkor, but also in the city of Siem Reap. As explained by participant number 17, “infrastructure improvement including the renovation of the road from Siem Reap International Airport to intersection of Angkor Wat and circuit around Angkor Thom area is making the travelers easily to access the heritage sites. He further stated that “the main objective of the renovation project is to ensure the smooth and safe travel for locals as well as international tourists.” During pandemic COVID-19 when there are not many visitors/tourists come to Angkor, researcher visited the archaeotourism destination of Angkor in October 2021 in which observed that the entry to Angkor Wat has a completely new look with most stalls relocate to a new and convenient venue, and the old site replaced with gardens, large car parks, and an overhaul of esplanade leading to the temple. There is numerous ongoing restoration work with lots of road improvements and new biking trail that leads around the temples and natural jungle areas. The challenges from COVID-19 are somewhat to be a very good chance for the Royal Government by capitalizing on the break of tourists as an opportunity in renewing public infrastructure of Siem Reap as well as to rehabilitate the Siem Reap river, upgrade sewage, CCTV, drainage, sidewalks, and public spaces.

From the interview with participants from TWC, AA and officials from both ministries of tourism, the researcher noted both sides reveal that infrastructure is important, a basic need and if it is connected with a tourist destination especially archaeotourism of Borobudur and Angkor, this can certainly be a top priority consideration in determining the destination itself as well as supporting the development, specifically tourism and regional development.

### 5.1.3. Connectivity

Connectivity is one of the most important part as to support the uniqueness of a destination. In branding the archaotourism destination, connectivity is essential. Before visiting, tourists develop an image destination as well as a set of expectations based on previous experience, word of mouth, media reports, advertising, and common beliefs (Chon, 1991; Baloglu & Brinberg, 1997) differentiates one destination from another, and how to get there is also important factor. The connectivity of Borobudur and Angkor as explained in 5.1.1 shows how accessible to get to the destination. Nevertheless, the connectivity to Angkor is far more accessible and easier compare to Borobudur, this is shows in the table 5-3 below where more direct flight from cities in Asia, especially China goes directly to Siem Reap International Airport, whereas for Borobudur, one of the factors is overload of flights in Adisutjipto Airport for domestic flights and as for Yogyakarta International Airport just inaugurated recently in 2020.

Destination	Direct	Transit	Airlines
Borobudur		Jakarta, Surabaya, Denpasar	Citilink Airlines
- Yogyakarta International Airport			
- Adisutjipto Airport	Kuala Lumpur		Airasia
- Ahmad Yani International Airport		Jakarta	Batik Air
		Jakarta, Denpasar	Garuda Indonesia
	Singapore	Jakarta, Medan, Denpasar	Indonesia Airasia
		Jakarta, Medan, Denpasar	Lion Air

	Singapore		Scoot
Angkor	Kuala Lumpur		Airasia
- Siem Reap International Airport	Busan		Air Busan
	Seoul		Air Seoul
	Bangkok		Bangkok Airways
	Bangkok, Fuzhou	Phnom Penh, Sihanoukville	Cambodia Airways
	Da Nang, Haiku, Hangzhou, Ho Chi Minh City, Shanghai, Pudong	Phnom Penh, Sihanoukville	Cambodia Angkor Air
	Kunming, Shanghai		China Eastern Airlines
	Guangzhou		China Southern Airlines
	Hong Kong		HK Express
	Kunming, Wanzhou	Phnom Penh, Sihanoukville	JC International Airlines
	Singapore		Jetstar Asia Airways
	Bangko, Changsa, Chengdu, Dalian, Datong, Guiyang, Huangshan, Jinan, Macau, Meixian, Nanjing, Nanning, Ningbo, Ordos, Qinhuangdao, Shenzhen, Shijiazhuang, Taiyuan, Tianjin,	Phnom Penh, Sihanoukville	Lanmei Airlines

Wuhan, Xi'an, Yichang	
Luang Prabang, Pakse	Lao Airlines
Lanzhou, Nanning	Qingdao Airlines
Chongqing, Jinan	Shandong Airlines
Singapore	Silk Air
Beijing, Busan, Cheongju, Chengdu, Dalian, Hefei, Hualien, Kunming, Muan, Nanchang, Nanning, Shengnyan, Seoul, Tokyo	Sky Angkor Airlines
Bangkok, Phuket	Thai Airasia
Bangkok	Thai Smile
Hanoi	Viet Jet Airlines
Hanoi, Ho Chi Minh, Luang Prabang	Vietnam Airlines
Xiamen	Xiamen Air

*Table 5. 3. Airlines Connectivity to Borobudur and Angkor*

*Source: PT Angkasa Pura, Cambodia Airports (2021)*

#### **5.1.4. Conservation**

For Borobudur and Angkor, conservation is a vital component of archaeotourism management, since both are heritage attractions and represent irreplaceable resources. Millar (1989) states that heritage management or DMOs should strike a balance between entertainment, education, and public visits to tourist facilities, so as to bring better visitor experience and also to protect the sustainability

of the heritage. There are interdependence between conservation and tourism at the heritage destination, therefore it is important in enhancing visitor's interpretation as conservation strategy, engaging with relevance stakeholders through cooperation in archaeotourism management, as well as managing other problems associated with coordination mechanism and inadequate legal framework for managing archaeotourism or heritage destination, and issues of limited community participation in archaeotourism planning and management (Aas et. al., 2005; Boyd and Timothy 2001; Bramwell and Lane, 1993; Kausar, 2014; Wall and Black, 2005; Wilson and Boyle, 2006).

As both of archaeotourism destination are UNESCO world heritage, with the discussions and interview with both TWC, and AA led to conservation concerns regarding physical and social changes of the destination. Especially in Borobudur, participant number 4 viewed that “new properties and buildings with modern designs emerged, in which raises problems with regard to authenticity of the destination, therefore tourism activity which is aimed to enjoy a variety of local customs, cultural heritage objects, and nature is reduced.” Throughout the years, there are dilemmas that the increase of visitors also raises anxiety for both archaeological destination management mostly on the physical deterioration of the structure of the monuments as well as littering and vandalism. Therefore, from discussions with participants, a strong cooperation between two DMOs is not just how to increase the number of visitors to come, but also to collaborate in conservation in order to re-connect and strengthen the relation for the trail of civilization both Borobudur and Angkor had for over centuries. Through conservation, the people surrounding the archaeotourism destinations, and visitors will develop the strong connection of cultures and could start valuing the historical story and experience that's once flourished that will lead to a robust sustainable tourism.

#### ***5.1.5. Guide/Interpretation***

In establish a strong and unique positioning of the archaeotourism destination, TWC, AA and other participants stressing about the importance of how to capture

the attention of potential tourists by using experience that they will get through heritage guide/interpretation. The discussions show that it will make destination loyalty of Borobudur and Angkor by creating a unique and memorable experience for visitors. These will produce repeat visits and word of mouth stories, active social web promotion through social media and bloggers of Borobudur and Angkor. Therefore, this guide/interpretation or known as heritage interpretation, must be emphasized in heritage management, as it helps to ensure that conservation and tourism complement one another (Millar, 1989). Heritage interpretation communicates information to visitors and tourists about Borobudur and Angkor using oral, written and digitally communicated language. Consequently, a well-constructed strategy is necessary in order to generate income sensibly and sustainably for local communities in Magelang Regency and Siem Reap. Guide/interpretation entails educating visitors regarding the significance and the importance of the archaeotourism destination and telling its story about Borobudur and Angkor, as well as the relics found within. As Mason & Kuo (2006) as well as Moscardo (1996) specified that interpretation as a tool for visitor management is an important component of heritage tourism that can enhance the experience and help protect the resources.

From observation to both Borobudur and Angkor, researcher found that TWC and AA already implemented the importance of guide/interpretation as they need to be well trained to qualify and obtain special license as well as certification in order to do the duty. Moreover, observation that the researcher conducted, that in Angkor, there are diverse languages spoken by the guide/interpretation, it is clearly showing that the language used is not an ordinary spoken language. One must have the knowledge and extensive vocabulary of history, archaeology and culture. However, it is not a compulsory service provided by both DMOs, rather than optional for visitors. It is significant if implied as a compulsory basis for visitors for DMOs could manage visitors effectively as well as diverting from the most crowded areas and busiest pathways as it will effecting the changes in visitor behavior to value both Borobudur and Angkor.

### **5.1.6. Security and Political Stability**

Security and political stability of a country also another important factor in establishing a unique positioning of archaeotourism destination. Maintaining security, social and political stability will lead to favorable conditions for visitors to come, investment in tourism, tourism products development and tourism service improvements. The high vulnerability of a country regarding their security and political issues will considerably as high risk for visitors to come, even though it does not affect the final destination itself. Indonesia and Cambodia have experienced downturn in the security and political instability, that lead to the declined or no visitors at all. Therefore, through discussion there are strong points that to make the country and withing this context as stated by participant number 1 that “Southeast Asian countries that formed the ASEAN should further cooperate and coordinate in the security sector in order to create constructive environment for tourism development.” Consequently, other participants, especially from both ministry of tourism agreed that the strong cooperation in the regional tourism sector in any form is desirably, that can lead to the creation of the combined political will and efforts to provide security and safety for international tourists to travel. These also can lead to other sector of cooperation as a complementary for enhancing tourism activities in the region. By the nature, tourism is a multidimensional as well as sensitive, as it can be observed from political, economic, social, cultural, institutional perspective, environmental and health issues. This situation is happening from early 2020 until recently the research conducted, that pandemic COVID-19 halted most of the activities of tourism especially for international travelers, whereas tourism is a product of regionalism and globalization. This global pandemic is a part of a national security for all countries that affected or closed their borders for health and security reasons concerning their citizens welfare. Both Indonesia and Cambodia did a strict measure and policy to prevent the spread of the pandemic, especially from the international travelers as part as to provide the security for its people. Both countries are uncertain whether the situation will be back to normal, according to discussion with both ministry of tourism for regional entity within ASEAN the discussion of travel bubble emerged and could also be discussed bilaterally. But nevertheless, as discussed in Chapter Four, TWC and AA

is doing their best efforts to attract visitors, especially domestic tourists by implementing safe and health protocol.

## **5.2. Archaeotourism Destination in Delivering Excellent Qualities of Experiences**

Excellent qualities of experiences have always been what the customer dreamt of when expressing about products or services in to a memorable and exceptional event. Indonesia's Minister of Tourism and Creative Economy statement on the national coordination meetings in Bali in 2020 as quoted by participant number 6 said that "the need to change the mindset of tourism from quantity tourism to quality tourism to enhance and support the creative economy, as well as to provide a unique experience in each destination". Therefore, one of the main functions of the DMOs is to coordinate the offerings of the tourist industries and ensuring smooth delivery of this experience for visitors. Through observation, focus group discussion as well as interviews with Indonesia and Cambodian sides in how could DMOs deliver excellent qualities of experiences for the visitors, the researcher founds that there are similar factors according to both DMOs are already implemented and what can be develop in the future. As the conceptual framework already discussed in Chapter Two, the findings that the researcher gathered from the interview discussions and observation that are supported the process as explain in Chapter Three to get themes and factors such as cultural activities, religious events, festivals and entertainment events, sports events, culinary experiences, and quality of services in which both DMOs could deliver.

### **5.2.1. Cultural Activities**

As cultural activities considered as one of the core drivers of competitiveness, it is also served as the soul of the archaeotourism destination. It is believed to be the main tourist attraction that visitors must see. Therefore, DMOs should develop and promote as the strategy for their respected destination. For Borobudur and Angkor as archaeological tourism, cultural activities mean the method to reconnect to the

values and ways of life of the heritage destination itself and the surrounding communities. Visitors especially international travelers seek the authenticity of the destination through cultural activities as a factor exerting influence on tourism experiences. The development of cultural activities for tourism must also pay a strong attention to the position, potential and role of the community as a significant support or subject the development of the activities as it determines the success or long-term success of developing tourism activities.

Through observation that has been made by researcher in Borobudur in 2019 and Angkor throughout 2019 – 2020, as well as conducted interviews, surrounding areas of the archaeotourism destination in Borobudur and Angkor offers travelers experience and knowledge for the Javanese culture in Borobudur and Khmer culture in Angkor. Numerous villages near Borobudur sites for example Wanurejo Village<sup>40</sup> provides hamlets that have been transformed into unofficial resort for the travelers who seek the tranquilities surrounded by paddies and way of life of the village people living in the area. Other village nearby such as Karangrejo Village<sup>41</sup> also offers experiences for those who wants to learn about Javanese music gamelan or dance, as well as other cultural activities such as cooking, making batik and other craft making also provided. As stated by participant number 4 “the cooperation between TWC and Regency Tourism Office of Magelang for conducting performing art shows are part of the authenticity of cultural performances that presented for tourists to have the nuance and experiences for its aesthetic value.” Adding that art and cultural performance could be a magnet for tourist, participant number 3 highlights that in cooperation with the provincial and regency’s government, TWC also encourage to maximize the tourism or cultural village as one the program used to enhance the potential of the village which is managed as an attraction of travel. Similar to these, participant number 20, who is a co-founder of Samsara Living Museum in Bali, stressed the relevance and importance of cultural village to support the sustainability of tourism itself, by stating that “the concept of cultural village must be used as strategy for any destination management organization or relevance authority to develop the potential resources of marginal areas”.

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<sup>40</sup> A village near Borobudur archaeotourism site and under the administrative of Magelang Regency

<sup>41</sup> Ibid.

Near Angkor itself has a unique Cambodian Cultural Village, a complex of miniature Khmer village and comprises a great mixture of representative and historical buildings and structures, local customs and practices of all major ethnic Khmer groups. A wide range of cultural activities and performances such as acrobatics, traditional Khmer weddings ceremonies, Apsara dance, as well as fishing performances also lively conducted. Most of the resort, hotels and guesthouses in Siem Reap offers the Khmer style, tradition and architecture that visitors could also experience the Khmer way of life. Visitors mainly seek authenticity through cultural activities in their travel experience and searching for an in-depth understanding of their destinations in terms of authentic local lifestyles, customs and cultural sights and heritage attractions (Richards, 2007). Borobudur and Angkor surrounding areas or cities such as Magelang and Yogyakarta in Indonesia and Siem Reap in Cambodia hosts important events and meetings that often-welcomed world Leaders, in which cultural activities can also have an indirect impact on meetings activity or in tourism terminology as MICE, since culture is often a component of the bidding process that plays a role both in venue selection and in social, leisure and entertainment activities.

### ***5.2.2. Religious Events***

Borobudur and Angkor, as referring to Angkor Wat also serve as the religious places for the local communities as well as for pilgrims. Buddhist population in Southeast Asia is around 38 percent of the total population, which include Theravada and Mahayana. Borobudur from the time it was built up until now hosts Buddhism Mahayana devotees and attracted thousands of pilgrimages across the world especially during Vesak celebration. Angkor Wat is the main temple inside Angkor complex once serves a Hindu site and converted into Buddhism Theravada, which also attracted many pilgrimages both Hindu and Buddhist devotees especially during the Khmer New Year or other religious events. The religious event marked the sacred places as well as to re-connect devotees with the God and universe. Pilgrimages have been an expression of faith in many religions for centuries, and in recent times they have experienced a resurgence (Digance 2003; Eade 2015). Traveling for religious motivations frequently reflects the spiritual travel that every believer experience in his or her personal spiritual life (Campo 1998; MacCannell

1999; Timothy and Boyd 2003). According to participant number 4, pilgrimage visiting Borobudur not just during the Vesak, but throughout of the year in small and large groups. But an event held for a specific religious event draws many people and become an unprecedented tourist opportunity. The same views that participant number 17 stated that through the Royal Government held Khmer New Year annually attracted thousands of people to participate. Although at the present times it is not anymore devoted into religious but more to a cultural event or festival, pilgrims often visit the praying sites. Therefore, as an archaeotourism destination as well as heritage, there are norms and values that should be enforced for travelers to respect the respected destination, in enriching tourism continuity. Hence, participant number 4 stated that “Borobudur and Angkor, especially Angkor Wat could host pilgrimage tourism, that is the next big thing, to preserve the archaeological and heritage tourism into holy sites to enhance spiritual tourism that can bring in large numbers of tourists on a continues basis such as Lourdes for Christian, and Mecca and Medina by Muslims to perform the Hajj or Umrah pilgrimage”. The status of holy site must be discussed and well planned with the stakeholders, especially the government authority as well as religious leaders.

### ***5.2.3. Festival & Entertainment Events***

Through interview, discussion as well as observation in Borobudur and Angkor, festivals and entertainments events flourished as an important strategy for marketing the archaeotourism destination. Festivals and entertainments events have huge impacts on economics, audience gatherings, the management events or the event organizers as well as the surrounding communities itself. The festivals and entertainment events are organized in order to answer the specific needs of for the DMOs and at the same time to offer entertainment, that have the power to offer people a feeling of social, geographical, cultural as well as belonging. As a person of culture, the participant number 2 stated that “the importance of festival and entertainment events that conducted within the tourism destination aims to preserve the richness of tradition, as well as actualize the latest changes in society.” In referring to Borobudur and Angkor, the landmark becomes importantly significance in introducing to a wide range of communities all over the world. It serves as the

magnet and nuance of the destination that the world must see and visit. In Borobudur itself, some festivals could attract many tourists such as Supermoon Festival in relevance to uplift the human spirit in facing the climate change and world health; Festival Thousands Lampion as an expression of hope to be achieved in the future that is conducted during Vesak; and International Culture Festival inspired by the heritage and splendour of Borobudur. Whereas in Angkor some festival also attracted spectators such as Angkor Wat Night Festival that provides spectacular performances, live musical acts and beautiful Apsara dancers.

Tourism festival and entertainment events are strategy marketing done by DMOs that heavily supported by the government from relevance ministries to attract tourists as well as to introduce tourist destinations. Added by participant number 6 “that these festival and entertainment involved in planning and marketing aimed to attract the attention tourists and as a means of communication to introduce the surrounding area, tourist destinations, culture and the potential possessed by the area. This discussion is also supported by participant number 15 that “festival event is one part of the tourist attraction it shows beauty and uniqueness of customs, culture, conditions geography and the potential possessed by the region and prepared with the aim of being shown to the general public”. He added that “by enhancing cooperation between authorities of Angkor and Borobudur, both Ministry of Tourism could support the festival by re-activate the wider concept of cooperation namely the Trail of Civilization, that connect the tourism sector, cultural sector, as well as the economic sector”.

#### **5.2.4. Sports Events**

Sporting event now has become a trend for people these days, especially the millennials. With a breathtaking landmark and famous pathways to the destination, people are eager to participate. Both TWC and Angkor already holds various sporting events to promote the respected archaeotourism destination to the world through sport communities. Such event that was hold by the two DMOs are marathon, biking, orienteering, golf, as well as bike and car rallying. The sporting events planned to bring people together to offer excellent qualities of experiences in order to generate economic benefits, in which by the two DMOs are increasingly

used as marketing strategies to help promote, position and brand the destination in a similar fashion that the events also contribute to the company's brand development through mutual sponsorship activities. The TWC and AA organizes, promotes and hosts sporting events for various reason. The event can be first seen as a product that increase the attractiveness of the destination as well as to limit the seasonality of destination travel. Such activities can serve as an incentive to attract new markets for the first time to the destination. During the regular tourists' season, these sporting activities may also generate additional demand to support the hotel occupancy. Both DMOs agreed that the events will also encourage regular costumer to extend their stay in a destination in order to attend an event that they had not originally planned to attend or see.

#### ***5.2.5. Culinary Experiences***

Ministry of Tourism and Creative Economy as well as TWC discussed about the culinary attraction can also contributes to the shaping of tourist's experiences. It is part of creative economy and industry as to introduce the gastronomy and cultural identity of a country or region through foods and beverages. Becoming familiar and getting to know the historical background locality are also accompanied by the specificities of a destination such hospitality and architectural destination that represent characteristics of way of life. Not just the destination itself, but culinary has become one of the main attractions for visitors, especially non residing travelers, domestic or international. Culinary has become a binding activity when visitors visit the tourism destination, including Borobudur and Angkor. The TWC itself runs restaurants and café inside the premise of the destination of Borobudur, Prambanan, and Ratu Boko, as well as introduce the experience of the authenticity of the local cuisine. As for AA, the complex itself is vast, in which inside of the complex there are many restaurants and food stalls that offered the traditional Khmer cuisine and other international menu for travelers to enjoy. But nonetheless, the city of Siem Reap is not very far, thus travelers could easily enjoy the authentic Khmer cuisine outside the complex and then return back to Angkor to enjoy the rest of the day.

According to participant number 6, "the government is the main decision maker in how to enhance culinary tourism supported by the local government". He

added on that there are six eligibility a certain place could become a leading culinary tourism destination, namely products and main attractions, product packaging and events, feasibility, environmental feasibility, business feasibility, and the role of the government in developing culinary tourism destinations”. Some countries successfully conducted the culinary to support their tourism destination, such as Japan, Thailand, Singapore and South Korea. Whilst each of the archaotourism destination of Borobudur and Angkor has its own uniqueness in terms of culinary, participant number 3 suggest that “to implement the cooperation of the MoU, one of the unique activities that could create experience for tourists is to conduct culinary festival of Borobudur and Angkor that can be done on the site. This festival is also could broaden the cooperation by bringing up the best chef from chain hotels or restaurant that both established in Magelang or Yogyakarta and Siem Reap”. With this cooperation concept, participant number 4 added that “will discuss with the counterpart from AA to make a narrative of the many types of food that similar or distinguished both countries so that it becomes a package of art and culture at the same time”. She then added that “the culinary world is very closely related to an area or place, identity, and culture. Efforts to sell and promote all aspects of food in one destination require creativity in product development, processing, marketing and creating experiences with food, in which this is one of the strongest points to market the destination of Borobudur and Angkor”.

#### **5.2.6. Quality of Services**

Nowadays, the visitors tend to start to review a place, a destination as well as the management organization whether visitors have a pleasant or unpleasant experience as well as critics and inputs to improve for the DMOs to manage the destination. There are many and broad factors that could be reviewed by visitors, such as public transport, taxi drivers, *tuktuk/remorque* drivers, tour guides, lodging, shopping, food, traffic, safety and security and crowded places and pathways were also mentioned by the visitors that can be put under the quality-of-service dimension. Therefore, in providing service quality to visitors enhances their unforgettable experiences, while challenges that they experience during their trip are likely to negatively affect their unforgettable experiences and trips.

Quality of service could increase positive satisfaction for tourists. DMOs must maintain the quality of service as an important factor to maximize visitor's satisfaction. From the observation and discussion, both DMOs are agreed that visitors must have a wonderful and memorable experiences through quality services that they could offer, start from the ticketing entry until visitors leave the premises. Thus, strong cooperation and coordination within the DMOs are necessary to learn from one another or for both to develop common standard of quality service for tourists for both TWC and AA to compete in the tourism industry, even if both archaeotourism destination have its own uniqueness in terms of landscape or phenomena of their respected structural archaeological site. Both TWC and AA agreed that to implement quality services in their destination must implement five main component of tourism product such as destination attractions and environment, destination facilities and services, accessibilities of destination, images of destination and price to the consumer. Through the exchange of knowledge, cooperation in the using of the latest and innovative system or technology to support the destination as well as to have common program for DMOs human resources training. In regards of the price, both TWC and AA still further discussed in how to have a promotion program as to introduce single ticket for tourists to be able to visit both Borobudur and Angkor during a period of time.

### **5.3. Competitiveness Strategies and Activities Through Cooperation Between Borobudur and Angkor**

As Borobudur and Angkor strive for bigger market shares, there is increasing competition in the tourism industry between destinations. Associated with the increasing competition are the substantial changes that are taking place globally, influencing the types of experiences that tourists seek now and into the future. Therefore, as archaeological destination, dealing with change in the external environment poses challenges for DMOs. It has been argued that a key element of a successful tourism industry is the ability to recognize and deal with change across a wide range of key trends and the way these trends interact (Nordin, 2005; Yeoman, 2012).

To this extent, TWC and AA considered that cooperation between DMOs is needed as the answer to deal with changes and key trends as well as to be more competitive in attracting foreign visitors as well as to achieve sustainable tourism. As UNESCO World Heritage, both Borobudur and Angkor have a strong starting point that were acknowledge by the UN bodies. Indonesia and Cambodia also had a very long connection for centuries. With this background, the Trail of Civilization (ToC) that were established in 2006 by six ASEAN Tourism Minister including H.E. Jero Wacik from Indonesia and H.E. Lay Prohas as to re-connect to what great civilizations that countries in ASEAN had. Therefore, from the focus group discussion that were conducted between Borobudur and Angkor, the proposal activities campaign for a competitive strategy in boost the cooperation:

### ***5.3.1. Two Cultural Sites, One Destination***

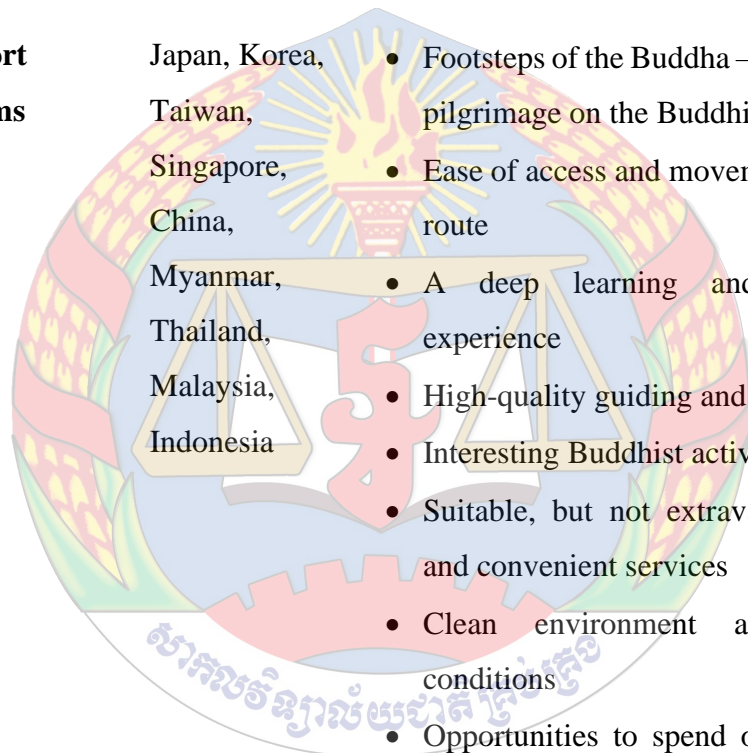
This strategy and activity highlighted the implementation for the cooperation is starting from new addressable captive market namely pilgrimage for both heritage sites, cross visitor as a trade asset to one another, completing Borobudur and Angkor's history in term of Buddhism/Hinduism heritage and pilgrimage, and effective awareness towards the existence of Borobudur and Angkor through cultural activities, programs and media publication. As mentioned in 5.2.6, TWC and AA still have further ongoing discussion on introducing a single ticketing sistem for Borobudur and Angkor, to integrate the need as well as to make the travelling much more convenient during a period of time, or back-to-back pilgrimage activities. Such activity consequently to benefit and complement both archaeological tourism destination. In the further discussion, the TWC mapping and introduce the activities of cooperation to be implemented with AA with the support from both Ministry of Tourism as well as travel agents and tour operators as follows:

<b>Segment</b>	<b>Source Market</b>	<b>Product Features</b>
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<b>Budget Pilgrims</b>	Sri Lanka, Thailand, Cambodia, Himalayan Buddhists, Myanmar, Laos, Viet Nam, Bhutan, Tibet – China	<ul style="list-style-type: none"> <li>• Following in the footsteps of the Buddha – holy sites in good condition</li> <li>• Basic accommodation facilities (tourist class to 2 star)</li> <li>• Clean and well-maintained wayside amenities</li> </ul>
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<b>Comfort Pilgrims</b>	Japan, Korea, Taiwan, Singapore, China, Myanmar, Thailand, Malaysia, Indonesia	<ul style="list-style-type: none"> <li>• Footsteps of the Buddha – an interactive pilgrimage on the Buddhist Circuit</li> <li>• Ease of access and movement along the route</li> <li>• A deep learning and interpreted experience</li> <li>• High-quality guiding and interpretation</li> <li>• Interesting Buddhist activities</li> <li>• Suitable, but not extravagant, quality and convenient services</li> <li>• Clean environment and aesthetic conditions</li> <li>• Opportunities to spend on local food, crafts and shopping</li> </ul>
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<b>Budget Explorers</b>	India, UK, Germany, France, the Benelux, Southeast Asia, Australia	<ul style="list-style-type: none"> <li>• An adventurous journey through the heartland of India – Hindu and Buddhist history and heritage dating back over 2000 year</li> <li>• Independent backpacking and family holiday; culture and contact with locals</li> <li>• Reliable public transport</li> </ul>
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		<ul style="list-style-type: none"> <li>• Experiencing historical and religious sites firsthand. Interesting general activities and relaxation (museums, ropeways, trails, peaceful relaxation, and meditation)</li> <li>• Affordable eating and interesting social experiences</li> <li>• Mind, body, spirit activities</li> </ul>
<b>High-end Explorers</b>	<p>North America, UK, Germany, France, China, Japan, Australia, South Africa, Brazil</p>	<ul style="list-style-type: none"> <li>• An adventurous journey through the heartland of India – Hindu and Buddhist history and heritage dating back over 2000 year</li> <li>• Visual and physical contact with impressive Buddhist sites</li> <li>• Easy access and movement along the route</li> <li>• Overview learning and basic, “edutaining” interpretation</li> <li>• Mind, body, spirit activities</li> <li>• Interesting general activities and relaxation (museums, ropeways, trails, peaceful relaxation, and meditation)</li> <li>• Good quality and convenient hotels and services with added value such as spa and wellness</li> <li>• Clean environment and aesthetic conditions</li> <li>• Opportunities to spend on local food, crafts and shopping</li> </ul>

Table 5. 4. Product Package 2 Cultural Sites, 1 Destination

Source: PT TWC (2020)

From the table shown above the proposed program of two cultural sites and one destination is not just mainly focused on pilgrimage but as well as explorers or general tourists. However, the introduction and main focused on pilgrimage is relevant especially for Southeast Asian market that account for 38 percent of total population embracing Buddhism, both Mahayana and Theravada. This package could also attract visitors from East Asia (China, Japan, and South Korea) and South Asia (India and Sri Lanka) that have big population of Buddhist. Further discussion with both TWC and AA it appears that pilgrimage is currently in a stage of rejuvenation and is therefore in the process of losing some of its unique religious attributes as the original basis of its identity as a distinct type of tourism to re-introduce both destinations as to straighten up the roots of the devoted Buddhism as well as their history and value for a sustainability archaeological destination.

### ***5.3.2. Joint Publication on Calendar of Pilgrimage Events and Ceremonies on Borobudur and Angkor***

As an important part of the culture, religion immensely related with many aspects of people's lives. Through the aspects, it will influence and motivated people to travel across border to seek peaceful of mind and tranquility. It is one of the oldest types of tourism for with other motives besides pleasure and leisure. Borobudur and Angkor are also included as destination for pilgrimage, even though not the holy major Buddhism site in India such as Lumbini, Bodh Gaya, Varanasi and Kushinara, but Borobudur and Angkor successfully attracted pilgrimage and visitors, nonetheless, the motivation and behavior are different. Many tourists visit the religious sites for spiritual reasons, and some visit them for non-religious purposes, such as historical, cultural or architectural reasons. Both Borobudur and Angkor held annual event repeatedly such as ritual or ceremonial activity such as Vesak, lantern festival, Borobudur sunrise, yoga and meditation, archaeology and history tour, medical and herbs education before pandemic COVID-19. These could be developed post pandemic as to share calendar event to complement the implementation of Two Cultural Sites and One Destination and facilitate visitors

with comprehensive information and future activities for scheduling their upcoming holidays. Through focus group discussion, TWC and AA agreed to make joint publication on pilgrimage events and ceremonies as the follow to implement two cultural sites one destination. “Joint publication and schedule pilgrimage event aims at full exploitation of the capabilities of events in order to achieve tourism development of host communities”, as stated by participant number 4. Nevertheless, event tourism planners or in this case the archaeotourism DMOs must take into account that all the details of the event management and make a diligent research on managing event from the archaeological, tourism, as well as religious perspective.

### ***5.3.3. Traditional Music and Dance Performance at Borobudur and Angkor***

Borobudur was influenced by Javanese<sup>42</sup> culture that most of originates roots especially religion of Hindu and then Buddhism from India and Sri Lanka, whereas similarly Angkor by Khmer culture in which both are integrated the culture based on religion of Hinduism and Buddhism from India. Those the cultures of Javanese and Khmer have similarities in arts such as music and dance performance. The tale of Ramayana or in Khmer tradition Reamker, is also performed in the form of music and dance by both countries. Also, one of Javanese famous tales of Panji Asmara Bangun or Panji<sup>43</sup> also famous in Khmer tradition as Inao. Therefore, these roots origins had many similarities that re-connect both countries culturally that could be complement between both the management of Borobudur and Angkor, such as joint arts and cultural performances, to tell the story about the culture, history, heritage as the main agenda of promotion. These activities will give important and emotional contribution to tourists by connecting them to a given locality and by providing a tourism experience through memorable moments (Kaul, 2014). The effects of traditional music and dance performances on destination development could repositioning the destination by expanding offerings and added value to tourists, in which it creates specific experiences and the creation of comparative advantage

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<sup>42</sup> The Javanese people are an ethnic group native to the Indonesian island of Java and the largest ethnic group in Indonesia.

<sup>43</sup> The Panji tales are a [cycle](#) of Javanese stories, centered around the legendary prince from [East Java, Indonesia](#). These tales are also well known and integrated into cultures in Cambodia, Myanmar and Thailand.

(Duarte, Folgado-Fernández and Hernández-Mogollón, 2018; Karayilan and Cetin, 2016).

Such joint cultural performance has been conducted through Embassy of the Republic of Indonesia in Phnom Penh, in collaboration with Ministry of Culture of the Kingdom of Cambodia on the 60<sup>th</sup> years anniversary of Diplomatic Relations. Those activities draw special attention to the King Norodom Sihamoni to attend the joint event that was conducted at the Chaktomuk Conference hall, which also presides by Ministries and high rank officials from Indonesia and Cambodia. “This activity creates an ambiance of a close and connect relationship between Indonesia and Cambodia, whereas in terms of culture, we have no boundaries, but become one united as we have to show and learnt the similarities we had, and how we could preserve this cultural heritage and values to others”, as it is specified by participant number 1. These statements also supported by participant number 3, 4, 5, 15, 16 and 17 that it is an important approach to drive a very large audience if detailed planned with wide publication, as it is also served as a creative industry to support tourism as well as archaeological and cultural heritage preservation.

#### ***5.3.4. Joint Promotion on Creating Public Awareness on Borobudur and Angkor as World Heritage***

Promotion in tourism helps to draw the attention of the potential tourists, modify the behaviour of the existing buyers and influence them to visit a destination (Mill & Morrison 2009). One of the strong points in the MoU management cooperation between TWC and AA is to conduct joint promotion as to create public awareness on Borobudur and Angkor as World Heritage. Those joint promotion that was arise from the discussion and interviews are:

- a. Miniature model: Displays miniature heritage of Borobudur in Angkor Complex and one of Angkor’s most visited site such as Angkor Wat in Borobudur Complex as a media placement for awareness;
- b. Virtual Tour: As a teaser of Borobudur and Angkor as well as the best spot and timing to visit, such as sunrise in Angkor or sunset in Borobudur, or during moments of events and festivals.

- c. **Data and Insight:** To have shared database in conducting targeted and focus media placement for online travel agents (OTA) and promotional program for both heritage sites.

As discussed by participant number 10 and 11, both are agreed that by creating public awareness of Borobudur and Angkor, visitors or tourists must understand that the destination is not just a tourism attraction, but beyond, as important archaeological and heritage site that have universal value for people to understand and aware of its sustainability for next generation to come.

### **5.3.5. Connectivity**

As efficient transport connectivity can significantly reduce travel time as well as costs for tourists especially to directly connect the Borobudur and Angkor, until now, there are no establish direct connectivity between Yogyakarta International Airport, Adisucipto Airport, or Ahmad Yani Airport in Indonesia and Siem Reap International Airport in Cambodia. In discussion with ASITA and CATA during focus group discussion, both travel agency association advised the importance of having direct connectivity to foster tourism linkage between Borobudur and Angkor. With direct connectivity either performed by Indonesian or Cambodian airlines to both Borobudur and Angkor will add the value and competitiveness of the archaeotourism destination

Both TWC and AA agreed and supported by both Ministry of Tourism of Indonesia and Cambodia, that direct connectivity is the basic and fundamentals action in enhancing to a more comprehensive competitiveness of two cultural sites and one destination of Borobudur and Angkor. To implement the strategy, more support is needed especially from Airlines, Angkasa Pura and Cambodia Airports, Ministries of Transportation and Embassy of both Indonesia and Cambodia. Direct flight between Indonesia and Cambodia already established between Jakarta and Phnom Penh on 24<sup>th</sup> June 2019 by Citilink Airlines, subsidiary of Garuda Indonesia Airways, but due to pandemic COVID-19 the flight is suspended temporarily from 3<sup>rd</sup> of March 2020. The direct flight brought significant impact especially for people to people contact and flow of visitors from both countries. From the discussion with

airlines, Sky Angkor is considered to have a scheduled flight from Siem Reap International Airport to Yogyakarta International Airport, while Citilink will resumed their flights once the banned have lift off, as well as the situation of COVID-19 is getting better. As informed also by participant number 15 and 16, that JC Airlines and Cambodia Airways have approval for conducting direct flight from Cambodia to Indonesia, therefore the Royal Government, especially from the Ministry of Tourism will also look which route could be implemented to support the influx of tourists when the pandemic of COVID-19 is over.

### ***5.3.6. Conservation and Preservation***

Both Borobudur and Angkor are created from old stones that had been standing for centuries. Many issues come and affected the steadiness of both archaeotourism destinations either from natural disaster or people as tourists. TWC and AA agreed that cooperation in conservation and preservation is one of the strategies in enhancing the competitiveness of both archaeotourism cooperation as part of the implementation of the MoU. It is an agenda not just for the DMOs but also for all stakeholders of both countries in increasing public awareness and sense of belonging as the two-world heritage have long history of connection and engagement, as well as to ensure that conservation and preservation of the authenticity of the natural and cultural resources on which tourism is based are essentials for sustainable tourism and cooperation.

This intention also supported by Indonesian movie maker (participant number 13) and supported by participant number 7 that both have long interests in Borobudur and Angkor, as to create people awareness, such publication and storytelling through movie or box office is essential, that it is not just to create history, but also to tell the story of both archaeological heritage that people now days should understand regarding the value that can be preserve for a sustainable tourism, cultural, that eventually could help conservation as well as preservation of a Borobudur and Angkor.

## CHAPTER SIX

### CONCLUSION AND RECOMMENDATION

This chapter brings the study to a conclusion. It summarizes and reflects upon the findings of the study. In particular, it starts with a discussion on whether the study has been able to achieve the aims and answer the questions that were identified in the first chapter. The way in which the emergent findings contribute to the role of archaeotourism DMOs competitiveness through cooperation research is highlighted, and the possible recommendation and contribution to practice is indicated. Finally, limitations of the study are considered and areas for future research are suggested.

#### 6.1. Conclusion

Reviewing the literature of archaeotourism DMOs's role through cooperation has highlighted that there are many factors or elements to enhance the competitiveness of the destinations. Tourism is vital to Indonesia and Cambodia as more people try to explore their curiosity about certain places and due to ease of travel, tourism industry has become a highly competitive market. The success of a destination is increasingly defined by its competitiveness compared with other destinations. This research aimed to explore and understand how the role of archaeotourism DMOs through cooperation can improve the competitiveness of destination namely Borobudur and Angkor. By an interpretive paradigm, a qualitative evaluation case study approach was adopted for answering the questions and realizing the outlined aims of the study. Prompted by the research approach, this study explores the MoU cooperation of archaeotourism DMOs in enhancing their competitiveness based on the perspectives, attitudes and experiences and activities of both TWC and AA. Also, the strategy for carrying out the research in supporting the theories has included four stages for collecting and analyzing the evidence and reflected upon the emergent findings. Evidence was collected from a variety of primary and secondary sources, interviews, focus group discussions, observation, forum archival document analysis, and website analysis. Therefore, based on the

conducted research, it can be concluded that the archaeotourism DMOs role for enhancing cooperation is important that can improve the competitiveness of Borobudur and Angkor. This research further shown that:

1. Both archaeotourism destinations are unique and have strong selling proposition of the product and services. Borobudur and Angkor could potentially deliver excellent qualities of experiences for the visitors, within cooperation of competitiveness strategies and activities between TWC and AA through MoU in influencing types of experiences that tourists seek.
2. As archaeotourism destination, Borobudur and Angkor DMOs focuses on visitors to experience the ancient sites and historical places passion for the past and an interest in learning about the historical cultures that inhabited the area within two world heritage sites by incorporated them into the larger fields of ecological tourism, geotourism, and heritage tourism.
3. TWC and AA emerges as important player in the development and management of tourism at destination level, although its mandate and scope of action will be determined by its context, maturity of the destination, level of decentralization, priorities in the destination, resources and other factors. Therefore, the successful performance of TWC and AA determined by their capacity to obtain the credibility, trust of all stakeholders and supported by authorities in the destination and beyond its boundaries.
4. The cooperation between DMOs is to strengthen bilateral relations of Indonesia and Cambodia, especially in the field of tourism and culture. Borobudur and Angkor could be more competitive as a brand unique place in the tourism market as two cultural sites and one destination, as well as how the selling propositions of the product and services is could be more superior to other destination.
5. The cultural similarities between Indonesia and Cambodia have encouraged the two nations to continue developing their bonds into various forms of cultural cooperation, and the MoU between TWC and AA is a catalyst in building strong ties that could elaborate the

cooperation in managing both Indonesia's and Cambodia's archaeotourism destination of Borobudur and Angkor as important assets.

6. The cooperation could improve the competitiveness of Borobudur and Angkor, as well as can directly and indirectly shape the decision making of the TWC and AA in achieving sustainable tourism industry with the support from both the government and private sector.
7. The cooperation is not just enhancing business for profit by attracting more visitors to the archaeotourism destination, but beyond. As heritage of both cultural and identity of the Javanese people in Indonesia and Khmer people of Cambodia, Borobudur and Angkor sets as strong sanctuary to reconnect the mind, soul and spiritual relationship in respecting the universal value through sets of activities provided by both DMOs.
8. The cooperation also exposed for many derivatives of implementation such as to increase people to people contact through mutual understanding and common interests, developing trade and investment, and increase public awareness of citizens of both countries through promotion.
9. The cooperation could become a shared platform for development experiences regarding human resources, tourism products and general communication strategies between TWC and AA. It is also served as a forum for creating synergies and generating innovative ideas that will one day bring long-term benefits through development of sustainable governance institutions that requires partnerships beyond traditional organizational boundaries to include community and non-governmental actors in decision making and management

## **6.2. Recommendation**

Based on these conclusions, TWC and AA as DMOs as well as relevant stakeholders that could support the implementation of the MoU in how to make

Borobudur and Angkor could be more competitive in the tourism industry as well as to get the revenue and preservation to enhance the sustainability should consider to:

1. Work together as well as to give a full support for TWC and AA as the leading organizational management tourism of Borobudur and Angkor to implement the MoU, as well as relevant cooperation in the future.
2. To have a goal setting and strategies towards managing the risks and challenges, to seek opportunities that the global tourism industry presents as well as to ensure the development of a competitive and sustainable tourism industry in the archaeotourism destination. Competitive performance has become a key focus at regional, urban and local levels due to the growing interest from public authorities the increased attention on competition is believed to have resulted from the intense place competition created by globalization.
3. To give more efforts in determining the location of the archaeotourism for having an easy and accessible access to enhance the unique positioning of Borobudur and Angkor through connectivity as well as the accessibility and supporting infrastructure to the destination for tourists during travelling. The role of infrastructure is very important that will encourage the development of the tourism sector certainly be a top priority consideration in determining the destination itself as well as supporting development, specifically tourism development.
4. To ensure that their overall appeal, and the tourist experience offered, must be superior to that of the alternative destinations open to potential visitors by achieving competitive advantage for its tourism industry.
5. To strike a balance between entertainment, education, and public visits to tourist facilities, so as to bring better visitor experience and also to protect the sustainability of the heritage through conservation in order to re-connect and strengthen the relation for the trail of civilization both Borobudur and Angkor had for over centuries. Through conservation, the people surrounding the archaeotourism destination, and visitors will develop the strong connection of cultures and could start valuing the historical story and experience that's once flourished that will lead to a robust sustainable tourism.

6. To further cooperate and coordinate in the security sector by creating constructive environment for tourism development, whereas tourism is a multidimensional as well as sensitive, as it can be observed from political, economic, social, cultural, institutional perspective, environmental and health issues as it is today due to pandemic COVID-10. Since both Indonesia and Cambodia as part of ASEAN, this cooperation could be led bilaterally or regionally that could benefited both countries.
7. To be able to recognize and deal with changes across a wide range of key trends and the way these trends interact by working together in ensuring smooth delivery of the experiences for visitors. The increasing competition are the substantial changes that are taking place globally, influencing the types of experiences that tourists seek now and into the future are the key element of a successful tourism industry as well as its sustainability.

### **6.3. Experiences in the Field During Data Collection**

Eventually throughout the research process, the researcher did not meet any negative experiences in the field while collecting data. However, due to pandemic COVID-19, researcher initially experienced difficulty in obtaining the required potential participant, such as from the Department of Tourism from Provincial Government of Siem Reap. The researcher previously conducted visit to Siem Reap, but on the agreed date and venue there was an emergency meeting in Phnom Penh that the potential participant has to attend. The researcher also tried to conduct the meeting through zoom or another online platform, in which the potential participant un ware of the platform and asked whether researcher could come again to Siem Reap. With the recent situation of pandemic COVID-19 in Cambodia, the interview could not be conducted.

Overall, I found that all participants on the list were very willingly help the researcher even though the communication asking for their time are most conducted informally. Both DMOs, government sector, as well as other stakeholders appeared very eager, held their ideas, as well as very keen to share the views. Some are

wanting to know how and what is the result and recommendation made by the researcher and hoping that the pandemic COVID-19 could end soon so as to see the implementation of the MoU. The TWC also asked researcher if could contribute to the future for further discussion with team from Indonesia regarding two cultural sites, one destination especially on the pilgrimage package/products.

#### **6.4. Contribution to the Study**

Throughout the research process as well as to develop findings from research questions, it is to say that this study has contributed to developing how the archaeotourism especially in the Southeast Asia region as well as between Indonesia and Cambodia could be more competitive through cooperation, in which the similar studies conducted is relatively rare.

Also, during the process of the literature review, it is interestingly to learn that there are strong relations between archaeology, tourism, heritage, and competitiveness, in which this aspect could contributes to the economy if the destination organization could manage them well, especially through the elaborate of conceptual framework that the researcher develops through interviews and discussions with participants.

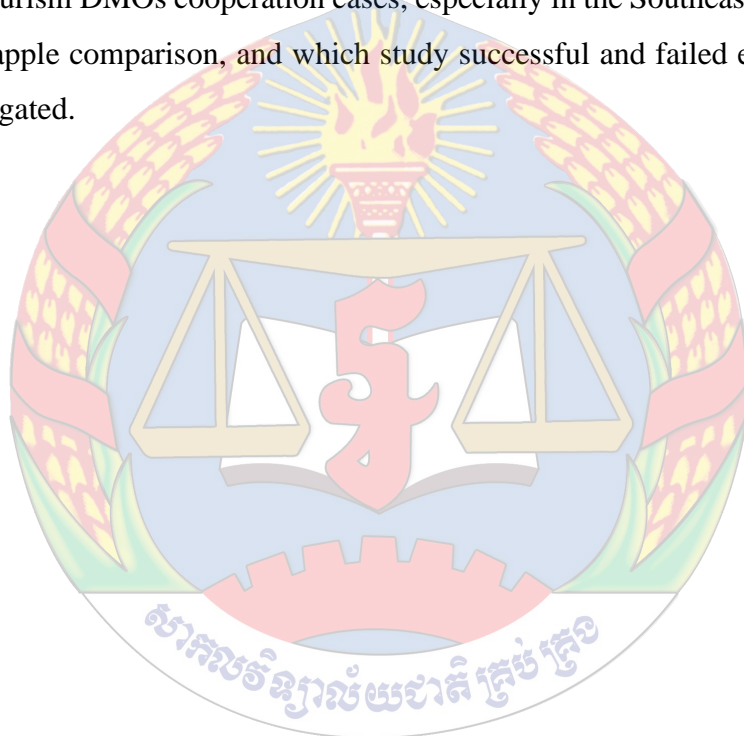
The findings also show that there are many aspects that the cooperation between the TWC and AA could be implemented as each theme that were defined, the methods employed, as well as the research's extensive resources should provide a reference point for future researchers, and hopefully benefit the role of archaeotourism DMOs of Borobudur and Angkor and its stakeholders.

#### **6.5. Recommendation for Further Research**

Having presented the conclusion and recommendation for the research where the study focus on how significant the role of archaeotourism DMOs could enhance the competitiveness of tourism industry in Indonesia and Cambodia through cooperation. This study, informed by only an interpretive perspective, presents itself as a step towards such a competitiveness understanding of destinations through cooperation. It is suggested that further research can look into the DMOs effectiveness in doing the cooperation, both by using the qualitative, quantitative or

mixed methods approaches in different perspectives. In this manner, the inquiry will be more generalizable by addressing the quantitative section, while establishing a deeper understanding through the qualitative methods.

The objective of this research was an in-depth investigation of a single, rich case study, which was the TWC and AA experience on going cooperation through MoU on Twin World Heritage Management. Thus, more in-depth case studies from an interpretive perspective still need to be researched. The proposed model of this study might then be modified to enhance the evaluation of archaeotourism DMOs cooperation effectiveness. In the same context, it is suggested that a wide variety of archaeotourism DMOs cooperation cases, especially in the Southeast Asia region as apple-to-apple comparison, and which study successful and failed experiences can be investigated.



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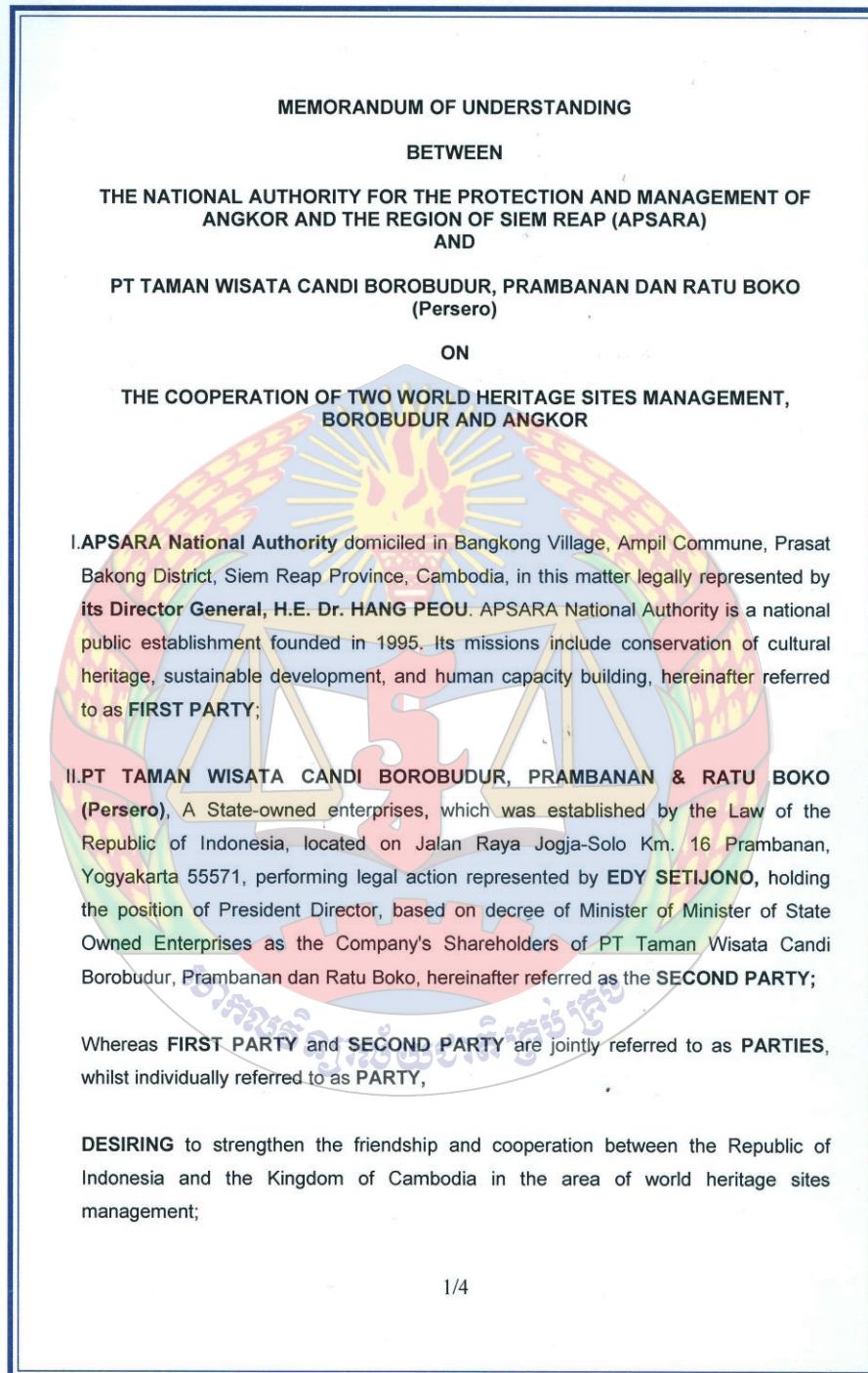
*Appendix 1. List of Research Participant*

<b>No.</b>	<b>Participant</b>
1.	Ambassador of the Republic of Indonesia to the Kingdom of Cambodia (2018 – Present)
2.	Governor of Central Java - Indonesia
3.	CEO of TWC
4.	Marketing Director of TWC
5.	Director for Southeast Asia Cooperation – Ministry of Foreign Affairs of the Republic of Indonesia (2018 – 2020)
6.	Director of Marketing Regional I – Ministry of Tourism and Creative Economy of the Republic of Indonesia
7.	Director of Creative Industry, Movie, Television and Animation – Ministry of Tourism and Creative Economy of the Republic of Indonesia
8.	Board of Advisor of Association of Indonesia Travel Agency (ASITA) – Central Java
9.	Representative Citilink Airlines
10.	Deputy Director – Ministry of State-Owned Enterprise of the Republic of Indonesia
11.	Commissioner of TWC
12.	CEO Borobudur Authority
13.	Co-Founder Lola Amaria Production House
14.	Understate Secretary of Ministry of Tourism Kingdom of Cambodia

15. Director General of Ministry of Tourism of the Kingdom of Cambodia
16. Deputy Director General of Ministry of Tourism of the Kingdom of Cambodia
17. Deputy Director General of APSARA National Authority
18. Board of Advisor of Cambodia Association of Travel Agency (CATA)
19. Manager of Sky Angkor Airlines
20. Co-Founder Samsara Living Museum



*Appendix 2: MoU Between Apsara and TWC*



**PURSUANT** to the prevailing laws and regulations of both countries.  
**HAVE AGREED** as follows

**ARTICLE 1**  
**AIMS OF COOPERATION**

- 1.1 To carry out, in accordance with the principles of equality and mutual benefit, exchanges and cooperation between the two world heritage sites in the field of sustainable tourism development and environment management in order to promote common prosperity and development. It also aims to establish a framework of close cooperation between Parties.
- 1.2 To promote the two world heritage sites, Borobudur and Angkor.
- 1.3 Exchanging trainees and experts from the Parties.
- 1.4 Exchanging technical assistance related to management and tourism promotion of the two world heritage sites.

**ARTICLE 2**  
**IMPLEMENTATION**

- 2.1 The Parties establish a Working Group to facilitate the implementation of this MoU as well as to formulate a plan of procedures, recommendations and cooperation and work programs.
- 2.2 The activities described in the cooperation shall be undertaken through specific programs approved by the Parties. The program arrangement shall determine, among others, objectives, financing provisions and other details related to specific actions of cooperation.
- 2.3 Consultations shall be undertaken by the Parties at a mutually agreed time for the purpose of supervising the implementation and coordination.

**ARTICLE 3  
LIAISON**

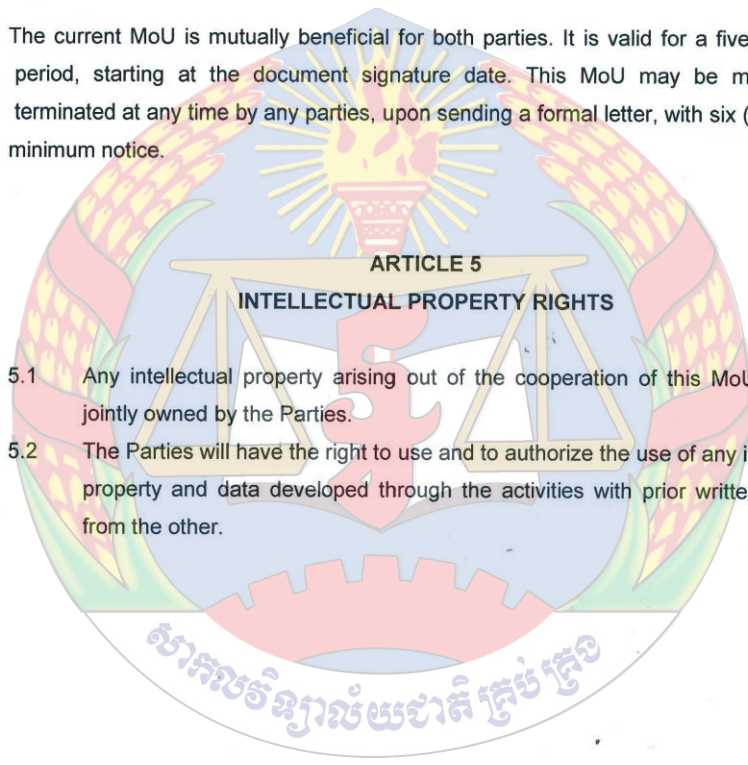
The persons responsible for the monitoring of this relationship are Director for Marketing, TWC and Deputy Director General in charge Department of Angkor Tourism Development, APSARA.

**ARTICLE 4  
DURATION**

The current MoU is mutually beneficial for both parties. It is valid for a five (5) years period, starting at the document signature date. This MoU may be modified or terminated at any time by any parties, upon sending a formal letter, with six (6) months minimum notice.

**ARTICLE 5  
INTELLECTUAL PROPERTY RIGHTS**

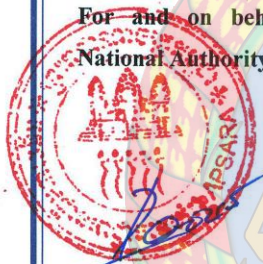
- 5.1 Any intellectual property arising out of the cooperation of this MoU shall be jointly owned by the Parties.
- 5.2 The Parties will have the right to use and to authorize the use of any intellectual property and data developed through the activities with prior written consent from the other.



**ARTICLE 6**  
**SETTLEMENT OF DISPUTES**

- 6.1 Any disputes between the Parties arising out of the interpretation, application or implementation of this MoU shall be settled amicably through consultations or negotiations between the Parties.
- 6.2 The MoU between APSARA National Authority and Persero is not legally binding.
- 6.3 Six (6) copies of this MoU shall be made in English two (2) copies, in Khmer two (2) copies and Indonesian two (2) copies. One (1) copy in each language shall be kept by both organizations, the three (3) versions being equal in term and value.

For and on behalf of The APSARA  
National Authority



**Dr. HANG PEOU**  
Director General  
Date: 19 July 2019

For and on behalf of PT TAMAN  
WISATA CANDI BOROBUDUR,  
PRAMBANAN & RATU BOKO (Persero)

**EDY SETIJONO**  
President Director  
Date: 19 July 2019

សម្រាប់អង្គការអន្តរជាតិ ភ្នំពេញ

### *Appendix 3: Interview Guide (Sample Question)*

Below are the sample interview questions that the participant will be asked. All of these are geared toward answering the research questions. They were crafted by in-depth literature analysis on the topic and asking the experts to evaluate the feasibility of the questions.

#### Section 1: Introductory Questions on the Background of the Individual

- Tell me about yourself? (E.g. how you got into the industry/educational background)
- Could you briefly describe your role, position and responsibility in the organization?
- How long have you been working in the industry/organization?

#### Section 2: Background of the Destination Management Organizations (DMOs)

- Could you provide some basic information regarding the nature and size of your DMO (e.g. which sector, public/private, number of employees, turnover)
- Under what legal authority does your DMO operate?
- What is your DMO's role in the tourism industry?
- How dependent is your DMO on the tourism industry?

#### Section 3: On Archaeotourism Competitiveness

- How important do you think archaeotourism is to Indonesia/Cambodia?
- What is your understanding and opinion about archaeotourism competitiveness?
- What are your opinions on existing competitiveness strategies and actions for archaeotourism in the case of Borobudur/Angkor?
- In your opinion, what is more important in contributing to Indonesia's/Cambodia's archaeotourism competitiveness? Destination preservation (comparative advantages), or the ability to use those attractions effectively over the long-term (competitive advantage) or both?

#### Section 4: On Cooperation

- How important do you think is the role of cooperation through signed MoU between TWC and AA in contributing to Borobudur/Angkor competitiveness?
- What forms of cooperation (e.g. informal communications, joint ventures/partnerships) could be implemented soon within the agreed MoU as well as to give benefit to Indonesia/Cambodia tourism industry?
- In your opinion, what is the level of cooperation that could be done within the Indonesia/Cambodia tourism industry?
- Could you comment on the level of cooperation in the following areas:
  - Developing mutually beneficial partnerships/alliances
  - Exchange and cooperation in the field of sustainable tourism development and environment management in order to promote common prosperity and development
  - Establishing a framework of close cooperation
  - Promote the two world heritage sites, Borobudur and Angkor
  - Exchanging trainees and experts from TWC and AA
  - Exchanging technical assistance related to management and tourism promotion of Borobudur and Angkor
  - Establishing appropriate measures for benchmarking and monitoring
- In your opinion, how does the DMOs could establish a strong as well as unique destination?
- In what ways, based on your experiences and knowledge that DMOs could deliver excellent qualities of experiences to tourists?
- Any thoughts of the strategy and activities that you can think of to enhance the cooperation in the context of Borobudur and Angkor?
- Based on your experience or views, how might cooperation among DMOs be improved in a way that can contribute to/enhance the competitiveness of a destination, in this case Borobudur/Angkor?
- Any other general comments or issues that you would like to raise in connection with regard to cooperation in the tourism industry between Indonesia and Cambodia through TWC and AA or the MoU?

**FOCUS GROUP DISCUSSION**  
**UPDATES FROM BOROBUDUR AND ANGKOR: RETHINKING**  
**ARCHAEOLOGICAL TOURISM POST PANDEMIC IN ENHANCING**  
**SUSTAINABLE COOPERATION**

2 December 2020

**TERMS OF REFERENCE**

**BACKGROUND**

Indonesia and Cambodia are the homes of UNESCO World Heritage archaeological sites namely Borobudur and Angkor. These sites have attracted large number of tourists from all over the world and due to their unique man-made structures has been categorized as archaeological tourism destinations. Situated in Southeast Asia, a region that has been transformed by a combination of economic expansion, globalization, universal connectivity, and social adaptation since the beginning of the ancient Kingdom era to modern world. The past global economic downturn has become a big problem for the world's economic growth, tourism, especially archaeological tourism in Indonesia and Cambodia. With their unique and magnificent characteristic as well as rich cultural histories, both sites had generated revenue and contributed for high and stable economic growth.

To ensure sustainable tourism growth, Borobudur and Angkor management has undertaken various measures including accelerating infrastructure and environmental development in the respected area of archaeological sites as well as increasing initiative and creative activities to promote as well as enhancing mutual benefit cooperation with another UNESCO's World Heritage.

On the 19<sup>th</sup> of July 2019, PT Taman Wisata Candi (TWC) Borobudur, Prambanan, dan Ratu Boko Persero and APSARA National Authority (AA) signed Memorandum of Understanding (MoU) on the Cooperation of Two World Heritage

Sites Management Borobudur and Angkor, aimed to establish a framework of close cooperation as well as promotion.

Nevertheless, the current condition of global pandemic Covid19 has caused significant disruption and hardship in nearly all aspects of lives, in which tourism sector in both countries had the biggest hit and it continues to weigh heavily. It also halted the ongoing MoU between TWC and AA.

As the situation is still far from certain, therefore the tourism sector Indonesia and Cambodia, especially archaeological tourism must find itself facing the challenges to seek opportunities after the pandemic in enhancing cooperation and strategies that will ensure more dynamic and sustained growth to increase the prosperity of the peoples.

With the vast potentials that Borobudur and Angkor have through cultural preservation as well as important religious sites, there is a growing need to enhance the cooperation in maximizing the abilities, especially for improving infrastructure and development to welcome visitors and pilgrimage once the sites re-open.

#### **UPDATES FROM BOROBUDUR AND ANGKOR WEBINAR**

Against this background, The Embassy of the Republic of Indonesia in Phnom Penh will organize **“Updates From Borobudur and Angkor: Rethinking Archaeological Tourism Post Pandemic in Enhancing Sustainable Cooperation”** Focus Group Discussion via Zoom to discuss the updates of current situation through pandemic, explore potentials and opportunities, as well as to follow up on the potential for collaborative activities and cooperation in enhancing tourism both in Indonesia and Cambodia through Borobudur and Angkor.

Highly prominent speakers from TWC, AA, Ministry of Tourism and Creative Economy of the Republic of Indonesia, Ministry of Tourism of Kingdom of Cambodia, as well as travel association of both countries are expected to address updates, challenges and discuss areas of opportunity in enhancing cooperation in archaeological tourism between Indonesia and Cambodia.

## **PARTICIPANTS**


Participants of this focus group discussion are the leaders and staffs of relevant Ministries of both countries, TWC, AA, travel agent and operators, academician, professionals from tourism industry as well as general participants who are interested in the updates of Borobudur and Angkor through registration. Other participants who cannot joint through Zoom can also follow through prepared live streaming media. The focus group discussion is conducted in English.



**FOCUS GROUP DISCUSSION  
 UPDATES FROM BOROBUDUR AND ANGKOR: RETHINKING  
 ARCHAEOLOGICAL TOURISM POST PANDEMIC**

2 December 2020

**PROGRAM**



14:00 – 14.30	Online Registration	
14.30 – 14.35	Opening	Noam Lazuardy
14.35 – 14.50	Opening Remarks	Ambassador of the Republic of Indonesia to the Kingdom of Cambodia
14:50 – 17.00	Indonesia’s Update on Tourism and Travel Policy	Ministry of Tourism & Creative Economy of the Republic of Indonesia
	Cambodia’s Update on Tourism and Travel Policy	Ministry of Tourism of the Kingdom of Cambodia
	Updates from Borobudur	Marketing Director of PT TWC Borobudur, Prambanan, Ratu Boko Persero
	Updates from Angkor	Deputy Director General of Apsara National Authority Authority
	Indonesia’s Travel Agent Industry Present, and Post Pandemic	Head of Association of the Indonesian Tour and Travel Agency Central Java

Cambodia's Travel Agent Industry Present, and Post Pandemic

President of Cambodia Association Travel Agency

Discussion

Noam Lazuardy

17.00

Closing



Appendix 6: Focus Group Discussion Flyer

**WEBINAR**  
**UPDATE FROM BOROBUDUR AND ANGKOR:**  
Rethinking Archaeological Tourism Post Pandemic in  
Enhancing Sustainable Cooperation



**2 DECEMBER 2020**  
**14.00 - 17.00 GMT+7**  
**Live KBRI PHNOM PENH TV**

**OPENING SPEECH**  
**H.E. SUDIRMAN HASENG**  
Ambassador of the Republic of Indonesia to the Kingdom of Cambodia



**SPEAKERS**

 <b>VINSENSIUS JEMADU</b> Director for Regional Marketing I, Ministry of Tourism and Creative Economy RI	 <b>HETTY HERAWATI</b> Marketing Director PT TWC Borobudur, Prambanan, & Ratu Boko	 <b>H.E. THONG RATHASAK</b> DG for Department of Tourism Development and International Cooperation, Ministry of Tourism of Cambodia	 <b>H.E. SOK SANGVAR</b> Deputy DG APSARA National Authority	 <b>MENG HIENG</b> Advisory Board CATA	 <b>MIRZA ANANDA</b> Advisory Board ASITA Central Java
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**REGISTRATION:**



**MODERATOR**  
**NOAM LAZUARDY**  
Indonesian Embassy in Phnom Penh



<https://tinyurl.com/borobudurangkor>

 Indonesian Embassy Phnom Penh  @indonesiainphnompenh  @IndonesiainPMH  KBRI Phnom Penh TV