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Original Research

Bintan Resorts Cares, Road to Recovery from Covid 19 and Tourism Awakening, A Perspective of Stakeholder Participation

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ABSTRACT

Riau Islands places 2nd for foreign tourist arrivals after Bali. In 2019 its attracted 2.59 million international visitors, almost 47 percent were from Singapore and mostly came from entrance port of Batam and Bintan Resorts. This research aims to elaborate how the Bintan Resorts's management, government authorities , resort operators / partners resolved to embark the journey and working closely to ensure safety well-being of tourists with a long path way to resume usual tourism activities during Covid 19 . It has enlightened the importance of multi stakeholder participation engagement.

Key word : Bintan Resorts, stakeholder participation, engagement

1. INTRODUCTION

1.1 Current Situation

Throughout the year 2020 and continue to the beginning year of 2021 the Covid-19 prediction will take at least another year to fully recover. The tourism outlook will really depending on how this virus spread and its comprehensive efforts to be made by all stakeholder to fight this Covid-19 which definitely much depending on each of tourism destination commitment and effort.

This research conducted to elaborate how involvement and participation of stakeholder could be a very important towards this battle journey. Bintan Resorts management was chosen as a case study due to several consideration of their openness to the required information and data pertaining the issue.

Bintan Resorts is located at northern part of Bintan regency at Riau Archipelago Province. It is a 23,000 hectares resorts concept, a multi-award winning, vary from 19 independence and integrated beach resort destination, Jack Niclaus and Greg Norman golf courses, as well as an ever-expanding range of recreational facilities and attractions. Located just 60 minutes away via a catamaran ferry ride from Singapore, easily accessible for those looking for the perfect tropical beach getaway with variety of choice

from luxury villas with private pools to affordable beachfront chalets, to family-friendly apartments. In 2019 Bintan and Batam contributing highest number of tourist arrival as shown at below table 1

Table 1. Number of Tourist Arrival – Top Destination

Destination	Tourist Arrival	Percentage
Bali	6.275.210	38.96 %
Riau Archipelago (Batam & Bintan etc)	2.864.795	17.79 %
Jakarta	2.455.427	15.24 %
Others	4.511.522	28.01 %

Source : Biro Pusat Statistik 2019

Covid-19 has affected to lot of sectors including tourism and made an uncertain situation which has stroke from March to November 2020 , the number of visitors in early 2020 was far below the target as shown at Table 2 . Local authorities on Bintan mentioned as many as 15 companies involved in tourism had stopped operations due to outbreak.. The health risks and the containment measures imposed by the governments resulted in a huge negative impact on resorts. Travel and flight restrictions have since left Bintan with hardly any tourists leading to job losses and the closure of

resorts. It is also affected to temporarily closing down of hotel resorts and leisure operations in the two countries.

Table 2. Comparison Number of Tourist Arrival 2019-2020

Month	Year 2019	Year 2020
January	192.856	220.696
February	233.196	124.465
March	260.289	54.102
April	229.250	1.139
May	225.171	1.798
June	265.904	1.787
July	217.313	1.765
August	264.933	1.654
September	230.576	1.999
October	227.146	740
November	241.249	1.768
December	276.914	

Source: Biro Pusat Statistik Kepulauan Riau 2020

As the biggest source of tourist arrivals in Bintan, Singapore is now imposing restrictions on travellers coming into the city-state, and that also includes travellers returning from Bintan. They are required to show an electronic health declaration on arrival among other requirements once they disembark at ferry terminals. Ferry services have been reduced leaving the terminal at Tanah Merah Ferry in Singapore to Bintan Resort, Bandar Bentan Telani Ferry Terminal with just one departure scheduled every Wednesday until further notice

1.2 Precaution Measurement to Encounter Covid-19 at Bintan Resorts

With the growing concern of Covid-19 situation, the safety and well-being of guests, travelers, local residents and staff are of utmost importance. Bintan Resorts, local authorities, Bintan Resort Ferries (BRF) and all resort operators / partners are working closely together to monitor the situation, and have implemented a clear standard operating procedure to keep guests, travelers, local residents and staff safe and healthy. It has impacted lives severely and changes are expected to happen across the tourism industry. Bintan Resorts has been working hard to strengthen measures which know as the "New Normal" to welcome visitors post Covid-19. Physical distancing and high standards of personal hygiene will continue to be a part of everyday lives. Maintaining cleanliness and safety of our guests and staff remains top most priority (www.bintan-resorts.com)

Bintan Resorts management has taken a preventive action by introducing and providing a healthy and welcoming environment and committed to maintain the highest standards of hygiene at all times at Bintan Resorts. Immediately the temperature taking stations have been set up and physical distancing signs are put up in public area such as food center at Bintan Resort's township, ATM and ferry terminal to remind guests and employees to practice physical distancing, in accordance with the recommendations

by the World Health Organization. This research aim to elaborate how multi stakeholder participation actively and meaningfully involved in a deliberation their inputs, feedback to assist in designing and guiding the decision-making process and its implementation to fight Covid 19 for the initiatives of tourism awakening in Bintan Resorts.

1.3 Features and Process Elements of Stakeholder Participation

Although, since the beginning of Covid-19, Bintan Resorts has maintained zero cases, the implementation of new normal protocol is being tightened on every each of the entry point of Ferry Terminal, Post 1 land entry point located at Simpang Lagoi, district of Kota Baru , Teluk Sebong . It is also impose at the entry of the attraction destination such as Mangrove Tour, Safari Lagoi, plaza shopping center and water sports as well as public area (food stall and the area of Lagoi Bay Village).

Above restriction requires stakeholder participation and engagement. The issue at hand, the stakeholders participation engagement and involvement are very significant to the initiative taken by Bintan Resorts is not only due to the schedules and time frames but also to the agency capabilities which being important to determine whether, how, and when stakeholder participation should be solicited. Nonetheless, after the appropriate stakeholders have been identified and invited to participate, there are multiple process elements that if recognized and addressed can help ensure a successful process.

Active participant involvement—when stakeholders are merely consulted in a process or are simply informed of a decision, there is a much greater chance of stakeholder discontent with the process and outcome. Stakeholders should be actively and meaningfully involved in a deliberation; their input should inform final decisions, and in some cases they can help design and guide the decision-making process itself and can help to implement final decisions.

2. METHODS

2.1 Qualitative Research

This type of research is included in the category of library research, namely by using secondary data from sources that are used as the object of research, such as books or literature. electronic media (internet site), online media, which deals with this research problem. Researcher has explored few literatures related to Covid 19 and its impact to tourism, local and national newspaper and online media highlighted on effort made by most of hospitality industries to fight the Covid 19 were also compiled as a reference.

Researchers widening the focus of this study to look into various component on how Bintan Resort doing their effort by starting their massive movement of introducing its tagline called Bintan Resorts Cares as an encouraging spirit to step forward on its road to

recovery and being a tourism awakening initiative locally and national wide.

2.1.1 Research on Perspective of Stakeholder

Using a qualitative methods and research techniques include both a series of steps and a research group. Qualitative. This includes both a series of steps and a research group. Often misunderstood as a simple research without numbers, it is in fact the basis of human geography involving a plethora of different points of theoretical research, methodological and philosophical, which together seek to address questions of meaning (Ritchie : 2005)

Data gathered from several focus group discussion involves gathering people from similar backgrounds or experiences together to discuss a specific focus on Covid 19 fight as part of qualitative research where questions are asked about stakeholder perceptions, beliefs, opinion or ideas. Several focus group interview held in Bintan Resorts as well from similar activities held by Tourism Department of Bintan Regency and Provincial level as well as working committee group meetings and coordination between the Gugus Tugas Covid 19 (Group Assignment) in regency, provincial and national level. Focus group discussion involves gathering people from similar backgrounds or experiences together to discuss a specific focus on Covid 19 fight as part of qualitative research where questions are asked about stakeholder perceptions, beliefs, opinion or ideas. Several focus group interview held in Bintan Resorts as well from similar activities held by Tourism Department of Bintan Regency and Provincial level as well as working committee group meetings and coordination between the Gugus Tugas (Group Assignment) in regency, provincial and national level.

3. LITERATURE REVIEW

3.1. Participation Theory

Participation theory represents a move from the global, aspatial and top-down strategies that dominated early development initiatives to more locally sensitive methodologies. Although there are differing opinions in the literature as to the origins of participation theory there is consensus that it stems from political sciences and development theory. The importance of participation grew out of the recognition that the worlds' poor have actually suffered as a result of development, and that everyone needs to be involved in development decisions, implementation and benefits.

There is no commonly agreed definition of participation this vagueness and lack of conceptualization of the concepts of participation and empowerment cause confusion over expectations and over the evaluation of outcomes of the participatory development process. It is agreed that participation is about decision making. Although having many important benefits, participation also has a number of limitations, most importantly being that methodologies are context specific. Skeptics also argue that participation places unrealistic demands on people, with more pressing demands on their time.

3.2. Stakeholder Participation Theory and Analysis

Participation is not a new concept (Buchy, Ross et al. 2000). It represents a move from the global, aspatial, top-down strategies that dominated early development initiatives to more locally sensitive methodologies (Storey 1999). There are differing opinions as to the origins of participation theory. Midgley et al (1986) suggested that the historical antecedents of community participation include: the legacy of western ideology, the influence of community development and the contribution of social work and community radicalism. Buchy, Ross et al (2000) suggested that literature on participation and participatory processes stems broadly from two major areas: political sciences and development theory. Lane (1995) added to this view, suggesting that participation is heavily influenced by theories of development and is therefore highly varied and complex due to different theoretical positions. The dominance of the top-down approaches to development was largely a result of modernization theory which was dominant in the 1960s (Lane 1995).

The stakeholder theory is a theory of organizational management and business ethics that accounts for multiple constituencies impacted by business entities like employees, suppliers, local communities, creditors, and others It addresses morals and values in managing an organization. The stakeholder view of strategy integrates a resource-based view and a market-based view, and adds a socio-political level. One common version of stakeholder theory seeks to define the specific stakeholders of a company (the normative theory of stakeholder *identification*) and then examine the conditions under which managers treat these parties as stakeholders (the descriptive theory of stakeholder *salience*). In fields such as law, management, and human resources, stakeholder theory succeeded in challenging the usual analysis frameworks, by suggesting that stakeholders' needs should be put at the beginning of any action.

4. RESULTS AND DISCUSSION

4.1 Results

Based on interviews and sharing from General Manager of Bintan Resort Cakrawala, Mr Abdul Wahab who has enlighten on how they implement several measures across Bintan Resorts, this research has identify how prioritizing health measurement is on top of the list of actions to maintain the highest standards of hygiene at all times at Bintan Resorts.

Below is the health measurement being taken

1. The compulsory of staff in Bintan to observe good personal hygiene by wearing mask and washing their hands frequently with soap on a daily basis.
2. Thermal scanners are deployed at the Bintan Resort Ferries counter at Tanah Merah Ferry Terminal (TMFT) in Singapore and Bandar Bentan Telani (BBT) Ferry Terminal in Bintan for temperature screening of all departing and arriving guests including our staffs. This practice is also complemented with manual temperature taking by our staff with handheld thermometers.
3. Physical distancing will take place for all resorts and public area including ferries, public transport, dining area, beaches and public pool. Limited number of guests will be allowed in certain vicinity to prevent overcrowding includes to ensure that all visitors are distanced at least a metre apart.
4. Dining in resorts and public area has been rearranged for increased space to avoid close contact. Only limited number of guests are allowed to dine at the same time to maintain physical distance and prevent overcrowding.
5. Regular sanitation and disinfection of resorts and public area such as tables, seats, toilets, and other surfaces. Hand sanitizers are available for guests at various touch points.

4.2. Participation Engagement and involvement from Government Sector

Head of Tourism Department of Bintan Regent, Drs.Wan Rudi Iskandar MM has conveyed that extra efforts should be made to proactively coordinated with The Ministry of Tourism and Creative Economy and also with the national task force of Covid-19 to evaluate on a daily basis the management of covid19, and as far as the tourism concern, the industry in the Riau Islands are ready to welcome and adapt to new normal.in terms of Covid 19 management and readiness of the industry In general". Government sector has also enlighten that during pandemic period, the government gave directions for the entry of citizens and

residence permits in Indonesia. Currently, those who are permitted to come to Indonesia **are** foreign citizens who have limited, permanent, diplomatic, and foreign licenses who will work on national projects. Other than those listed, foreigners have not been allowed to enter Indonesia. Therefore, visa-free and Visa on Arrival has not been opened with an undetermined time as to when it will be.

Series of coordination and consolidation made to plan the promotion and activity as well as the marketing strategy in order to promote the Riau Islands once the three countries' borders reopen again. While these following efforts were also made

1. Publishing Book Now Travel Later Program by Tourism Ministry . The uncertainty caused by the pandemic has made the Indonesian Ministry of Tourism and Creative Economy prepare a Book Now Travel Later program. This program carries a mission so that people can order tickets or hotels now, but take a walk later. In the success of this program, the government has collaborated with travel agents, hotels, and airlines. Book Now Travel Later was initiated to help domestic tourism industry players get out of difficult times. With the hope, the tourism sector can continue to run as it should.
2. Mandatory Rapid Antigen Before Entering Several Cities as of 18 December 2020 has changed the travel regulations that previously required a rapid antibody test to a rapid antigen test. This condition applies to those who wish to travel by rail and airplane. This policy was made by the government in order to reduce the rate of spread of COVID-19 during the Christmas and New Year (Nataru) 2021 holidays. The issuance of this policy from the central government, prompted several regional governments to also implement mandatory antigen rapid tests before entering their territory. Some of them are DKI Jakarta, Malang, Bali, to D.I. Yogyakarta.
3. Socializing a policies of lockdown in a Number of Countries, To avoid a surge in year-end tourists, several countries implemented lockdown policies at the end of 2020. Germany began implementing a national lockdown starting on December 16, 2020 and will end on January 10, 2021. Previously, Germany had implemented a partial lockdown policy in a number of states. However, at the end of the year, German state leaders agreed to implement a nationwide lockdown. Apart from Germany, the Netherlands also decided to lockdown for five weeks from 15 December 2020 to 19 January 2021. The Dutch are also advised not to travel abroad until March 2021.

Meanwhile, the Indonesian government itself has decided to impose an entry ban for foreign nationals on January 1-14, 2021. This policy was conveyed by Foreign Minister Retno Marsudi on December 28 last.

4. The Indonesian government is currently pursuing various efforts to revive tourism, including allocating Rp 14.4 trillion (US\$972.6 million) for businesses and issuing cleanliness, health, safety and environmental sustainability (CHSE) certification for service providers in the industry. However, the efforts would most likely be in vain if Indonesia failed to contain the spread of COVID-19

4.3. Participation from multi stakeholder (Resort/Hotel Operator, Tourism organization profession, employees and communities)

Bintan Resorts readiness is coordinating with Bintan Resort Council, task force Covid-19 of Riau Island Province, Ministry of Tourism and Creative Economy Republic of Indonesia and VITO Singapore, travel agencies, event organizers, and cruise liners are part of the togetherness effort. As an examples ASITA which has done several inspections to resorts, hotels, restaurants, shopping malls, and tourist destinations to make sure all the properties are implementing health care protocol, such as Cleanliness (washing hands with soap or hand sanitizer), Health (body temperature testing), and Safety (wearing mask and physical distancing).

Meanwhile, Tourism organization and proffesion of Kepulauan Riau ie. ASITA, as a tour and travel agencies association, ensures all the member's employees, especially tour guides and drivers when they lead a tour, to have temperature testing, clean hands with sanitizer, that they wear a mask and face shield, as well as all guests have to do the same except wear face shield before entering into the vehicle. The tour package for the new normal in Riau Island is targeting Singapore and Malaysia, who comprised the most visitors in 2019. Others stakeholder namely KEPRI Tourism Board, Perhimpunan Hotel dan Restoran Indonesia (PHRI), Association of The Indonesian Tours and Travel Agencies (ASITA) and Bintan Resorts Council has also shown tremendous participation

This collaboration of multi stakeholder has shown on a success collaboration as what being defined that Collaboration is "a process of joint decision making among key stakeholders of a problem domain about the future of that domain". However, (Hardy, Phillips, & Lawrence, 2003) defined collaboration as "working with partners to leverage existing resources to provide maximum strategic benefit".



Photo 1 : Medical Precautions Facility at Ferry Terminal Bintan Resorts



Photo 2 : Medical Prevention Checking



Photo32 :Stakeholder Socialization Event New Normal Adaption at Bintan Resort

4.4. Discussion

This research has identified 4(four) specific elements of active participant involvement waarrant special attention towards the fight of Covid 19

Tabel 3 Active Participation Element

Active Participation Element	Bintan Resorts's Covid 19-Implementation Participation
Opportunity for input-give stakeholders ample opportunity to voice their knowledge, experience, perceptions, and ideas.	Management has prepared the following : A new normal guide which is communicated in the form of new normal protocol electronic handbook , issued to all guests via mobile phone upon arriving at Bintan Resorts; A new normal protocol electronic contact tracing, a QR code is available to be installed at all attraction venues; A new normal protocol electronic handbook, accessed through mobile devices Above was established and designed after input and feedback given from multi stakeholder based on knowledge, experience and capacity
Early involvement—bring stakeholders into the process at the earliest feasible stage, which may be during the design of the process itself	Most of multi stakeholder especially Bintan Government's regency and Riau Archipelago has step on very early involvement and going thru each of stage's process from the beginning stage, prior and after the implementation precaution stages continuously .
Motivated participants—enthusiastic and interested participants will contribute the most to a process, so try to identify those motivated individuals in your stakeholder groups	The creation of tagline Bintan Resorts Care has spread positive motivation to fight covid 19 . Resort/Hotel Operator starting their own initiatives and proactively initiate and implement massive movement of clean and safe working environment.
Influence over the final decision—ensure that stakeholder input truly has a bearing on final decisions and process outcomes	Various stakeholder (government and private sector) were being involved on the process of deciding best approach and effective strategy and communicated it simultaneous to Central Government for further step including a cross strait neighbour between Singapore and Indonesia for an opening of a " travel corridor and reopen its borders to Indonesia with both tourist and commercial hub.

Source: Focus Group Discussion Result (conducted from Sept-November 2020)

To increase participation towards the effort to fight Covid -19 should start with a consultation process that moves to negotiations and ends with joint decisions. Participation by project stakeholders has many benefits and advantages which being initiated and implemented by Bintan Resorts were as follows

Tabel 4. Participation Benefits and Advantages Indicator & Implementation .

Indicator	Implementation
Ensures that the movement plans are a reflection of the real needs and priorities	Work Plan & Schedule implemented, closely monitor by stakeholder Gallant Venture Pte Ltd as the owner of Bintan Resort has put the plans into their 2020-2021 updated budget and work plan schedule
Develops an environment of trusts by allowing the voices of the stakeholders be heard and their issues be known and enables the voices of the stakeholder to be heard and by doing that level of trust in the relationship increase.	Bintan & Riau Archipelago's media has play very important role to voice out the measurement which being undertake by management of Bintan Resorts as well as Bintan cum Riau Archipelago's provincial government .
Makes the project accountable to the stakeholders	As a master developer and resort management , Bintan Resorts has encouraging and facilitating other resort and hotel operator to be proactive on following health and safety measurement and convincing on the plan to recover
Promotes transparency in the actions of the project and ensures that the project is held accountable for its actions.	Bintan's Gugus Tugas Covid 19 has its routine updated on actions and budget spent towards the
Increases ownership by stakeholders who feel the is taking in account their views and motivates them to sponsor the project, which ultimately leads to sustainability	Bigger group of companies in Bintan has committed that the road to recovery from Covid -19 will be long and hard but the resolved to embark on the journey will be smoothen with the participation from stakeholder. Lately the tag line which is Indonesia is our HOME. We will be with you, always has spread out as a massive spirit .
Is a key strategy to win support to the project, to gain commitment to the project, and ultimately to increase the chances for sustainability after the project has been completed..	Bintan is become first destination ready to implement InDOnesia CARE, an initiative for Indonesia's tourist establishments to implement cleanliness, health, safety and environment (CHSE) measures. It is to emphasize on CHSE protocols of visitors,

Based on above table both on the compilation of active participation element and the indicators of the participation benefits-advantages implementation in Bintan Resorts shown that policies and effort made by the Management of Bintan Resorts and other stakeholders has giving tremendous impact toward the journey to battle Covid-19.

As a result of continuous and comprehensive effort made over from March-September 2020, Bintan Resorts is being visited by 10 Cabinet Ministers and Senior Government Officials on 25 September 2020. The visit focused on the spirit of re-building Indonesian tourism so that it can be revived and Bintan can once again be one of the leading tourist destinations in Indonesia.

The Leadership Coordination Meeting (Rapat Koordinasi Pimpinan) of the Covid-19 and National Economic Recovery Committee (PC-PEN) with the Ministries / Institutions (K / L) chair by Minister Airlangga Hartanto, Coordinating Minister of Economic Affairs and chair of COVID-19 Handling Committee explained that the meeting was held in a tourist area as the central government would provide a stimulus to revive the tourism sector and encourage the commencement of the tourism awakening. Bintan Resorts has put a milestones on the giving of the 'I Do Care Indonesia Care' certificate handed the first certificate of Indonesia Care (IDoCare) to Bintan Resorts in Lagoi Bay as a form of readiness for Bintan Regency, Riau Islands.

The certificate indicates that the CHSE health protocol (Cleanliness, Health, Safety, and Environmental Sustainability) is implemented well. On the same occasion, Airlangga Hartanto also stated that Bintan Resorts is a tourist destination that is the readiest to implement health protocols in the latest conditions in a green zone and is located across borders between countries. This was similar to message conveyed from President Jokowi that if it is ready, the tourism sector can be restarted and rebooted from the Riau Islands. Therefore, through the launch of CHSE by providing Indonesia Care certificates, tourism activities must use strict protocols.

To support the achievement, The Riau Archipelago government has proposed to Central Government to reopen borders for Singaporean tourist and conduct for a trial at Bintan, Lagoi's port, the ferry terminal of Bandar Bentan Telani, and impose measures to prevent Covid-19 cases, such as by limiting the number of foreign tourists to 300 people. This is part of continuous effort to make stakeholder participation being united to fight Covid-19

5. CONCLUSIONS

1. Bintan Resorts's management, government authorities, resort operators / partners has made an integrated action plan to fight Covid 19 and having tremendous cooperation by working closely to ensure safety well-being of tourists with a long path way to resume usual tourism activities.
2. Participation of stakeholders means sharing a common understanding and involvement in the decision-making process. Participation by stakeholders leads to empowerment and to joint ownership of the project. To increase participation the project should start with a consultation process that moves to negotiations and ends with joint decisions

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