

**SCIENTIFIC RESEARCH REPORT, INCT 2021**

**NATIONAL INSTITUTE  
OF SCIENCE & TECHNOLOGY  
TIMOR-LESTE**



**MARKETING STRATEGY ANALYSIS FOR DEVELOPING  
A SMALL & MEDIUM ENTERPRISE IN THE TOURISM SECTOR  
OF MANUFAHI MUNICIPALITY, TIMOR-LESTE**

**(Study on the SMEs & Tourism Object in Manufahi Municipality)**

**SABINA FERNANDES SEAC, L.Ed.**

**December 2021**

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**Knowledge Area: Economic -Marketing Management and Tourism**

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**Mentor/Advisor: Vicente de Paulo Correia, Ph.D.**

**December 2021**

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Marketing Strategy Analysis for Developing Small & Medium Enterprises in The  
Tourism Sector of Manufahi Municipality, Timor-Leste.

(Study On the SMEs & Tourism Object in Manufahi Municipality)

Knowledge area: Economic -Marketing Management and Tourism

Mentor/Advisor: Vicente de Paulo Correia, Ph.D

Monitor: INCT

Conclusion year: December 2021

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National Institute of Science and Technology of 31 Dec 2021.

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this data is true.

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May this research be useful and contribute to future research.

Dili, 31 of December/ 2021

Author

## DEDICATION

This research I present as my devotion;

For my country Timor Leste is being built, and supports a just and  
prosperous society;

To My Society of Manufahi Municipality;

My family Seac- Andrade in Sarin-Alas, Daisua-Same, Manufahi &  
Abrantes family in Ainaro-Ermera

And

*My little family: My husband Eusebio Abdias Abrantes (Aje) & My  
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moral and material and always longed for my success.

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me until the study is ended.

Motto:

*One Person One Business, One Family One Business*

## ABSTRACT

Manufahi which is commonly known as the city of Dom Boa Ventura, Geographically Manufahi is located in the southeastern part of Timor- Leste. This municipality presents a varieties cultural identity, as the mother tongue is mambae, a local product and in addition, it presents also a tourist landscape that is very attractive for the visit of the international & National tourist.

This study aims to determine "how is the marketing strategy for developing a Small Medium Enterprises (SMEs) in the tourism sector of Manufahi, Timor-Leste. based on SWOT analysis" with indicators of this marketing strategy using the marketing mix(7P), it's composed by Product (The Services) /, Price, Place / Business Location, Promotion / Promotion Strategy, People / Human Resources (HR), Process / Process or Business Activities, Physical Evidence / Company Physical Evidence.

The population in the research are business actors, in the tourism sector, tourists, and local authorities, with a total of 67 informants with saturated sample determination to take all SMEs activities in the tourism sector from 4 predetermined posts administrative and the accidental sampling method for tourists and probability sampling methods for local authorities.

The Methodology approach used in this research is Mix Method (Qualitative and Quantitative method) with primary and secondary. The Data Collection will be obtained through interviews, focus group discussions, and direct observation at the place of the research object, with the analysis tool used in this research being the SWOT analysis & EFAS & IFAS analysis.

The major finding of the research has consisted of 1. It was found 32 of SME group potential & 27 Tourism potential for developing SME business activities as well as through the evaluation of internal and external matrices, display that the average value is 1.00, the total IFE score with a value of 2.88 as well total EFE score of 3,06. The achievements of the SMEs group in the tourism sector of Manufahi, are in the quadrant position of columns I & II which means "Growth" with a growth position. Strategies that are suitable for this position are market and product development through building a policy for harmonization plan on product and market development in Manufahi Municipality.

*Keywords: Marketing Strategy Analysis; Small and Medium Enterprise, Tourism Development.*

## RESUMO

Manufahi que é comumente conhecida como a cidade de Dom Boa Ventura, Geograficamente Manufahi está localizada na parte sudeste de Timor-Leste. Este concelho apresenta uma identidade cultural variada, visto que a língua materna é a mambae, um produto local e para além disso, apresenta também uma paisagem turística muito atractiva para a visita do turista internacional e nacional.

Este estudo visa determinar "como é a estratégia de marketing para o desenvolvimento de pequenas e médias empresas (PME) no setor do turismo de Manufahi, Timor-Leste. Com base na análise SWOT" com indicadores desta estratégia de marketing usando o mix de marketing (7P), é composto por Produto (Os Serviços) /, Preço, Local / Localização do Negócio, Estratégia de Promoção / Promoção, Pessoas / Recursos Humanos (RH), Processo / Processo ou Atividades de Negócio, Provas Físicas / Provas Físicas da Empresa.

A população na pesquisa são atores empresariais, no setor de turismo, turistas e autoridades locais, com um total de 65 informantes com determinação de amostra saturada para tirar todas as atividades de PMEs no setor de turismo de 4 postos administrativos predeterminados e o método de amostragem acidental para turistas e métodos de amostragem probabilística para as autoridades locais.

A Metodologia abordada utilizada nesta pesquisa é o Método Mix (Método Qualitativo e Quantitativo) com primário e secundário. A coleta de dados será obtida por meio de entrevistas, discussões em grupo focal e observação direta no local do objeto da pesquisa, sendo o instrumento de análise utilizado nesta pesquisa a análise SWOT & EFAS & IFAS analysis.

Potencial de grupos de pequenas e médias empresas (PMEs) & 27 Potencial turístico para o desenvolvimento de atividades empresariais de PMEs, bem como através da avaliação de matrizes internas e externas, mostram que o valor médio é 1,00, a pontuação total do IFE com um valor de 2,88, bem como EFE total pontuação de 3,06. As realizações do grupo de PMEs no setor de turismo de Manufahi, estão na posição do quadrante das colunas I e II, que significa "Crescimento" com uma posição de crescimento. As estratégias adequadas para esta posição são o desenvolvimento de mercado e produto por meio da construção de uma política de plano de harmonização de desenvolvimento de produto e mercado no município de Manufahi.

*Palavras-chave: Análise da Estratégia de Marketing; Pequena e Média Empresa, Desenvolvimento Turístico*



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## ACRONYMS

INCT	:	Instituto Nacional de Ciência e Tecnologia (INCT)
SMEs	:	Small Medium Enterprises
NGO	:	Non-governmental organization
SHC	:	Sharis Haburas Comunidade
SWOT	:	Strength, Weakness, Treating & Opportunity
CCM	:	Country Coordinator Mechanism
IWDA	:	International Women Development Agency
PHD	:	Partner Human Development
UNDP	:	United nation development program
IFAS	:	Internal Factor Analysis
EFAS	:	External Factor Analysis
FGD	:	Focus Group Discussion

# 1. INTRODUCTION

## 1.1. Rationale of Research

Timor-Leste is a new country in Southeast Asia, with an economy that mostly depends on oil and gas. Products that are being produced in the gap sea through cooperative relations with the State of Australia and foreign companies. However, what needs to be realized is that oil and gas are natural resources that cannot be renewed to ensure the sustainability of the national economy. Then it is necessary to develop alternative sectors that can ensure the sustainability of the national economy, so one potential sector for the country of Timor Leste is the tourism sector.

Tourism participates in a country's growth and development, primarily by bringing in multiple economic values and benefits, and secondly, by helping to build brand value, image, and identification in the region. As a significant contributor to economic growth, the tourism industry goes beyond attractive destinations (Khalil et al. 2007). It plays a considerable role in increasing the economy of a nation. For most of the country, tourism is supposed to be the main engine for regional development, accelerating recent economic activity. It has a positive impact on revenue growth, job opportunities, gross income, and production, but it can hurt the environment, due to such factors as road congestion, pollution, and ecosystem destruction (Ren et al. 2019).

It is important to reflect Timor-Leste at the national income growth data from the tourism sector for periods of 8 years, the growth rate of the tourism sector in 2018 increased significantly by \$ 8,075,670.00 with a growth rate of 119%, then in 2019 The acceptance rate decreased significantly by \$2,795,540.00 with its growth also decreasing by -4,264% and then in March 2020 it decreased drastically by \$6,336.00 thus the growth rate also decreased by -100%. If we look



at the decreased country revenue up to a period of 2020 it also caused by decreased tourists visits to Timor-Leste during these 8 years (2013-2020), is an increase of 93% in 2018, hence in 2019 decreased by -62%, and at the end of 2020 or the end of March decreased by -89%. See tables in the annex.

## 1.2. Research of problem.

The purpose of SMEs & tourism development will succeed optimally if supported by the potential of the area in the form of tourist objects, both natural tourism and man-made tourism, however, It motivates me to know in this research view the specific problem as it was identified early those phenomena and problems of this research which consisted by lack of knowledge & skill to utilize & develop the tourism potential, lack of knowledge & Skill to utilized SMEs in Tourism Sector, it also affected jobless for the community at the area of study.

Therefore, the research important to do & the essential problem of this research is about **"How to determine a marketing strategy for developing SMEs in the tourism sector of Manufahi municipality based on SWOT analysis.** The other research has reported similar findings on determinate marketing strategy for developing a small-scale business in tourism, in Island Atauro Tourism Object, Dili Timor Leste based on SWOT analysis is Strategies that are suitable for this position are market penetration and product development.

<sup>1</sup> It is a reference for this research.

## 1.3.The objective of the research

### 1.3.1. General objective of the research

To accomplish life together build the society through determining the marketing strategy for developing SMEs in the tourism sector as it is a potential sector to increase the country's revenue & community 's job self-

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<sup>1</sup> International Journal of Multicultural and Multireligious Understanding.

creation.

### 1.3.2. Specific Objective of Research

The objective of the research is as follows:

1. To identify the potential of Tourism in each post administrative in Manufahi (Profile).
2. To identify the potential of the SMEs in the tourism sector in each post administrative in Manufahi (Profile).
3. To determine the marketing strategy for developing SMEs in the area Tourism sector of Manufahi Municipality.

### 1.4. Justification.

The SMEs developing in the tourism sector as one option for increased country revenue and job creating, therefore, researchers learning from research that has been conducted in 2019. It has been reported on determinate marketing strategy for developing a small-scale business in tourism, in Island Atauro Tourism Object, Dili Timor Leste based on SWOT analysis is Strategies that are suitable for this position are market penetration and product development.<sup>2</sup> . Reflected from this key finding, it is a motivated researcher to reapplication same model of research in others place in Manufahi Municipality in Timor-Leste. Which focuses to identify the knowledge of the community about utilizing the tourism sector to develop Small Medium Enterprises at the municipality level.

The research has been conducted, hence faced some limitations so research such as the key response of international tourists or visitors has not been found in the study site field research conducted because the Covid 19 pandemic caused Dili & Manufahi lockdown on the last day of research conducting.

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<sup>2</sup> International Journal of Multicultural and Multireligious Understanding.

This is a research report of working document, presenting the findings and results of scientific research about marketing strategy analysis for developing small & medium enterprises in the tourism sector of Manufahi municipality Timor-Leste.

### 1.5.Important of Research

The chosen topic is the focus of this research as it is relevant to the economic development through tourism potential & SMEs sector which very essential to create a job for the local community in Manufahi Municipality of Timor Leste because many societies have not awarded that tourism potential in Manufahi also can be contributed to creating job employment for the local community there, most people look at Manufahi is more potential for agriculture rather than tourism.

Another reason is that it is related to the government programs on the tourism sector as this sector is a sector of the potential and alternative sectors in developing the national economy.

The benefits of this research are the data that is to be used as a reference for the government, private sector, and local communities to be more active in developing economic activities and to design job employment. Moreover, the tourism potentials in the Manufahi Municipality can be further developed, so that the results can be achieved in this field and are well improvident competitive in the marketing strategies between the interested SMEs Also, encourage the local communities to be more interested in developing the tourism sector as it is a potential for job creation to the local community there in the municipality.

## 1.6. The Work Organization

The work Organization consisted by described the Rationale and problem, Formulation of problem, Genera & Specific objective, Literature review, Methodology, Key finding, conclusion, and recommendation that gathered of the research included those annexures documents of research itself.

## 2. GEOGRAPHICAL LOCATION

The Research site in Manufahi Municipality. Manufahi is one of the municipalities of East Timor, geographically Manufahi is located in the southeastern part of Timor. It has a population of 53,691 (2015 census) and an area of 1,323 km<sup>2</sup>. The capital of the municipality is Same as a post administrative too. Manufahi lies on the south coast of East Timor, on the Timor Sea bordering Manatuto to the east, Ainaro to the west, and Aileu to the north.

Figure 1. Map of Manufahi



Manufahi Municipality is one of the municipalities of East Timor commonly known as the city of Dom Boa Ventura.

This municipality presents a variety of cultural identities as the mother tongue most is Mambae. Local product and in addition it's present also tourist landscape that very attractive the visit of the international and national tourists. One of

the tourist areas of the municipality Manufahi is Cablaque that overlooks a beautiful landscape and by its highness that nationally occupies third positioning. Nevertheless, this municipality also has historical places where Dom Boa Ventura led the war against the enemies. In general, Manufahi Municipality has good tourist potential both in terms of natural resources, man-made resources (religious sites, pre-historical sites, resistance sites), Art, and Culture. This place is called a municipality because it has four administrative posts consisting of Administrative Post Alas, Fatuberliu, Same, and Turiscai and has its villages. Every visit to the municipality uses local transportation such as cars and motorcycles for the official trip may use the airplane. In addition, local people and entrepreneurs who are

economically active or business have established several facilities that support the development of these attractions such as: in the Sector of the hospitality industry, lodging, restaurants, then in the craft industry such as Tais industry, painting industry, handicrafts such as accessories, establishing a simple *homestay*, in addition to economic activities in the Sector of sea and land transportation such as Sailboat transportation(*Bero*) used by fishermen to catch fish then sell, will soon be made in several local lakes in the village / local tourism community programs. Those international or national tourists can use local transport such as cars or motorcycles to visit tourist objects in Manufahi Municipality.

### 3. LITERATURE REVIEW

#### 3.1. Theoretical Studies

The literature reviews more focus on Marketing & Marketing strategy, SMEs & Their contribution to the economy Marketing strategy, Tourism as a source of revenue, and conceptual framework.

##### 3.1.1. Marketing

Marketing according to Kotler and Keller (2013: 6) is a social and managerial process in which individuals and groups get what they need and want through the creation, offering, and exchange of valuable products. The definition is based on core concepts: needs want and demands, products, values, prices and satisfaction, exchanges, transactions and relationships, markets and marketers. Thus, the starting point of marketing discipline lies in the marketer's ability to identify consumer needs and wants.

According to Fredy Ranguti, (2001: 48) Marketing is a process of activities that are influenced by various social, cultural, political, economic, and managerial factors. As a result of the influence of various factors, each individual and group get needs and wants by creating, offering, and exchanging products that have commodity value.

From the definition according to some experts above can be concluded, Marketing is an effort to combine strategic plans directed to a business aimed at meeting the needs and desires of consumers to obtain a profit that is expected transaction process. A company's marketing activities must be able to provide satisfaction to consumers if they want to get a good response from consumers.

### 3.1.2. Marketing Mix

A marketing mix is a sales or promotion strategy and pricing that is unique and designed to produce mutually beneficial exchanges for the target market. Growing up, the 4P Marketing Mix became the 7P. This marketing mix is increasingly developing, especially in the service sector, not only covering: Product, Promotion, and Price (4P), but also observing in terms of Place, People, Process, and Physical Evidence which is hereinafter known in the term service marketing mix as 7P. This concept will later be adjusted to the conditions of the service company that will implement it, but in general, this 7P concept (Product, Price, Place, Promotion, People, Process, and Physical Evidence) is used to make decisions in making a marketing communication strategy defined as a set of tactical marketing tools that can be controlled by the company to produce the desired response in the target market (Kotler and Armstrong, 2012: 62).

1. Product (The Services) / Products or Services; Service products are products that can provide benefits, meet the needs of consumers, and can satisfy consumers. Indeed, customers do not buy goods or services but buy the benefits of something offered.

Price / Price; Pricing is important. The company will do this with considerable consideration because pricing will be able to affect total revenue and costs. Price is the main determinant of position and must be decided by the target market, product mix, and service, and competition.

1. Place / Business Location; The range of places to be considered carefully, strategic places certainly have better public access opportunities, but the rental cost of the place must also be taken into account as a consequence of easy access to consumers.
2. Promotion / Promotion Strategy; Promotion is an activity and material that in its application uses techniques, under the control of sellers/manufacturers, that can communicate interesting persuasive information about products offered by sellers/manufacturers, either directly or through parties that can influence the purchase.
3. People /Human Resources (HR); People are a major asset in the service industry, especially businesses that need high-performance resources. Consumer needs for high-performing employees will cause satisfied and loyal consumers. Good knowledge skills will be basic competencies within the company and good imaging outside.
4. Processor Business Activities; Service or product quality is very dependent on the process of delivering services to consumers. Given that the driver of the service



company is the employee itself, so to ensure the quality of service (quality assurance), all company operations must be carried out following the standardized systems and procedures by employees who are competent, committed, and loyal to the company where they work.

5. Physical Evidence / Physical Evidence of the Company; Buildings or buildings are part of physical evidence, characteristics that become a value-added requirement for consumers in service companies that have character. Attention to the interior, building equipment, including lighting systems, and roomy layout are important concerns and can affect the mood of visitors. The building must be able to create an atmosphere with attention to ambiance to provide an experience to visitors and can provide added value (Surplus Production) for visitors, especially being the main requirement of service companies with special market classes.

### 3.1.3. Marketing Strategy

Marketing strategy is very important for a company where marketing strategy is a way to achieve the goals of a company. So that is running a small business, especially development is needed through its marketing strategy. Marketing strategy is the key to a company's success in the face of changing business environments and strategy is a comprehensive plan to implement actions aimed at meeting the needs of certain companies operating in a particular environment.

A marketing strategy is a plan that allows the company to make the best use of its resources to achieve company goals. Marketing strategy consists of two elements (1) selection and analysis of target markets and (2) creating and maintaining a suitable marketing mix, a combination of product, price, distribution, and promotion. " (Machfoedz, 2005: 73).

Tjiptono in Tambajong (2013: 1293) states that a marketing strategy is a fundamental tool that is planned to achieve the company by developing competitive advantage through entered markets and marketing programs used to serve the target market. Sutojo and Kleinsteuber (2008) state that marketing strategies cover how elements are related. Of these elements, here are the main elements where the marketing element strategy is focused.

The selection of the market that the company wants to serve effectively (Market Selection) is divided into:

a. **Market Segmenting** is part of the overall market.

The market as a whole is individuals or organizations that need their products and can buy them. The market segment consists of potential buyers who meet the criteria in the form of demographic factors, geography, psychology, and consumer behavior.

According to Assauri (2014: 144), market segmentation is the activity of dividing a market into different groups. Each of these groups consists of consumers who have the same characteristics or almost the same. Each group of consumers can be selected as a target market (target market) that will be achieved with a different marketing mix strategy. So, market segmentation is a marketing strategy that is done consciously and deliberately to divide the market into parts, as a basis to build certain parts to be used as a target market to be served.

1. Geographic Segmentation (Geographic). This segment can be grouped into several segments, namely: Segmentation of International, National, Local markets within and outside the city. Concentrating marketing in one or more specific geographic areas often provides benefits for certain types of business ventures. So, the company decides to operate in one or a few geographical areas or operate within the entire region by providing local variations. This segmentation covers the region and size, density, and climate.
2. Demographic segmentation. based on demographic variables is the most popular basis because consumer desire, preferences, and usage rates are often related to other variables. Demographic variables carried out by market segmentation: Age and life cycle, gender, income, employment, education, generation, and social class.

## **b. Market Targeting.**

According to Assauri (2014: 164), Targeting is a target market where a group of somewhat homogeneous consumers, to whom the company wants to approach to be able to appeal (appeal) and buy products that are marketed. According to Wijayanti (2012: 37), targeting is one of them is the activity of assessing and choosing one or more market segments that will be entered.

Targeting aims to make it easier to achieve the segments you want to achieve or choose and provide more satisfaction to consumers.

Therefore, can be concluded that targeting is the process of selecting one or more market segments that are considered the most potential and profitable and developing products and marketing programs specifically designed by interested companies or organizations.

According to Wijayanti (2012: 37), the determination of targeting or target market can be based on 4 criteria to get the optimal target market, among others as follows:

1. Responsive that the target must have a high response to the product we will market.
2. Sales Potential. Targets must have hope to be willing and able to buy the products that we will create and launch, as our sales potential.
3. Adequate growth is the target market that is targeted must be able to grow and develop so that productivity growth can experience maturity so that the product has a long-life cycle.
4. Media reach. That is the target market must be reachable by communication media so that the promotion can run following the product life cycle. This criterion is used to make it easier to enter the market that is the target of our product.

The process of identifying or analyzing one or more market segments is called a strategy of determining market segments. In foreign terms, the strategy of determining the market segment to be targeted is called market targeting, to ensure which market segments have the potential to be served profitably in the need for marketing research. The criteria required are:

1. The number of product requests per market segment to be served is specifically influenced by the estimated number of product requests per market segment and their growth prospects in the coming years.
2. The Level of Market Competition. Here what needs to be collected and analyzed is the strengths and weaknesses of major rival companies.
3. Comparison of Benefits and Costs. If the benefits obtained are greater than the costs borne. It's a good thing for the company to consider serving the market segment in question.
4. Weaknesses and Strengths of the Company. One of the research that must be done by the company to compete with other companies.
5. How attractive is a certain market segment if the company has to deviate from the medium-term business objectives of the market segment becomes more attractive. The ability to raise additional funds as a material to enter certain market segments is the company's ability to collect and the necessary human resources.
6. To serve the market segment specifically additional funds and employees are required to develop product marketing activities.
7. Market Segment Attractiveness Analysis. To be able to conclude how far the market segments in the survey are interesting, a summary of the results of the six market segment service criteria is at least analyzed.

### **C. Market Positioning.**

According to Tjiptono (2015: 172), positioning is an effort to communicate excellence that is distinctive and unique in such a way that the company's products and services are perceived as superior and special compared to the products and services of competitors in the minds of the target market.

By comparing strengths and weaknesses with competing companies, companies can be market leaders or simply followers. In foreign terms placing the company's position among other companies operating, in the same market segment called market positioning can be done for the company's product as a whole or only on the type of product (product positioning), or certain trademarks (brand positioning) attempted by the company.

According to Wijayanti (2012: 45), positioning definition is one of the communication strategies that are dynamic and related to event marketing and product attributes. The attributes of the selected product should be unique and different from other products already on the market.

Kotler, (2013: 262) describes the strategy of positioning as follows:

1. Positioning by attribute: Occurs when a company self-efficacy according to attributes such as size, length of existence, and so on.
2. Positioning by merit: The product is positioned as a leader in a particular benefit.
3. Positioning by usability and application: Positioning the product as the best for use and application.
4. Positioning by usage: Positioning the product as the best for many user products.
5. Positioning by product category: Positioning the product as a leader in a product category.

6. Positioning by quality or price: Products are positioned as offering the best value.

#### 3.1.4. SMEs & Its contribution to the economic

Michael Harris (2000: 19), states that "successful entrepreneurs generally have competence as knowledge, skills and individual qualities (entrepreneurial attitudes). Knowledge alone is not enough for entrepreneurs, but it must also be accompanied by managerial skills, conceptual skills, skills to understand, communicate, and relate, Skills to formulate problems and how to act, and to use skills, and certain other technical skills Geoffrey G.Meredith, 1996 (Suryana 2006: 24) Stating the entrepreneurial traits of self-confidence and optimism, and task-oriented results, Taking risks and likes challenges, leadership, originality, and future-oriented Arthur and Kuriloff (1993) in (Suryana 2006:25) reinforce those entrepreneurial characteristics in the form of values and entrepreneurial behavior such as commitment, moderate risk, seeing opportunities, objectivity, feedback, money optimism and proactive management.

According to Pariwocoro (2001), quoted from the book Entrepreneurship SME in Timor Leste that small and medium intersperses are activities that have characteristics: Flexible in facing obstacles in running their business, they will easily move to other businesses, capital does not depend on outside capital but can developing with the power of their capital, able to repay loans with high-interest rates.

Strategy Miles & Snow (2003) focus more on strategy orientation, classify 3 (three) types of strategies related to good performance, namely protector, defender, and analyzer, and the type of strategy reactor is more related to poor performance.

According to Augusto Soares (2014) that there are things that are interesting and need to be studied in the SME industry in Timor-Leste so that they can be more empowered, namely: 1) SMEs are industries that have bright prospects, both for the domestic market and the foreign market, 2) On the other hand, SME business performance is still not optimal in terms of its contribution. 3) The low business performance of SMEs is caused by several factors, one of which is the low managerial performance in Timor Leste.

Stoner (1996), has identified three kinds of basic skills, namely: Technical skills, namely, the human ability to use procedures, techniques, and knowledge of special fields. Human skills, namely, the ability to work together, understand, and motivate others as individuals or groups. Conceptual skills, namely, the ability to coordinate and integrate all the interests and activities of the organization, including seeing the organization as a whole, understanding how its parts are interdependent, and anticipating how changes in a part will affect the entire organization.

#### 3.1.5. Tourism as a source of revenue

In the current context, tourism is an essential element in developing the world economy and is one of the leading sources of revenue for advanced and emerging countries (Costa 2017; Mason 2015). Given the study of Turner and Freiermuth (2016), tourism has become a strong pillar for sustainable development for both developed and emerging economies, as it offers various cultural, social, technological, experiential, and natural products for leisure and business.

By drawing international tourists, tourism contributes to generating foreign exchange earnings that generate employment, improved infrastructure, and quality of life, contributing to the country's sustainable economic growth, as tourists add to the area's sales, profits, salaries, tax revenue, and exports (FaladeObalade and Dubey 2014). The most direct effects are for industries such as hotels, restaurants,

transportation, entertainment, and shopping. A literature review suggests that tourism, agriculture, capital, and energy development support growth in most developing nations.

The development of tourism has gained global acknowledgment as a motivation for economic growth, agriculture, energy development, and alleviating poverty. Tourism development is widely believed to lead to economic growth, although scholars disagree over the empirical research (Khan et al. 2020). A booming tourism sector can generate the same growth in income such as that from exports of natural resources. Unlike the oil, gas, and mineral extraction industries that trigger natural resource degradation, the tourism sector can become a green sector (Tuncay and Ozcan 2020).

A tourist site is a place that becomes a tourist visit because it has resources, both natural and man-made, such as the natural beauty of mountains, flora and fauna beaches, zoos, historic ancient buildings, monuments, temples, dances, attractions, and other distinctive cultures. The tourism site is understood as a symptom of the departure of people within their own country (domestic tourism) or the crossing of people on the borders of a country (international tourism). According to Fandeli, tourist sites are the embodiment of human creation, living order, cultural arts, and the history of the nation, and places or natural conditions that have an attraction for tourists to visit.

According to Spillane (2002), there are five important elements in a tourist attraction, namely: (1) attractions or things that attract tourists; (2) facilities or facilities required; (3) infrastructure or infrastructure of tourist attractions, (4) transportation or transportation services; (5) Hospitality or hospitality, Willingness to accept guests. Related to the tourism environment, according to Dwyer and Forsyth (1996) in Mudana (2002: 24) there are three types of resources, namely (1) natural resources (natural resources such as Mountains,



Beaches, Wild areas, Deserts, Oceans, Lakes, Flora and Fauna, Climate, Sunlight, and so on); (2) Man-Made Resources (man-made resources such as historical and modern cities, Villages, Entertainment, a mixture of recreation and sports, Monuments, Sites, Buildings and Reliefs, Museums and so on); (3) Human Resources (human resources such as the population of a destination.

### 3.1.6. SWOT analysis.

#### 3.1.6.1. Definition of SWOT Analysis

SWOT Analysis According to Roger and Robert (2015: 5) SWOT analysis is a formal framework for identifying and formulating organizational growth possibilities. SWOT stands for strengths, weaknesses, opportunities, and challenges (Threats) of a business.

#### 3.1.6.2. Function of SWOT Analysis

According to Ferrel and Harline (2005), the function of SWOT analysis is to obtain information from the situation analysis and separate it into internal problems (Strengths and Weaknesses) and external problems (opportunities and threats). The SWOT analysis will explain whether the information indicates something that will help the company achieve its goals or give an indication that there are obstacles that must be faced or minimized to meet the desired income. SWOT analysis can be used in various ways to improve analysis in strategy determination efforts. Generally, it is often used as a systematic framework/guide in discussions to discuss basic alternative conditions that may be considered by the company.

#### 3.1.6.3. Three Main Strategy Stages.

According to David (2011), Important strategy formulation techniques can be integrated into a three-stage decision-making framework.

*Table 1. Three Main Strategy Stages of ofFred's Concept. R. David.*

<b>Tahap 1: The input Stage</b>		
External Factor Evaluation (EFE)	InternalFactor Evaluation (IFE)	Competitive Profile (CP)
<b>Tahap 2: The Matching Stage</b>		
Threat, Opportunities, Weakness, Strength (TOWS) Matrix Strategi Position and Action Evaluation (SPACE) Matrix Internal-External (IE) Matrix Grand Strategy Matrix		
<b>Tahap 3: The Decision Stage</b>		
Quantitive Strategic Planning Matrix (QSPM)		

From figure 2.2, it can be known that stage 1 of the framework formulation of this strategy consists of 3 types of matrix, namely MATRIC EFE, Matrik IFE, Matrik CP. These three matrices are also referred to as INPUT STAGE because it is tasked with inferring the basic information needed to formulate strategies. Stage 2 is called the matching stage. Focus on generating key alternative and internal strategies. This stage includes SWOT Matrix, SPACE Matrix, BCG Matrix. While stage 3 is called quantitive strategy planning matrix (QSPM) which uses information input from stage 1 to objectively evaluate alternative strategies resulting from stage 2 implemented, thus providing an objective basis for the selection of matrices in the determination of the master strategy:

1. Matrix External Factor (EFE). The EFE matrix is used to evaluate a company's external factors. External data is collected to analyze matters concerning economic, social, cultural, demographic, environmental, political, government, law, technology, competition, in the industrial market where the company is located as well as other relevant external data.

2. Matrix Internal Factor (IFE). The IFE matrix is used to determine the internal factors of a company related to strengths and weaknesses that are considered important. Data and information internal aspects of the company, for example from aspects of management, finance, HR, marketing, information systems, and production.
3. Matrix Competitive Profile (CP). Matrix CP is used to identify the company's main competitors regarding their key strengths and weaknesses concerning the company's strategic position.

#### 3.1.6.4. SWOT Matrix

According to Summary (2006), the SWOT Matrix can clearly describe how external opportunities and threats faced by the company can be adjusted to its strengths and weaknesses. This matrix can produce four sets of possible strategic alternatives.

*Table 2. SWOT MATRIX*

<b>IFAS</b>	<b>STRENGTH(S)</b>	<b>WEAKNESS (W)</b>
<b>EFAS</b>		
<b>OPPORTUNITIES (O)</b>	STRATEGI SO <i>(Strength- Opportunities)</i>	STRATEGI WO <i>(Weakness - Opportunities)</i>
<b>THREATS (T)</b>	STRATEGI ST <i>(Strength- Threats)</i>	STRATEGI WT <i>(Weakness - Threats)</i>

*Resource: Rangkuni (2015)*

The following is a description of the SWOT matrix above.

IFAS: Internal strategic factor analysis summary EFAS: External strategic factor analysis summary. The detailed information:

1. Strategi SO (Strength and Opportunity). External Strategic Factor Analysis. Summary Strategy SO (Strength and Opportunity). This strategy uses the company's internal strengths to seize opportunities that exist outside the company. In general, companies try to carry out strategies. WO, ST, or WT to implement the SO strategy. Therefore, if the company has many weaknesses, inevitably the company must overcome the weakness to become a strength. Whereas if the company is a lot of threats, the company should try to avoid them and concentrate on the opportunities that exist.
2. Strategy WO (Weakness & Opportunity). WO (Weakness and Opportunity) Strategy aims to minimize the company's internal weaknesses by taking advantage of external opportunities.
3. The strategy of ST (Strength and Threats). The ST strategy is a strategy where the company seeks to avoid or reduce the impact of external threats. This does not mean that a strong company should always be threatened. One example of st strategy is when other companies infringe on the patents of our products. However, competing companies that commit acts of piracy through innovation and producing similar products are a major threat to the company.
4. WT (Weakness and Threats) Strategy. This strategy is a tactic to survive by reducing internal weaknesses and avoiding threats. A company that is faced with several internal weaknesses and external threats is actually in a dangerous position.

#### 3.1.6.5. SPACE Matrix.

Matrix SPACE is used to lay down a company's condition using a model that is presented using a courteous diagram consisting of 4 quadrants of the same size scale.

### 3.1.6.6. Internal-External (IE)Matrix.

Matric IE is useful for positioning the business strategy of the company's units into a matrix consisting of 9 quadrants. Matric IE is useful for positioning the business strategy of the company's units into a matrix consisting of 9 quadrants.

*Table 3. Internal - External (IE) Matrix*

I Growth	II Growth	III Growth
IV Stability	V Stability	VI Contraction
VII Growth	VIII Growth	IX Liquidation

*Resource :Freddy Rangkuti (2004).*

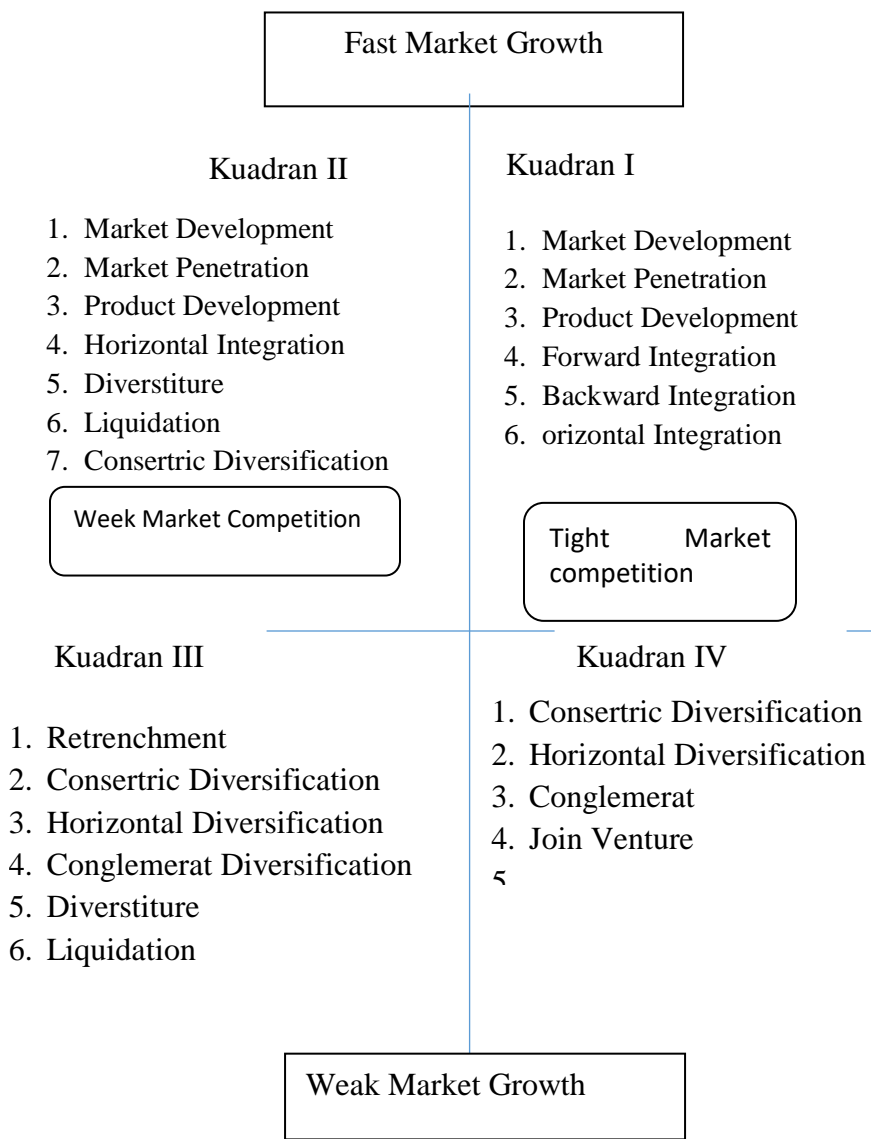
Matric IE consists of 2 dimensions, namely the total score of the IFE matrix on the X-axis and the total EE matrix score on the Y-axis, the IE matrix has three different strategy implications namely:

- The business strategy of different units in quadrantS I, II, or IV is a strategy suitable for intensive strategies such as Market Penetration, Market Development, and Product Development, or integration strategies such as Backward Integration, Forward Integration, and Horizontal Integration.
- Different unit type strategies in quadrants III, V, and VII are best controlled with commonly used strategies, namely Market Penetration and Product Development strategies.
- Business strategy units located in cells I, VII, and IX can use Harvest or divestiture strategies.

### 3.1.6.7. Grand Strategy Matix,

The Grand Strategy Matrix has become a popular tool for formulating alternative strategies. All organizations can be positioned in one of the 4 quadrants of the Matrix Grand Strategy. For the divisions of a company can be done the same thing. The Grand Matrix strategy is based on two dimensions of evaluative competitive position and market growth (industry). The right strategy to consider organizations in order of attractiveness in each matrix.

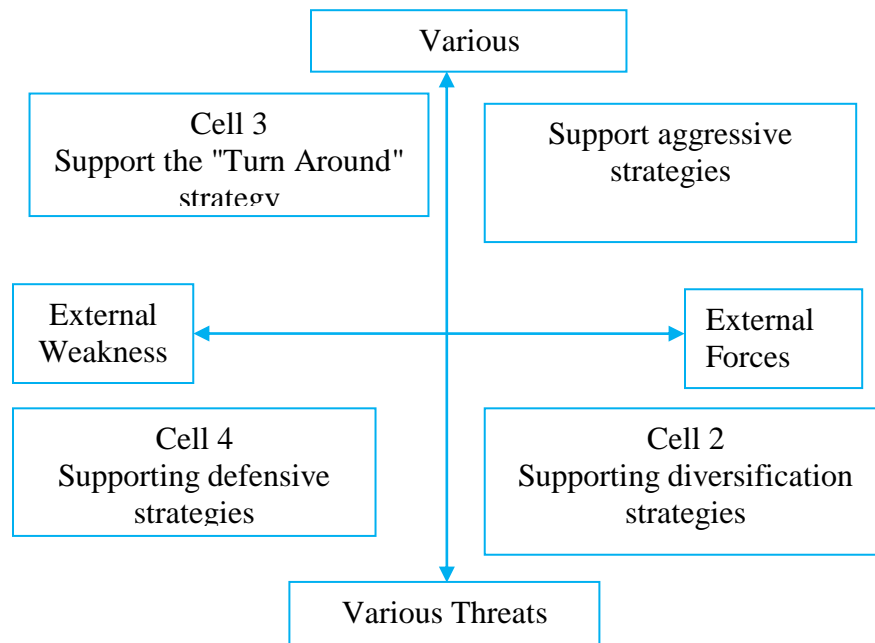
*Figure 2. MATRIX GRAND STRATEGY*



The most common way is to use SWOT as a logical framework for directing a systematic discussion of the company's situation and the basic alternatives that the company can consider. External opportunities and threats are systematically compared with internal strengths and weaknesses in a structured approach.

The aim is to identify one of the 4 different patterns in the mix between internal and external situations. This pattern is represented by the 4 cells in figure 1. This is the second part of SWOT Analysis to focus on the EFAS & IFAS

*Figure 3. EFAS & IFAS MATRIX Analysis*



*Source Freddy Rangkuti, 2015*

Quadrant 1: This is a very favorable situation. The company has opportunities and strengths so that it can take advantage of existing opportunities. The strategy that must be applied in this condition is to support an aggressive growth policy (growth-oriented strategy).

Quadrant 2: Despite facing various threats, this company still has strength from an internal perspective. The strategy that must be applied is to use strength to take advantage of long-term opportunities through a diversification strategy (product/service).

Quadrant 3: The company is facing a huge market opportunity, but on the other hand, it faces several internal constraints/weaknesses. The focus of this corporate strategy is to minimize internal problems in the company to seize better market opportunities. For example, Apple uses a technology review strategy that is used by offering products in the microcomputer industry.

Quadrant 4: This is a very unfavorable situation; the company is facing various internal threats and weaknesses.

### **3.2. Empires study.**

This research was conducted with took reference from previous similar research with a different place. Those previous researches as follows:

3.2.1. Research by Juviano Xaiver entitled Marketing Strategy Analysis for Developing a Small-Scale Business in Tourism, in Island Atauro Tourism Object, Dili Timor Leste. It was researched in September 2020 and published in the International Journal of Multicultural and Multireligious Understanding, <http://ijmmu.com> editor@ijmmu.com ISSN 2364-5369 Volume 7, Issue 8 September 2020 Pages: 549-561. The results of the analysis, through the evaluation of internal and external matrices, show that the average value is 1.00, the total score for external evaluation is 2.52, the Matrix and EFE results can be found through the total IFE score with a value of 2.77 as well as the total EFE score of 2.52. Based on the internal and external matrix, the results show that the achievements of the Small and Medium Enterprises group in the tourism sector of Atauro



Island, Dili, Timor-Leste are in the quadrant position of column V which means “stability” with a stable position. Strategies that are suitable for this position are market penetration and product development

- 3.2.2. Research by Nopriyanti entitled Marketing Strategy in increasing sales rate in UD. Bona Bali. It was researched in 2018 and published in STIE Triatma Mulya Badung. The results of this study concluded that the IFE and EFE matrix scores are 3.09 and 3.82 are in column 1, namely, at the growth rate where, the most appropriate strategies used to increase sales are market penetration strategies (market penetration strategies), market development strategies, and product development strategies. This research shows that the resulting strategy is very appropriate to solve the problem. This research has implications for UD's progress. Bona Bali in increasing sales.
- 3.2.3. Research by Abdullah entitled Marketing Strategy to increase room occupancy at Ramada Bintang Bali Resort. It was researched in 2016 and published in STIPAR Triatma Jaya Badung. Based on the discussion of SWOT analysis consisting of IFAS matrix (internal factors evaluation) and EFE (external factors evaluation) is 2.72 and 2.9 wherein matrix IE lies in the growth and stability rate or on matrix diagram at the occupancy rate of Ramada Bintang Bali.
- 3.2.4. Research by Putra entitled Marketing strategy in increasing room occupancy rates at Hotel Four Points by Sheraton Seminyak Bali. It was researched in 2018 and published in STIPAR Triatma Jaya Badung. With the results of research on SWOT analysis consisting of IFE (internal factors evaluation) and EFE (External factors evaluation) that have been processed from data obtained from the Four Points By Sheraton Seminyak Bali hotel, some of the things that are recommended for the management

hotel Four Points By Sheraton Seminyak Bali, is to innovate more innovative products, do more creative marketing and incentives, as well as expanding business relationships and establishing good relationships with support companies.

- 3.2.5. Research by Satriawan (2015) from STIE Triatma Mulya examined the Analysis of Marketing Mix Strategies in Improving Room Occupancy Rates at Villa Sin-Sin Kerobokan Badung. Based on the discussion of SWOT analysis (strength, Weakness, Opportunity, Threats) and calculation of business positions, the following results are obtained: In SWOT analysis as an instrument in strategy analysis in the villa sin-sin and added with the collection of data through documentation interviews both in the quantitative and qualitative form prepared strategies to maximize strength factors in the utilization of opportunities as well as a tool to minimize weaknesses and avoid the threat faced by villa sin-sin while through analysis of the position of the villa competition in 2013 is in the position of the market challenger (marketing challenger) with the market ruler by 30.99% so that the right strategy in the management of villa sin-sin is a price strategy for the development of the market.
- 3.2.6. Sulistiawati (2014) from STIE Triatma Mulya researched the analysis of marketing strategies of Le Meridien, Nirwana Golf, and Spa. Based on the results of swot and CP analysis (Comparative, Frofil Matrix) obtained the following results: In the SWOT analysis consisting of the IFE matrix (internal evaluation) and EFE (external factor evaluation) obtained coordinate points (2.75: 2.16), where the total score has an IF greater than 2.5 which is 2.75, it is seen that LemeredienNirwanan Golf and Spa Resort Tabanan Bali is indeed strong above average, by maximizing strengths and minimizing existing weaknesses. While the EFE matrix result is less than 2.5, namely 2.16 which states that externally Lemeredien Nirwanan

Bali Golf and Spa Resort Tabanan Bali is below average or still weak in taking advantage of opportunities and avoiding existing threats so that in the matrix of IE (Internal-External) Lemeredien Nirwana Golf and Spa Resort Tabanan Bali in increasing the occupancy rate of rooms by using incentive strategies. Incentive strategies consist of market research strategies, market development strategies, and product development. When viewed in the master matrix (grand matrix strategy) Lemeredien Nirwana Golf and Spa Resort Tabanan Bali are at the square I by advocating the same strategy as in the IE matrix but only need to add a strategy of concentric diversion and integration strategy, where the integration strategy consists of forwarding integration strategy, backward integration strategy, horizontal integration strategy.

- 3.2.7. I Made Pramana Putra entitled Marketing strategy in increasing room occupancy rates at Hotel Four Points By Sheraton Seminyak Bali. It was researched in 2018 and published in STIPAR Triatma Jaya Badung. With the results of research on SWOT analysis consisting of IFE (internal factors evaluation) and EFE (External factors evaluation) that have been processed from data obtained from the Four Points By Sheraton Seminyak Bali hotel, some of the things that are recommended for the management hotel Four Points By Sheraton Seminyak Bali, is to innovate more innovative products, do more creative marketing and incentives, as well as expanding business relationships and establishing good relationships with support companies.
- 3.2.8. Amancio Marques, entitled Potential Study and Policy Strategy of Tourism Development of Jaco District Lospalos Island Tourism Area of Timor Leste, was examined in 2011 and published in the Master Study Program of Policy Studies of The Post-Graduate School of Universitas Gadjah Mada Yogyakarta. The results of the SWOT analysis show that the

tourism potential in Lospalos is very large, but not entirely managed professionally, because it is constrained by several problems such as support sources of funds and limited human resources capabilities. The development strategy that can be carried out by the manager of Jaco Island tourist attractions is to increase the government's commitment to the management of Jaco Island tourist attractions. Government policy is to establish several models of tourism product development in Timor Leste, namely conventional tourism, eco-tourism, agrotourism, and ethnic tourism, even if able to integrate several models of tourist products through tourism development planning based on community empowerment and optimal marketing activities to attract tourists. Government policy in achieving opportunities and responding to internal problems is carried out through the development of basic skills in tourism and English for local communities.

- 3.2.9. Widiastini, Nyoman, Andiani and Trianasari, entitled *Tourism Marketing Strategy*, the analytical tools used in this study are SWOT analysis as well as the EFAS and IFAS matrices. The results obtained are in the range of 2, 51 to 4.00), the weakness is currently obtained by 8 indicators (the results obtained are in the range of 1.00 to 2.50), the odds are currently obtained 8 indicators and 4 indicators as a threat in the future.

*Table 4. Mapping Previous Research*

No	Author of the journal, year, name of the journal	Title/Topic	Variable-Variable	Method	Result of research
1.	Juviano Xavier September 2020, Timor-Leste	Marketing Strategy Analysis for Developing a Small-	Marketing Strategy, Small-Scale Business in Tourism.	Qualitative Descriptive, SWOT	through the evaluation of internal and external matrices, show that the average value is 1.00, the Matrix and EFE results, can be found through

		Scale Business in Tourism, in Island Atauro Tourism Object, Dili Timor Leste		analysis- EFAS & IFAS analysis.	the total IFE score with a value of 2.77 as well as the total EFE score of 2.52. Based on the internal and external matrix, the results show that the achievements of the Small and Medium Enterprises group in the tourism sector of Atauro Island, Dili, Timor-Leste are in the quadrant position of column V which means “stability” with a stable position. Strategies that are suitable for this position are market penetration and product development.
1	Nopriyanti, (2018), UD. Bona Bali	Marketing Strategies to increase sales levels	Marketing Strategy	SWOT Analysis (Strength, Weakness, Opportunity, Threats)	IFE and EFE matrix scores are 3.09 and 3.82 are in column 1 i.e., at the growth rate where the most appropriate strategies are used to increase sales. Is a market penetration strategy (market penetration strategy), market development strategy, and product development strategy (product development strategy). This research shows that the resulting strategy is very appropriate to solve the problem.
2	I Made Pramana Putra, 2018, Hotel Four Points By Sheraton Seminyak Bali.	Marketing strategies in increasing room occupancy rates.	Marketing Strategy & Room occupancy rate	SWOT Analysis (Strength, Weakness, Opportunity, Threats)	More innovative product innovation, more creative marketing, and incentives, and expand business relationships and establish good relationships with support companies.
3	Putra, (2018) STIPAR TriatmaJaya	Marketing strategies in increasing	Marketing Strategy & Room	SWOT Analysis (Strength,	More innovative product innovation, more creative marketing, and incentives, and

	Badung.	room occupancy rates	occupancy rate 1.	Weakness, Opportunity, Threats	expand business relationships and establish good relationships with support companies.
4	Marques, (2016)	Potential Review and Policy Strategy for Tourism Development of Jaco District Lospalos Island Tourism Area East Timor	Review of Potential Tourism & Development Policy Strategies	Qualitative descriptive, SWOT analysis method.	The tourism potential in Lospalos is very large, but not entirely managed professionally, because it is constrained by several problems such as support of funding sources and human resources capabilities that are still limited. The development strategy that can be carried out by the manager of Jaco Island tourist attractions is to increase the government's commitment to the management of Jaco Island tourist attractions. Government policy is to establish several models of tourism product development in Timor Leste, namely conventional tourism, eco-tourism, eco-tourism, and ethnic tourism, even if able to integrate several models of tourist products through tourism development planning. based on community empowerment and optimal marketing activities to attract tourists.
5	Abdullah, (2016).	Marketing Strategy to increase room occupancy at Ramada Bintang Bali Resort	1. Marketing Strategy. 2. Room occupancy rate	SWOT Analysis(Strength, Weakness, Opportunity, Threats	IFE (internal factors evaluation) and EFE (External factors evaluation) are 2.72 and 2.9 were in the IE matrix lies in the growth and stability rate or on the Matrix diagram at the occupancy rate of Ramada Bintang Bali.
6	Satriawan (2015)	Analysis of Marketing Mix Strategy in Improving Room Occupancy Rates.	a. Room Occupancy Level marketing mix marketing strategy.	SWOT Analysis(Strength, Weakness, Opportunity, Threats	The right strategy in the management of villa sin-sin is the price strategy of product breed development, product innovation, service encouragement, distribution innovation, and intensive promotion.
7	Sulistiawati,	Analysis of	Marketing Strategy	Analysis	a. Obtained coordinate points (2.75:

	(2014)	marketing strategies of Le Meridien, Nirwana Golf and Spa		(strength, Weakness, Opportunity, Threats	2.16), where the total score has an IF greater than 2.5 which is 2.75, this looks strong above average, by maximizing strength and minimizing existing weaknesses. The EFES matrix result of less than 2.5 which is 2.16 means that externally the company is below average or still weak in taking advantage of opportunities and avoiding existing threats.
8	1.Ni Made Ary Widiastini, Nyoman, Dini Andiani Dantrianasari . April 2012. BULELENG REGENCY, BALI	Tourism Marketing Strategy	Tourism Marketing Strategy	SWOT Analysis matrix EFAS dan IFAS.	The results obtained are in the range of 2, 51 to 4.00), the weakness is currently obtained by 8 indicators (the results obtained are in the range of 1.00 to 2.50), the current odds are obtained by 8 indicators, and 4 indicators as a threat in the future.

### .3. Conceptual Framework of the study.

Based on the conceptual framework obtained here is how the marketing strategy applied in developing SMEs tourism sector of Manufahi Municipality for SMEs actors. So, the analysis used to solve the problem is to use SWOT analysis. SMEs in Manufahi Municipality can be studied through environmental analysis consisting of the internal environment and the external environment.

To limit and direct research should be elaborated on the concepts mentioned below as follows: Based on the theoretical foundations developed by Homer and Swarbook in Sudibya (2004: 96) there are two determining factors for the decision to vacation, namely internal and external factors.

1. Internal factors are factors that encourage travelers to visit that come from self or personal motivation, consisting of personality, income, health, family decisions, past experiences, hobbies and interests, knowledge of potential vacations,

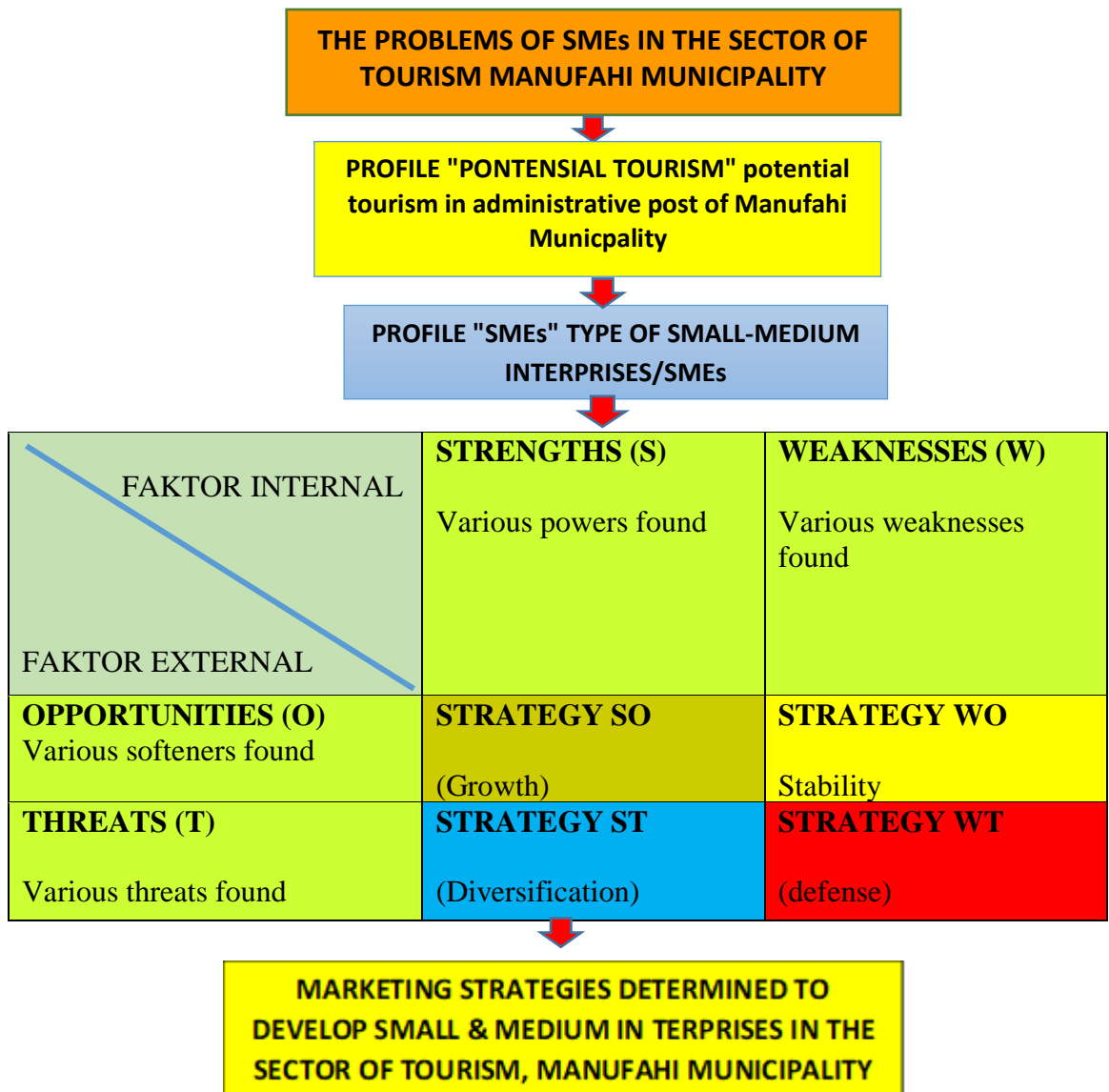
lifestyle, habits, opinions, and perceptions. Self-job creation, Potential of SMEs, and Tourism.

2. External factors are factors that encourage tourist visits from outside, or advice from travel agents, information obtained from destinations, through tourism organizations, friend or family recommendations, political policies, government policy and plan, health conditions factors in the destination, social promotion, and climate. The factors referred to in this study are internal and external factors that influence the decision of tourists to choose a tourist destination. How *the brand images* a Figure or symbol of the condition of the destination obtained from its recommendations and knowledge so that it can be captured the meaning then influences and attracts tourists to decide to choose Manufahi Municipality as its tourism destination.
3. SME marketing strategy is the action that SMEs should take in the development of competitiveness based on the SWOT matrix. The study more focus on a specific area about Service industry sector; Potential Tourism (Object Tourism); Industrial sites and artwork; Sites Hospitality and Guesthouse; Transportation group business (Local transport), Government policy and Planning, and self-job creation as part of the external analysis.



Figure 4. *Conceptual Framework of*

Marketing Strategy for developing SME in the tourism sector of Manufahi Municipality, Timor Leste.



## 4. METHODOLOGY

### 4.1. Research method

The research method used in this research is a descriptive qualitative and quantity method (Mix Method). Data processing in this study was carried out a qualitative and quantitative descriptive analysis because this study was conducted in two stages, namely the SWOT and IFAS / EFAS analysis. This SWOT analysis will be used by researchers to determine marketing strategies for developing Small & Medium Enterprises (SMEs) groups in the tourism sector of Manufahi Municipality. IFAS and EFAS analysis will be used after the results of the SWOT analysis are obtained, IFAS and EFAS will serve as a tool to determine which strategies should be prioritized by Small & Medium Enterprises (SMEs) groups in the tourism sector of Manufahi Municipality to support their marketing activities.

The type of data used in this research is primary and secondary data. The research data collection used direct conduct field research and an online approach. The Primary data collection through field research was conducted with the direct interview, focus group discussions, and observation with some respondents however some are conducted with an online interview through WhatsApp and phone calls, because covid 19 pandemic caused Manufahi Municipality was a lockdown at the time of research conducting.

### 4.2. Population and sample

#### 4.2.1. Population/Characteristic respondent

The population in this study is guided by Sugiyono's *opinion (2017: 80)*, that the population is a generalization area of both objects and subjects with their qualities and characteristics set by researchers to be analyzed and concluded.

Thus, the population in the research or key respondents are business actors in the area of tourism, tourists (Local & International) and Local authorities, in 4 administrative posts consisting of Alas, Fatuberliu, Same & Turiscaï and 12 villages (Alas: Mahaquidan, UMBERLOIK, AITUHA; Fatuberliu: Clakuk, Fatucahi no Caïcasa; Same: Baubulu, Holarua, Betano, and Turiscaï: Manumera, Liurai no Caimauk) in Manufahi Municipality were targeted in this study.

#### 4.2.2. Sample

According to *Arikunto (2010)*, the sample is part or representative of the population studied. Hence, this study used Sampling Jenuh or Census for the SMEs' Actors. According to Sugiyono (2008: 78), "Saturated (Jenuh) sampling or census is a technique of determining samples when all members of the population are used as samples. So, all SMEs Actors from 4 post administrative.

In addition, researchers also use the *method of "accidental samples"* for tourists or visitors on the Manufahi. According to Sugiyono (2009: 85), Accidental Sampling is a technique of determining samples based on chance, i.e. consumers who incidentally meet with researchers can be used as samples, if, the person is suitable as a source of data.

Lastly, researchers also use *probability sampling* methods for local authorities. So, in this study, the number of samples taken was people, consisting of:

*Table 5. Category Respondents*

No	Types of informants	Total of Respondents
1	<b>SMEs Group.</b> Which consists of Hospitality, restaurant, homestay/guest house, TAIS industry, painting, Handicrafts(webbing), bamboo industry, historical place, tourist objects in <i>Administrative Alas</i> ,	32

	<i>Fatuberlino, Same&amp;Turiscal.</i>	
2	<b>Local Authorities.</b> Which consists of 1Administrator of Municipal, 4post administrator,12 village chief, 3Deputiesof Post Administrative,1, of local NGO (coordinator & Deputy/ADMANDEM) 2 of director of marketing management and tourism sector of Manufahi Municipality;1 church leader.	24
3	International tourists 2 people and local tourists 14 people.	16
	<b>Totál</b>	<b>72</b>

#### 4.3.Data Collection.

The data gathering method will be obtained through individual interviews, focus group discussions, and direct observation.

##### 4.3.1. Interview Method.

The interview method is a way of collecting data by conducting Questions & answers with the respondent of 30 SME actors, 16 visitors & tourists, 24 local Leaders. The team also interviewed 16 tourists which consisted of 14 local Tourists and only 2 international tourists/visitors. Based on questions that have been prepared in advance such as guidelines in the implementation of interviews. The substantial of question consisted by types of products offered, human resources (HR) owned by business groups, facilities or physical evidence owned by SMEs actors, the advantages of the management process, where to run businesses and superior products, pricing strategies, promotional strategies that have been done, and channel strategies distributed as well as policy & planning; standardization of prices. The individual interviews and Focus Group discussions were prepared and conducted in the Tetum language.

#### 4.3.2. Focus Discussion Group (FGD) Method.

The data was gathered also through organized 4 times of focus group discussions (FGD) with local leaders and SMEs Actors. This method invites SMEs groups in the field of tourism, and local leaders in a place that has been determined by researchers to conduct discussions on the internal environment consisting of strengths and weaknesses, and on the external environment regarding opportunities and threats due to the benefits of this method to add and deepen accurate information following the needs of the research. Besides that also identifying tourism and SMEs potencial and selected with most tourism sites is very potential for SMEs activities and develop Map.

#### 4.3.3. Direct Observation Method.

The observation was used to directly observe and take a photo of the tourism object, SMEs group activities. Interview visitor/Tourists interview also FGD activities. This stage is done to observe business processes, business conditions, & Potential of Tourism with interviews with some local& international visitors/tourists. This observation is carried out in the places of SMEs activities in the field of tourism consisting of production processes, purchasing processes, marketing processes, service processes, sales processes, and absentee and payroll administration processes. In addition, researchers will observe directly the tourist attractions that are generally on the Manufahi Municipality.

#### 4.4. Research Instruments.

The research data collection tools are consisted by All of those research tools consisted by:

##### 4.4.1. Questionaries:

The questionnaire is a method of collecting data by making the same lists of questions in writing about marketing strategies in developing SMEs in the tourism

sector. Thus, this questionnaire regarding Internal Evaluation Factors and Evaluation of External Factors that are given value weights.

The value weight used in this study is adjusted to the four-level Likert scale: SK = Very Strong = Weight value 4 CK = Enough = Weight value 3 KK = Less Strong = Weight value 2 TK = Not Strong = Weight value 1. Questionnaires developing base on the two substantial element bellows:

#### 4.4.1.1. Operational Definition Variable.

Operational definition Variable of Marketing strategy is the steps or stages carried out by the marketing part of businesspeople consisting of the hospitality industry, craft industry, and transportation service sales as a business in determining the right target market strategy, Effective, and Efficient. Strategies for marketing entrepreneurs on the island of Orro are to use SWOT analysis, among others:

***Strength (Strength)*** is one of the internal factors that describe the advantages or advantages possessed by small-scale business people in the tourism sector categorized in business activities in the hospitality industry, business activities in the craft industry, and business activities in the field of transportation services. Such as The quality of service offered is very good, comfortable rooms, adequate facilities, design, and carvings contain the characteristics of local culture (Manufahi style).

***Weakness is*** one of the internal factors that describe the shortcomings of small businesses in the face of competition and similar companies, such as lack of inadequate hospitality facilities, materials or physical evidence that are still lacking, poor and un synthesized quality of service, promotional ideas and supporting facilities that are still minimal, and pricing that is not following the general price that applies to the market.

**Opportunities are** external strategic factors that provide opportunities to increase profits in the income of entrepreneurs in the field of tourism be it the hospitality industry, the craft industry, or the transportation of services on the island of Orro. Such as tourist visits to the island of Orro are increasing, government policy in developing public facilities, activities, or events at the local and national level.

**Threat (Treat)** is an external environmental condition that is usually detrimental to the existence of business types in the tourism sector that harm small-scale businesses in obtaining benefits such as the emergence of new demand that exists outside the type of business with cheaper price offers, government policies related to local laws and regulations, competition between competitors in the field of small-scale businesses and the existence of air transportation costs that are increasing, the rate of foreign tourist visits to Timor Leste decreased.

#### 4.4.1.2. Variables and Research Indicators

Table 6. Variables and Research Indicators

<b>Variable</b>	<b>Indicator</b>
<b>SMEs Actor</b>	Position or position, Level of education, year of establishment of business, initial capital, source of capital, type or field of business, Number of labors, Average total receipts, Total sales per year
<b>Internal environment</b>	Product/product Price, Place price/ Promotion/Process promotion/Process managerial process/Human Resources Physical Evidence/ physical evidence, Potential tourism and SMEs Map developed.
<b>External Environment</b>	Market Share, Economic conditions, Bank conditions, Infrastructure, Government policies.
<b>Strategy marketing alternative to SME's Actors in the tourism sector, Manufahi Municipality</b>	

#### 4.4.2. Tools used Documentation.

The material used is consisted of a board marker & flipchart to write all information obtained by interview, FGD, observation. The Mobile is used for taking photos and recorder. Those to get primary data. The documentation from secondary data is photos, journal of tourism and SMEs Site, and relevant documents.

#### 4.5. Data Analysis.

The results of this research, data will be analyzed with qualitative and quantitative descriptive analysis because this study was conducted in two stages, namely, the SWOT and IFAS / EFAS analysis, then presented in the form of presented graphic & narrative.

According to *Sugiyono (2009: 244)*, data analysis is the process of finding and compiling data obtained from interview results, and other materials systematically so that it is easy to understand and the findings can be informed to others.

##### 4.5.1. Quantitative Descriptive Analysis.

The Qualitative& Quantitative Descriptive Analysis. is an analysis by systematically describing the data obtained during the study, to describe the state or status of issues in Manufahi Municipality and especially the types of the profile of local leaders, visitor/tourist local and international as well as the SMEs Actorsin the tourism sector that are targeted in this study.

The Quantitative Descriptive Analysis for this study will be more focused on the described profiles of those targeted group into graphic, table result of EFAS& IFAS matrix analysis then, the value weight used in this study is adjusted to the four-level Likert scale: SK = Very Strong = Weight value 4 CK = Enough = Weight value 3 KK = Less Strong = Weight value 2 TK = Not Strong = Weight value 1. Research instrument stage 2 of EFAS &IFAS analysis matrix base on Skala Likert.



#### 4.5.2. Qualitative Descriptive Analysis.

The qualitative description analysis is used SWOT analysis. This analysis is based on the logic that can maximize *strengths* and opportunities but can simultaneously minimize *weaknesses* and *threats*.

According to *summary (2013)*, Discovered that SWOT analysis is a strategy formulation tool of various factors systematically to formulate the strategy of a study. The strategic decision-making process is always concerned with the development of the company's Mission, Objectives, Strategies, and Policies. Thus, a marketing strategic plan in the form of SMEs development in the Sector of tourism on the Manufahi Municipality as tourist desirability.

Data collected, processed, and analyzed descriptively by adopting and adapting the SWOT analysis model which is a qualitative analysis by examining internal and external factors. Internal factors in this case *are strengths* (strengths or potentials) and *weaknesses* (weaknesses and constraints). External factors consist of *opportunities* and *threats*. The process of analysis will be beginning with:

##### **SWOT Analysis Stage 1.**

There are four quadrants in the SWOT Analysis table 1. Each quadrant has its strategy as follows:

***SO strategy(strengths-opportunities) in Quadrant I.*** This strategy uses the power possessed by developing SMEs groups in the field of tourism on the Manufahi and take advantage of the greatest opportunities to attract tourists;

***ST strategy(strengths-threats) in Quadrant II.*** The power possessed by developing SMEs groups in the field of tourism on the one hand, on the other hand, there are also many external threats. The strategy used in these conditions is

diversification where products and tourist attractions developed with all their power are used to build more promising long-term opportunities;

**WO strategy**(*weaknesses-opportunities*) **in Quadrant III.** SMEs groups in the tourism sector in Manufahi are faced with external opportunities and internal weaknesses. Marketing strategies must eliminate the weaknesses they have by trying to get the opportunities that exist.

**WT: strategy**(*weaknesses-threats*) **in Quadrant IV.** Conditions in this quadrant are the worst conditions owned by SMEs groups in the field of tourism on the Manufahi because in addition to weakness there is also a threat. The strategy taken is to try to minimize weaknesses and avoid threats.

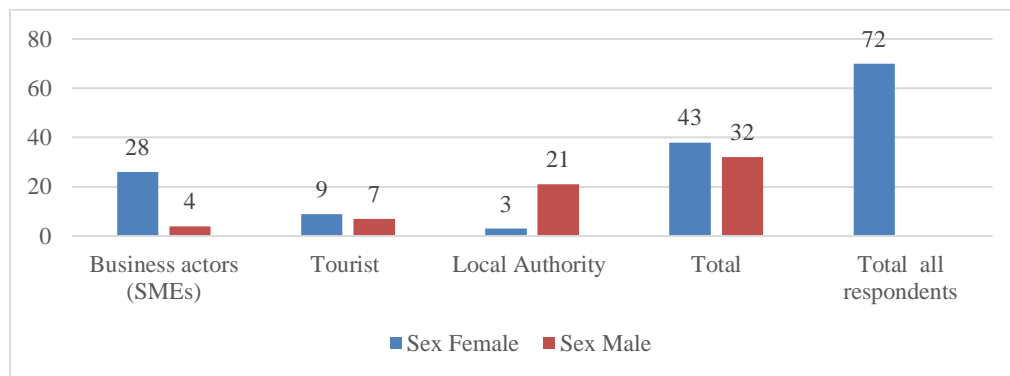
**Stage II. in SWOT analysis**(*strength, weakness, opportunity, threat*) is to use strategic factors (external and internal). The transfer of opportunities and threats in the External *Factor Analysis Summary* (EFAS) table is also a strength & weakness in the *Internal Factor Analysis Summary* (IFAS) table into the SWOT matrix. Based on this approach we can create various possible alternative strategies, namely strategy SO (*Strength-Opportunities*), WO (*Weakness-Opportunities*), ST (*Strength-Threat*), and WT (*Weakness-Threat*). As for the SWOT analysis matrix as in table 2.

## 5. ANALYSIS OF RESULTS

### 5.1. General Characteristic of Respondents.

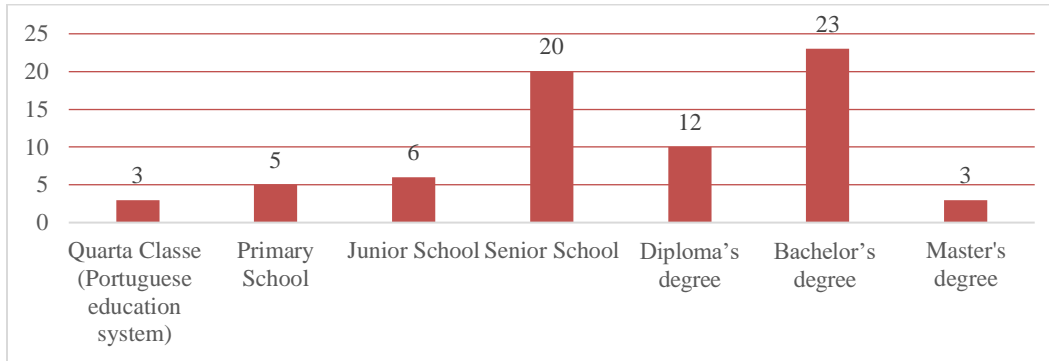
The majority of data found in this report is sourced from the key Respondents Interview, Focus group discussion/FGDs, and observation which is appropriate in Manufahi Municipality. The primary data dan secondary data analysis with *Qualitative & Quantitative Descriptive through SWOT Analysis* and EFAS &IFAS analysis.

*Graphic 1. Classification of the Respondents by sex*



The graphic showed that most female respondents of SMEs actors & local tourists participated in this research if compared with a female of local authority leaders is very low participation. However, in the overall participant, the study was show females and males did not have a significant difference.

Graphic 2. General level education of Respondents



This graphic described the level of education of the respondents. The data showed that the level education of the bachelor's degree and senior school of respondents, not much difference, while diploma's degree only 10 of respondents. However, a very low number of other respondents' education level.

## 5.2. Key Finding of the Tourism Potential

Those tourism objects in Timor-Leste, culture/customs, and historical sites, both in the era of ancestors and legacies of the colonial era. Specifically, examples: Com Beach, "Nino Konis Santana" National Park, Valusere Beach, Mount Ramelau with "Our Lady" Statue as well as some examples from Manufahi Municipality: Dom Boa Venture's Estate, Alas Waterfall, Hot Spring, Dom Berena-Hua Esqueleton, and Welenas Lake. The because this sector has the potential and advantages in each of the territorial areas of Timor Leste in terms.

The resulting study also showed the potential of tourism in Manufahi municipality included four-post administrative as part of the internal potential in the SMEs in the tourism sector.

### 5.2.1. Tourism of Manufahi Municipality.

Manufahi which is commonly known as the city of Dom Boa Ventura, Geographically Manufahi is located in the southeastern part of Timor- Leste. This municipality presents a varieties cultural identity, as the mother tongue is mambae, a local product and in addition, it presents also a tourist landscape that is very attractive for the visit of the international & national tourists. One of the tourist areas of the municipality Manufahi is Mountain Cablaqui that overlooks a beautiful landscape and by is the altitude that nationality occupies the third position. Nevertheless, this municipality also has a historical place where Mr. Dom Boa Ventura led the war against the enemies. In general, the Manufahi municipality has many tourist areas and cultures.

Manufahi is one of twelve municipalities that lie on the south coast island of Timor, with a total area of 1.322,29 Km<sup>2</sup>. It's divided into four administrative offices such as; Alas, Fatuberliu, Same, and Turiskai. In Geographical speaking, Manufahi municipality bordered with Manatutu in Eastern Coast, Ainaru from Western Coast, Maubisse and Aileu from Northern Part and is has direct contact with the Timor Sea from Southern part. Commonly, Manufahi municipality known as “The Land of Don Boaventura” or the “Land of Kablaki Mountain” is the principal representative Iconic from Manufahi Municipality. In terms of its touristic area, Manufahi consists of various types of tourism that expanded everywhere such as Historic Tourism, Religious Tourism, Cultural Tourism, Tourism of Education, Ecotourism, Geotourism, and Sports tourism.

Some of the most important places that you should visit when you arrived in Manufahi are:

**Statue of Dom Boaventura King of the Kingdom of Manufahi (1911-1913):**

Lies in Luak-Daisua Sub Village, in the administrative office of Same, known as

an important historical place that can tell you about the history of Manufahi Revolution Against Colonialism of Portugis. Luak is also known as the place for the concentration of Don Boaventura's fighters to Figh against Portugis.

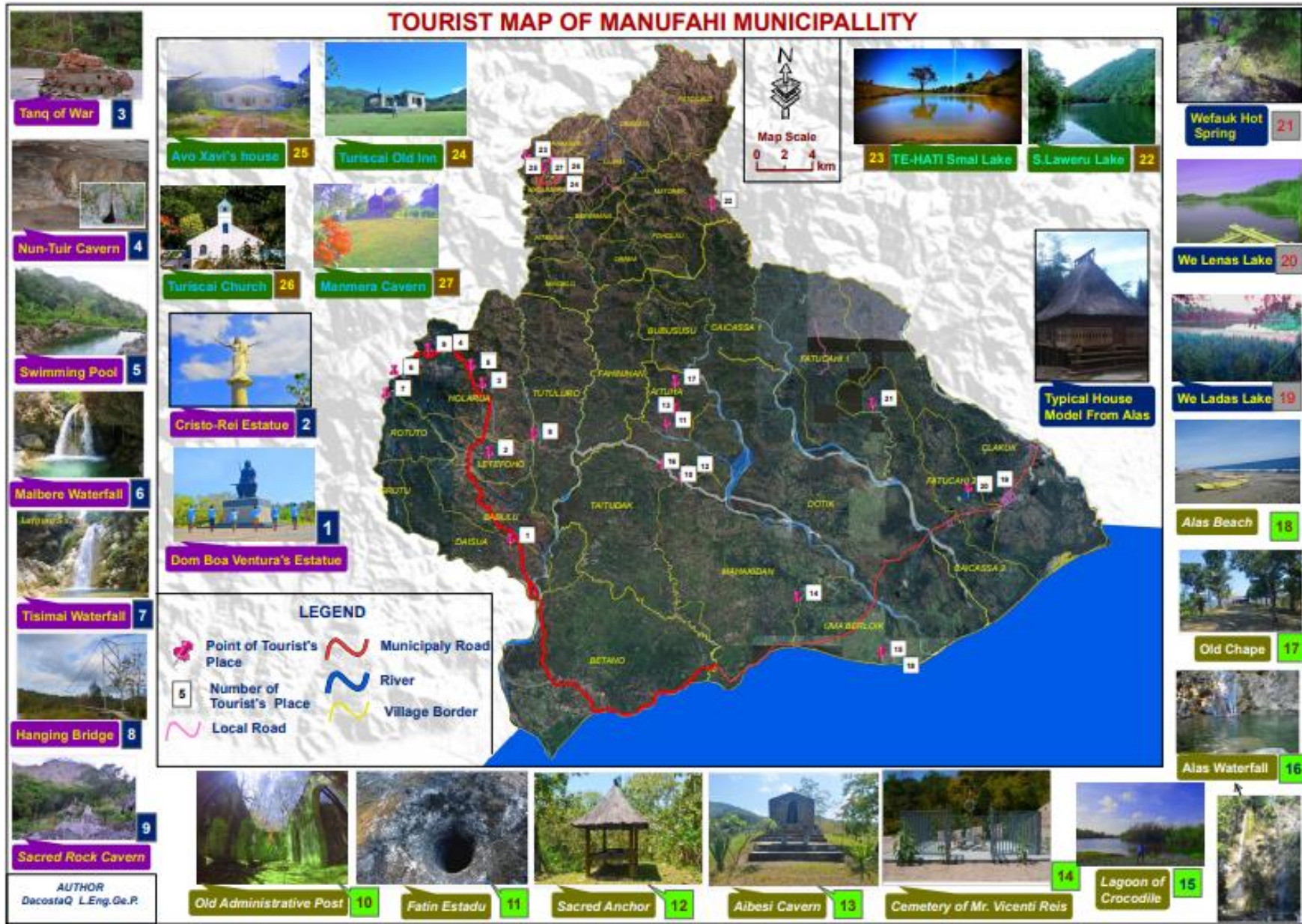
**Kasbutar Lake:** Lies in Uma Berloik Village and Administrative Office of Alas, it's known as an important place for the Kingdom of Alas to preserve and conserve the lake continuously to maintain the natural ecosystem include the Fauna and Flora from this Lake.

**We Faulk Hot Spring:** We Faulk hot spring is located in Fatukahi village in the administrative office of Fatuberliu. The place consists of a natural hot spring and crude oil (Hydrocarbon) that scape on earth.

**Sia Laweru:** Sia Laweru is a Natural Lake with 370 m of compliment and 97 m of length that is located in Matorek village and the administrative office of Turisca. The small lake preserves pure water and is surrounded by various mountains. It was found 40 tourist objects overall as presentative of Manufahi Municipality.

*Figure 5. See the Manufahi municipal tourism map as below:*

# TOURIST MAP OF MANUFAHI MUNICIPALITY



## 5.2.2. Tourism Map of four Post Administrative of Manufahi Municipality.


### 5.2.2.1. Potential Tourism of ALAS Post Administrative.

Alas is one of four administrative offices in Manufahi municipality, geographically, located in the southern part of Manufahi between the Fatuberliu and Same administrative office with a total area of 354.90 Km<sup>2</sup>. Alas, the administrative office is composed of five villages highlighted, such as Aituha, Dotik, Mahakidan, Taitudak, and Umaberloik. Bordered with Fatuberliu from the eastern and northern coast and the frontier with Same from Western part.






From the point of view of tourism part, Alas administrative office is composed of a variety of touristic sites such as Cultural, Religious, Historic and the others. Based on our preliminary researches, we've found nine touristic sites as follows; Monument of Masacre Meti Oan, Weberek old Prison, Lesun Kuak/Fatin Estadu, Sacred trees in Aituha, Sacred Anchord, Aibesi Cavern, Old Outpost of Alas, Kasbutar Lake, and Wekuhus lagoon. There are still more touristic sites unexplored yet.







However, when you visit Alas some of the most important places that you should visit when you arrived in Alas are: Monument of Massacre Meti Oan, Kasbutar Lake & sacred Anchor is located in Taitudak village especially in Ailora area.



*Table 7. The tourism potential of Alas Post Administrative is as follows:*

No	Touristic Sites In Alas Administrative Post	Observation
1	<p style="text-align: center;"><b>Alas Old Post</b> (Photo Source: SHC)</p> 	<p>The old post of Alas is located in the village of Mahakidan, in the administrative post of Alas. The colonizer of Portugis built this ancient building during the occupation of the island of Timor-Leste, especially in Alas intending to expand its domain throughout the entire territory of Timor.</p>



2	<p><b>Fatin Estadu</b> (Photo Source: GeoPet015)</p> 	<p>Fatin Estadu is a carbonate rock with a unique hole that is perforated by the local community in Aituha village, especially in the Leorato area. The Local community to process corn at the hole usually uses this rock</p>
3	<p><b>Sacred Anchord</b> (Photo Source: GeoPet015)</p> 	<p>The sacred Anchor is located in Taitudak village especially in Ailora area and administrative post of Alas. This Anchor preserves the pre-historical information about the origin of Alas kingdom.</p>
4	<p><b>Aibesi Cave</b> (Photo Source: GeoPet015)</p> 	<p>Aibesi Cave lies in Aituha village in Aikesa area and the administrative post of Alas. This cave was built by a local community in Aikesa that was populated by Catholics or Christian people to pray and have devotion to Virgin Mary.</p>
5	<p><b>Cemetery of Vicenti Reis "SAHE"</b> (Photo Source: GeoPet015)</p> 	<p>The Cemetery of Vicente Manuel dos Reis (Bie Ki Sa'he; born in Bucoli, Baucau and died in Alas Manufahi, East Timor, in January 1979) he was an East Timorese politician and Timorese freedom fighter against Indonesian occupation (1975-1999). Sahe is the son of Liurai from Bucoli. After finishing high school at Liceu Dr. Francisco Machado studied mechanical engineering in Portugal, where he became a member of the young Timorese political group at Casa dos Timorese.</p>
6	<p><b>Aihun Maromak</b> (Photo Source: GeoPet015)</p> 	<p>Aihun Maromak is located at Aituha Village in the Raikesa area and the administrative post of Alas. Aihun Maromak is an antique sacred tree that preserves cultural information about Aituha Kingdom.</p>
7	<p><b>Ailora Old Chaple</b> (Photo Source: GeoPet015)</p>	<p>Ailora Old chapel is an old chapel built by Colonizer Portugis during the occupation on Timor Island especially in Taitudak village of Alas</p>

		administrative post.
8	<p><b>Waterfall Mane &amp; Feto</b> (Photo Source: GeoPet015)</p> 	These waterfalls are commonly known as Man=Mane and Woman=Feto Waterfall, with the temporary river that passes through the limestone rock and is surrounded by medium forest vegetation and a beautiful landscape of its fauna and flora.
9	<p><b>Alas Beach</b> (Photo Source: GeoPet015)</p> 	Commonly, Alas Beach is a beautiful landscape located in the southern part of Alas administrative post with dominant sand sedimentation and some are conglomerate rocks that vary from gray to black color
10	<p><b>Wekuhus Lagoon</b> (Photo Source: Che Brando)</p> 	Wekuhus Lagoon is a small lagoon that locating at Umaberloik village in Kolkau area. It's a transition zone that contains mixed saltwater and pure water that contact directly with the ocean.
11	<p><b>Lagoon of Crocodile/Kasbutar Lagoon</b> (Photo Source: AbithyNebyOrnai)</p> 	Kasbutar Lagoon also calls the lagoon of crocodiles, is located in Umaberloik Village and Alas administrative post with a total area of 36,171m <sup>2</sup> with beautiful fauna and flora, the water is mixed between salt and fresh water, and type permanent.
13	<p><b>Monument of Massacre Meti Oan</b> (Photo Source: Millaydes da Costa)</p> 	The monument of Massacre Meti Oan is located in Mahakidan village and the administrative post of Alas. On 27 August 1975, prompted by

		<p>news that FRETILIN supporters were approaching the area, eleven prisoners belonging to either FRETILIN or its youth wing UNETIM were brought from Same to the beach at "Meti Oan" in Mahaquidansuco and killed. Among the victims was the president of UNETIM, Domingos Lobato, brother of Nicolau and Rogerio Lobato.</p>
<p>14</p>	<p><b>Weberek Old Prison</b> (Photo Source: Horacio Tilman)</p> 	<p>The former Weberek Prison is located in the Dotik Village of the Alas Administrative Post. The Indonesian government built a prison during its occupation of Timor Leste.</p>

Below is the potential tourism map of ALAS post administrative.

*Figure 6. Tourist map of Alas post administrative.*

## TOURIST MAP OF ALAS ADMINISTRATIVE POST



**Old Administrative Post**

1



**Fatín Estadu**

2



**Sacred Anchor**

3



**Albesl Cavern**

4



**Cemetery of Mr. Vicenti Reis**

**AUTHORS**  
DacostaQ L.Eng.Ge.P.  
SantiagoS L.Eng.Ge.P.



**Aituha Sacred tree**

6



**Old Church/Chapel**

7



**Alas Waterfall Man**

8



**Alas Waterfall Leadys**

9

**Wee Inan Baria Laran**



**Lagoon of Crocodile**

12



11



**Alas Beach**


10






5.2.2.2. *Potential Tourism of FATUBERLIU Post Administrative.*


Commonly, Fatuberliu is known as the land of lakes due to its variety of morphological settings. Geographically, Fatuberliu lies in the eastern part of Alas administrative office and the western part of Natarbora Manatutu. The total area of Fatuberliu is about 374.25 Km<sup>2</sup>. It's composed of seven village, such as Bubususu, Fahinehan, Fatuk Ahi 1 & Fatuk Ahi 2, Klakuk, Kaikasa 1 & Kaikasa 2. In terms of Touristic areas, Fatuberliu is comprised of vast potential in Lakes and Lagoon including historical and religious places such as; Old sanctuary of Fatuberliu, Typical house, Reeslaun Mountain, We-Fauk hot spring, Modomahu Lake, Wellness, Weladas, and Welamusa lake.

However, when you visit Fatuberliu some of the most important places that you should visit when you arrived in Fatuberliho are Wefauk Hot Spring, Welenas Lake.

*Table 8. The detailed tourism potential of Fatuberliu Post Administrative is as follows:*

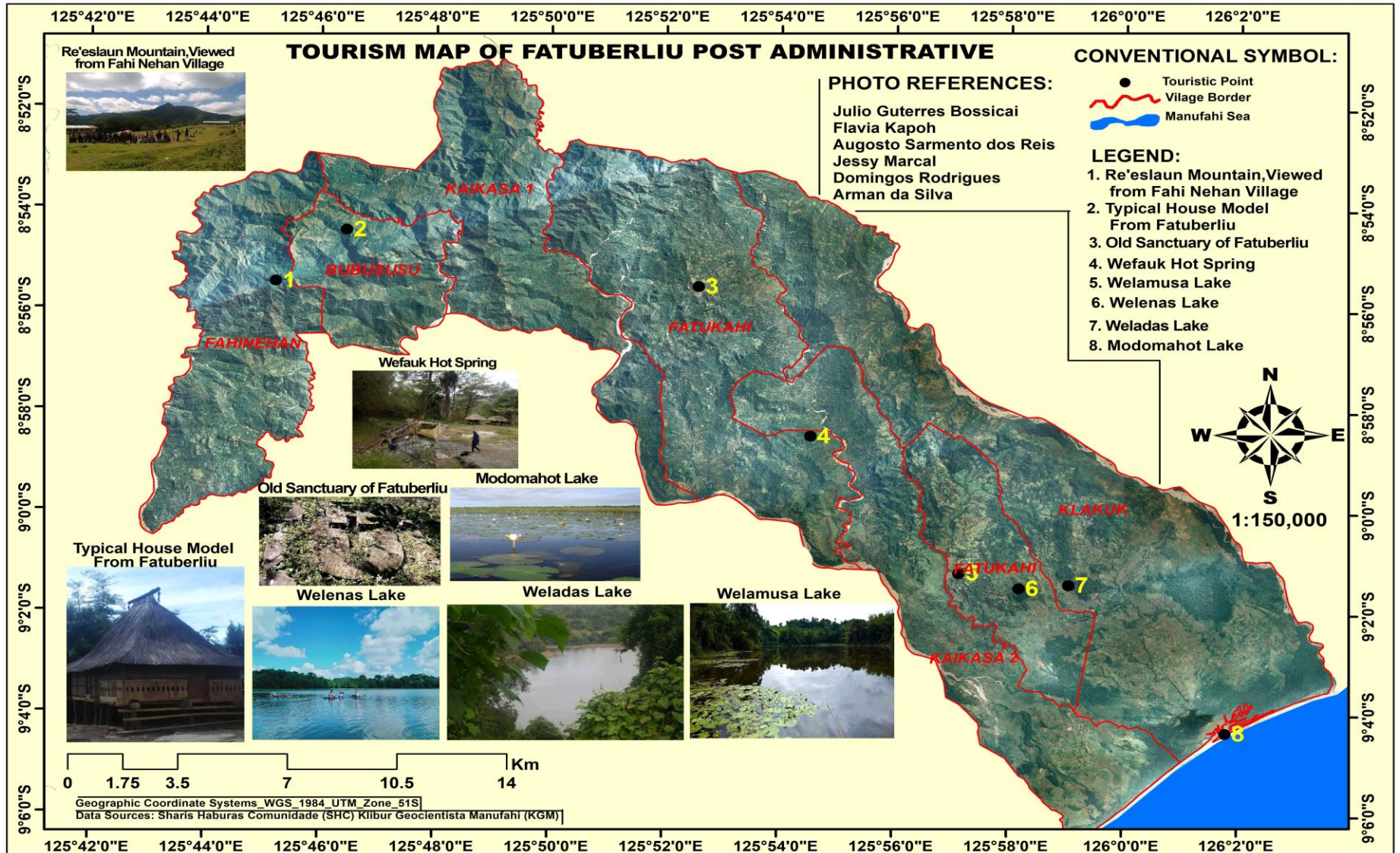
No	Touristic Sites In Fatuberliu Administrative Post	Observation
1	<p><b>Re'eslaun Mountain</b> (Photo Source: Julio Guterres Bosicai)</p> 	<p>Re'eslaun Mountain is located in Fahinehan village and administrative post of Fatuberliu, with an altitude above sea level. At the top of Re'eslaun Mountain, we can see beautiful landscapes and varied morphological formations that have been highlighted in the North, South, East, and West directions.</p>
2	<p><b>Typical House From Fatuberliu</b> (Photo Source: Domingos Rodrigues)</p>	<p>This is the representative model of a typical house from Fatuberliu administrative post with the proper name <b>Leos Lu'in</b> and located in Bubususu village nearby Fahinehan. Some typical houses in Fatuberliu are different from this but this is the commonly exist.</p>
3	<p><b>Old Sanctuary of Fatuberliu</b> (Photo Source: SHC)</p>	

		The Old Sanctuary of Fatuberliu is located in Klakuk village at Fatuk mutik area, where set on Klakuk plateau and now it is surrounded by high vegetation forest. This is an unforgettable memory of my first Catholic mission in Fatuberliu administrative post.
4	<p><b>Wefauk Hot Spring</b> (Photo Source: KGM)</p> 	Wefauk Hot spring is a natural hot spring or geothermal, situated in Fatukahi village and administrative post of Fatuberliu. The Wefauk hot spring is a spring produced by the emergence of geothermally heated underground water from the subsurface that flows at the same time on the earth's surface with natural oil.
5	<p><b>Welamusa Lake</b> (Photo Source: Armand da Silva)</p> 	Welamusa is a small Lake with permanent water located in Fatukahi Village in Fatuberliu Administrative Post with a total area of 59,258m <sup>2</sup> . This lake has beautiful landscapes and attractive fauna and flora.
6	<p><b>Welenas Lake</b> (Photo Source: KGM)</p> 	Welenas lake is detached in the Fatukahi village of the Fatuberliu administrative post, with a total area of 296.544m <sup>2</sup> . This lake contains freshwater with beautiful landscapes and is covered by low to medium forest vegetation type. The water is permanent and the volume of water increases in the rainy season and decreases in the dry season.
7	<p><b>Welada Lake</b> (Photo Source: Flavia Kapoh)</p> 	Welada lake is also located in the Fatukahivillge and Fatuberliu administrative posts. A small lake covered by high forest vegetation with a total area of 87,465 m <sup>2</sup> . Water volume in the lake is permanent, whereas; volume is increased in the rainy season and decreased a little in the dry season. On the other side, Welada lake is known for its high concentration of crocodiles.
8	<p><b>Modomahut Lagoon</b> Photo Source: Manufahi Nia Furak, Facebook Page)</p>	The Modomahut lagoon is located in Klakuk village and Fatuberliu administrative post with a total area of 2.35Km <sup>2</sup> and is covered by high vegetation of Mangrove Forest. It is one of the largest lagoons in the municipality of Manufahi, with beautiful landscapes of its fauna and flora. The Modomahut lagoon is highlighted in a barrier on the south coast of Klakuk with mixed fresh and saltwater or as a transition zone. On the other hand Modomahut is a strategic area for communities to

		engage in fishing activity.
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Below is the potential Tourism map of FATUBERLIU post administrative.

*Figure 7. Tourist map of Fatuberliu Post Administrative.*





*5.2.2.3. Potential Tourism of SAME Post Administrative.*






The same is the capital of Manufahi municipality, which geographically lies in the western part of Alas administrative post, and the eastern part of Haotudu-Ainanu, and Hatubuiiku in the northern part with a total area of same 354.90 Km<sup>2</sup>. Same consist of eight villages such as Letefoho, Holarua, Betanu, Tutuluru, Babulu, Rotutu, Daisua, and Grotu.







Same also has a vast potential in tourism area especially in historical tourism, religious tourism, cultural and the others. Through our preliminary research for potential tourism in Same Administrative Post, we've registered some places such as; Statue Dom Boaventura, Hat Meta Columnar Joint, Erlesu Natural Pool, the lagoon of Nutur, old church of Fatumera, Haot Mael Bere Waterfall, Milky Way, Manufahi mountain, Erlolo waterfall, Kirita Lefa natural swimming pool, Nuntuir Cave, Tisimai Water Fall, Rounded stone/Spheleothem, Fatuk Maroma, Fatuk kuak landscape, Berelaka Peak and the last is a representative typical house from the Same Kingdom.







However, when you visit SAME some of the most important places that you should visit when you arrived in SAME capital are the Statue of Don Boaventura King of the Kingdom of Manufahi, Betanu Beach, Fatuk Maromak statue.





*Table 9. The tourism potential of SAME Post Administrative is as follows:*





No	Touristic Sites In Same Administrative Post	Observation
1	<b>Statue Don Boaventura</b> (Photo Source: KGM)	The statue of Don Boaventura is located in Luak in the village of Daisua, Same Manufahi. This statue was built in 2012 and opened by the president of RDTL (2012-2017) Jose Maria de Vascolhelos (TAUR MATAN RUAK).  This statue was given by the government of Timor-Leste to the people of Manufahi to remember the Manufahi revolution against Portuguese colonialism





		<p>in 1911-1913. Lies in Luak-Daisua Sub Village, in the administrative office of Same, known as an important historical place that can tell you about the history of Manufahi Revolution Against Colonialism of Portugis. Luak is also known as the place for the concentration of Don Boaventura's fighters to fight against.</p>
2	<p><b>Kablaki Mountain</b> (Photo Source: KGM)</p> 	<p>The landscape of Kablaki mountain, viewed from the statue of Kristu-Liurai, Moklau. Kablaki mountain lies between the municipality of Manufahi and Ainaro, and it's the third highest mountain in Timor-Leste with an altitude of 2495m above sea level. This mountain consists of three main ranges, which are; Bere-Laka Peak as the highest peak in Kablaki Mountain, Rae-Toe-Lau 2406m and Kaikasa-Lau 2035m.</p>
3	<p><b>Kristu-Liurai</b></p> 	<p>The statue of Kristu Liurai is located in Letefoho village, Administrative Post of Same, it was built in 1974 by Indonesian troops during the occupation in Manufahi.</p>
4	<p><b>Erlesu Pool</b> (Photo Source: Nelson Madeira)</p> 	<p>Erlesu Pool is an artificial pool with a temporary river located in Karbulau in Holarua Village, it contains natural pure water with a depth of 2m and with the simple construction that was built by the Tinolina company in 2017. The water volumes will decrease in the dry season and increase in the rainy season successively.</p>
5	<p><b>Fatamera Old Church</b> (Photo Source: KGM)</p> 	<p>Fatamera Old Church situated in Letefoho village in Same administrative post was built by the Portuguese during the colonization on the island of Timor, after a few years this church was destroyed by Japanese troops in the year 1942.</p>
6	<p><b>Betanu Beach</b> (Photo Source: KGM)</p>	<p>Betanu Bech, lies on the south coast of Manufahi municipality, especially in Betanu village. Mostly the sands are dark gray color and with a very fine to very thick texture, the sand thickness can reach up to 4 m at sea level. On Betanu beach you can also find some conglomerate rock with varied size</p>

		
7	<p><b>Fatuk Maromak</b> (Photo Source: KGM)</p> 	Fatuk Maromak cave, located in the Datina of Holarua village, this cave is mainly composed of large blocks of limestone that have fallen from the Kablaki mountain in the past with high vegetation. The buildings for this site were built during Indonesia's occupation in Timor, especially in Manufahi municipality.
8	<p><b>Nuntuir Cave</b> (Photo Source: KGM)</p> 	Cave of Nuntuir, is also located in the Datina of the Holarua village of the Same Administrative post, composed of giant blocks of Kablaki limestone rock. This site was also known as the shelter of the FALINTIL chief commander <i>Kayrala Xanana Gusmao</i> during the Indonesian occupation in Timor-Leste.
9	<p><b>Fatuk Kuak</b> (Photo Source: Pedro Pereira)</p> 	Fatuk kuak is located in the Betano village and administrative post of Same. It is a natural landscape covered by large vegetation on a plateau of selihasa, in addition, there is also an old church building that was built during the occupation of Portuguese colonialism.
10	<p><b>Namdalok Lagoon</b> (Photo Source: KGM)</p> 	Namdalok lagoon is a small lagoon with a length of 300m and a width of 84m that is covered by high mangrove vegetation, located in Betano village and administrative post of Same. This lagoon is like a transition zone that contains mixed fresh water and saltwater. On the other side, this site is one of the crocodile concentrations on the south coast of Manufahi.
11	<p><b>Indonesia War Tank</b> (Photo Source: KGM)</p> 	The battle tank of Indonesian troops was found in the Karbulau-Holarua administrative post of Same. This battle tank was assaulted and destroyed by FALINTIL soldier of commander <i>Raul Isaac</i> in the year 1975.
12	<p><b>Same Inn</b> (Photo Source: KGM)</p>	Same Inn is located in the Samelau Letefoho village, as Relics of Portuguese colonialization in the municipality of Manuahi. Recently this building is considered the office of the National Liberation Combatants Council of

		Manufahi.
13	<p><b>Haot Mael Bere Water Fall</b> (Photo Source: Octavio Latu do Nascimento)</p> 	Haot Mael Bere Waterfall, is a natural waterfall with pure and cold water located in the Aiasa river of the Rotuto village, normally this river is permanent or intermittent, the volume of water will decrease during the dry season but will be greater in the rainy season.
14	<p><b>Typical House from Same</b> (Photo Source: KGM)</p> 	Topical House from Same, This photo of the typical house named Fusu Mauloe, was taken in Rotuto village. Commonly the typical houses in the Same administrative post are of the same model as shown in the photo on the side.
15	<p><b>Pisolit Speleothem</b> (Photo Source: Amorino Sarmento)</p> 	Pisolite Speleotheme is a rounded stone that lies in Rotuto village, in Administrative Post of Same. This is the natural process of sedimentary rock that forms in carbonate rocks. The pearls of the caverns or pisolites are a type of speleothems of drip and flow. They are generated by the accretion of thin layers of calcite around a core made up of any material, which is partially or completely immersed in water.
16	<p><b>Hat-Meta</b> (Photo Source: KGM)</p> 	Hat-Meta located in Daisua village close to Sumul area is a natural process for igneous rock formation namely columnar Joint structure. Columnar jointing is a geological structure where sets of intersecting closely spaced fractures, referred to as <a href="#">joints</a> , result in the formation of a regular array of polygonal <a href="#">prisms</a> , or columns.
17	<p><b>Manulai Mountain</b> (Photo Source: KGM)</p> 	Manulai Mountain is located in Holarua Village near the Fahiluhan area with an altitude of 1652m above sea level. This area is populated by small populations at the top of Manulai mountain with beautiful landscape, fresh and cool air.
18	<p><b>Hilira-Lau</b> (Photo Source: KGM)</p>	Hilira-Lau is the name of a mountain located in Rotuto village, with an altitude of 1437m above sea level. At the top of this mountain, we can see the beautiful

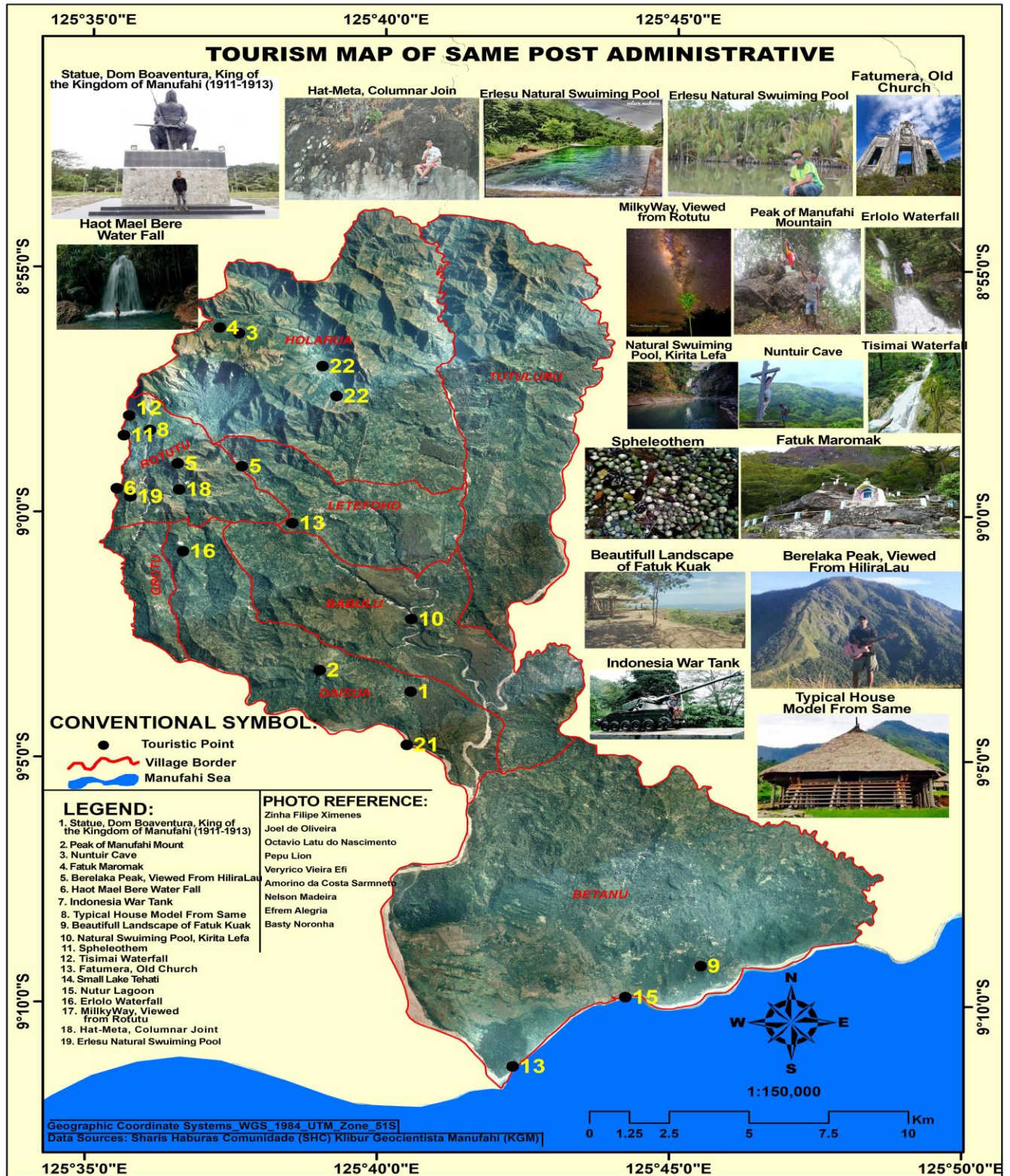
		landscapes of Bere-Laka peak and the south coast of Manufahimunicipality.
19	<p><b>Tisimai Water Fall</b> (Photo Source: KGM)</p> 	Tisimai Waterfall lies in Rotuto village and administrative post of Same, it has pure and fresh water that falls through the Kablaki limestone with 17m of its length, surrounded by high forest vegetation and a clean environment. According to its volume of water in the dry season, the water volume will decrease but in the rainy season, it will be increased.
20	<p><b>Kirita-Lefa</b> (Photo Source: KGM)</p> 	Kirita-Lefa is a natural pool that lies in the Karau-Ulun river and Babulu village, with 5m of its width, 10m of its length, and a depth of 1m. This natural pool contains pure water and is surrounded by beautiful sedimentary rock stratification with the volume of water permanent even in the dry season.
21	<p><b>Haot Fu, Water Fall</b> (Photo Source: KGM)</p> 	Haot-Fu, Waterfall located in Rotuto village in nearby Ukarema area, and administrative post of Same. This waterfall also contains pure and fresh water and is surrounded by medium forest vegetation with the permanent volume of water or <i>paraneal</i> that passes through metamorphic rock, with 8 m of its length.

		
22	<p><b>Ria-Tu, Sub Village</b> (Photo Source: KGM)</p> 	<p>Ria-Tu sub-village located in Daisua village and administrative post of Same. Ria-Tu is also known as the sacred place that preserves cultural and traditional patrimony. All communities living there are not allowed to build a modern house and prefer to build the traditional house or Typical house.</p>
23	<p><b>Nutur Lagoon</b> (Photo Source: KGM)</p> 	<p>Nutur lagoon is a small lagoon located in Betano village with 825m in length and 35m in width, contains mixed fresh water and saltwater that surrounded by high vegetation of mangrove forest and is known as concentration zone of crocodiles.</p>
24	<p><b>Erlolo Water Fall</b> (Photo Source: KGM)</p> 	<p>Erlolo Waterfall is located in Rotuto village, with the type of river permanent and freshwater that passes through the metamorphic rock that is covered by medium forest vegetation.</p>
25	<p><b>Manufahi Hill</b> (Photo Source: KGM)</p>	<p>Manufahi Hill is located in the village of Daisua and administrative post of Same, It is a plateau covered by low to medium vegetation and traced by carbonate rocks and on the top. This place is the former shelter of Don Boaventura and his soldiers and it is considered as the historic site that preserves the memory of the Manufahi revolution against Portuguese</p>

	 <p><b>(Photo Source: GeoPet015)</b></p>	<p>colonialism in 1911-1913.</p> <p><b>Riak Hill:</b> Riak Hill, is lies in Babulu village and administrative post of Same. This hill is covered by a high vegetation forest and traced by consolidated gravels. This site was also known as the former shelter of Don Boaventura and his soldiers against the Portugis troops in 1911-1913.</p>
26	<p><b>Betano Old Port</b> <b>(Photo Source: GeoPet015)</b></p> 	<p>The old port is located in Betanu village and administrative post of Same</p>
27	<p><b>Ermeta Kablaki</b> <b>(Photo Source: GeoPet015)</b></p> 	<p>Ermeta is located in Kablaki mountain, in Holarua village and administrative post of Same. Shows the blue to the dark color of water accumulated in limestone rock.</p>
28	<p><b>Hanging Bridge</b> <b>(Photo Source: KGM)</b></p> 	<p>The Hanging Bridge is located between Letefoho and Tutuluru village in Karau and administrative post of Same, especially in Karau Ulun river that constructed in 2010 by the government of Timor-Leste</p>

Below is the potential tourism map of SAME post administrative.:

*Figure 8. Tourist map of Same Post Administrative.*









5.2.2.4. *Potential Tourism of TURISCAI Post Administrative.*

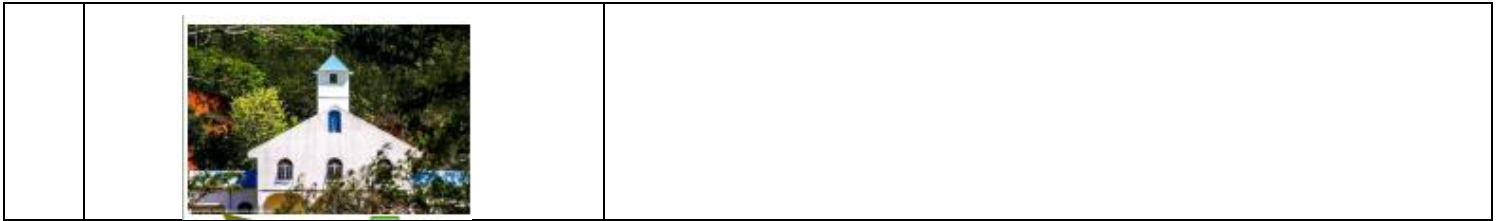
Turiskai is one of the four administrative posts in Manufahi municipality, that situated in the mountainous area in the central part island of Timor, on the north coast of Fatuberliu Administrative post. In geographical speaking, Turiskai Composed of eleven village, such as Aitemua, Beremana, Fatukalu, Foholau, Kaimauk, Lesuata, Liurai, Manumera, Matorek, Mindelo and Orana village, with total area 187.68 Km<sup>2</sup>. From the point of view of touristic potential, Turisca has many sites potential to visit such as Sia Laweru Lake, located in Matorek Village, Foholau Water Fall, Turiskai Old Outpost, Small Lake Tehati, and NOSEFAT church located in Manumera village.

However, when you visit TURISCAI some of the most important places that you should visit when you arrived in TURISCAI are the Francisco Xavier statue, & the Old Post of Turiskai.

*Table 10. The tourism potential of TURISCAI Post Administrative is as follows:*

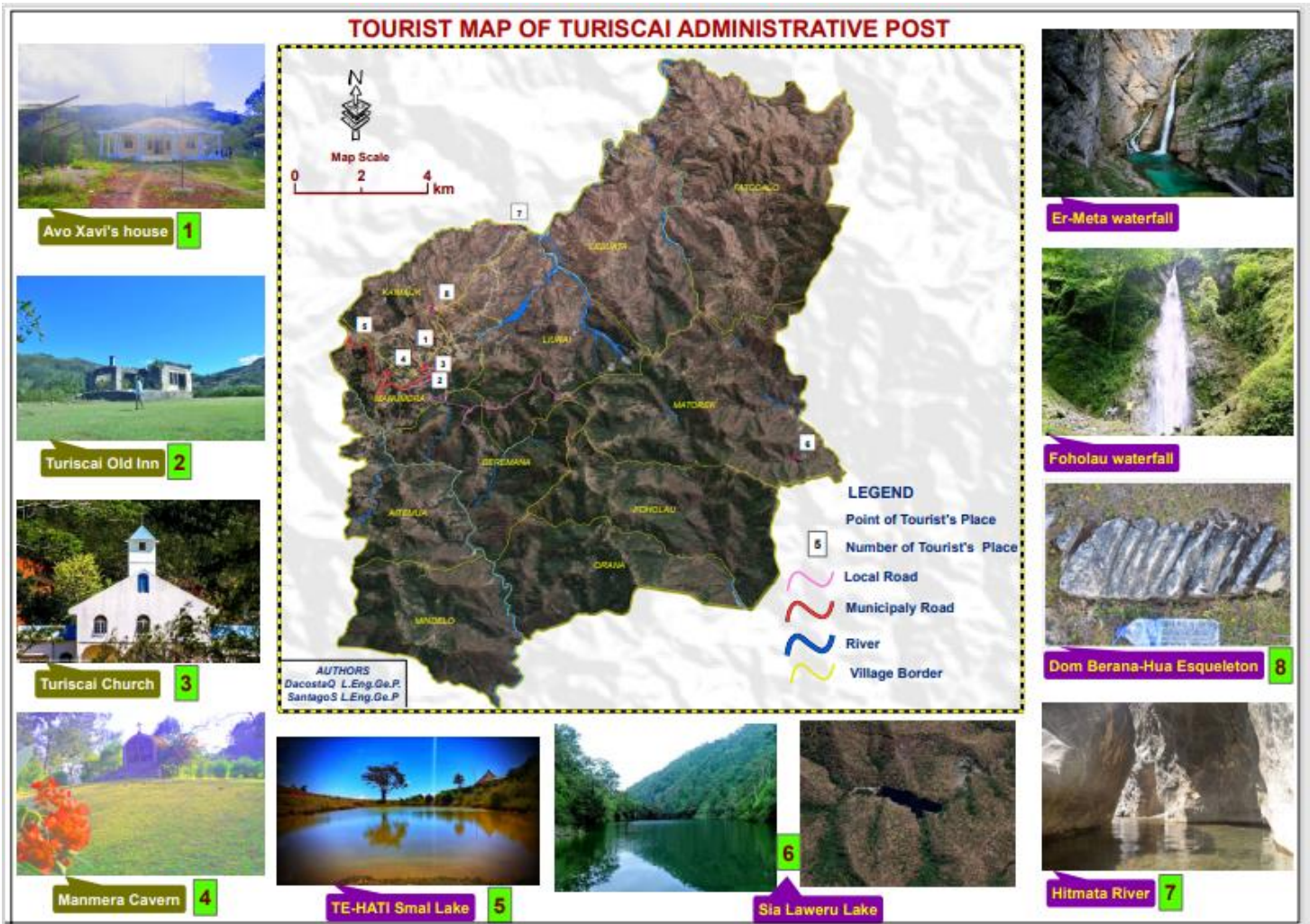
No	Touristic Sites In Turiskai Administrative Post	Observation
1	<p><b>Old Post of Turiskai</b> (Photo Source: GeoPet015)</p> 	<p>This Old Post lies in Kaimauk Village and administrative post of Turiska, it was built by the Portuguese colonizer in Timor especially at the Turiskai to spread his domination in the territory of Timor. An old building with a beautiful landscape and fresh air detached from Turiskai town.</p>
2	<p><b>Hit-Mata River</b> (Photo Source: GeoPet015)</p> 	<p>Hit-Mata River is a natural pool with the type of river permanent, clean, and freshwater that passes through igneous rock. Hit Mata lies in Risu, Kaimauk village, and the administrative post of Turiskai nearby Aileu municipality.</p>

3	<p><b>Abo Xavi's House</b> (Photo Source: GeoPet015)</p> 	<p>Abo Xavi's Residences situated in Kaimauk village close to the Raitete area, this building was built and offered by Timor-Leste government to Francisco Xavier do Amaral (Abo Xavi) as a residence in Turiskai.</p>
4	<p><b>Manmera Cave</b> (Photo Source: GeoPet015)</p> 	<p>Manmera Cave is situated in Kaimauk village close to Fohua area, this cave was built by the local community in Kaimauk with aiming to pray. According to the majority Catholic Christian settlement population in this place, they decide to build this cave voluntarily to pray together.</p>
5	<p><b>Don Bere Hua Skeleton</b> (Photo Source: GeoPet015)</p> 	<p>Don Bere Hua Skeleton is located in Kaimauk Village of Risu Posto Administrative Turiskai area. Don Bere Hua was king of the Turiskai kingdom in ancient times, and local communities in this area believe that this object was the skeleton of their King Don Bere Hua for the Turiskai Kingdom, who died in the past.</p>
6	<p><b>Sia Lauweru Lake</b> (Photo Source: Tourism of Turiscaï, Facebook Page)</p> 	<p>Sia Lauweru is a natural lake that lies in Matorek village and administrative post of Turiskai close to the Manatutu area. It contains fresh and pure water with a type of permanent river that passes through the metamorphic rock with a total area of the lake is 29,245 m<sup>2</sup>. Sia Lauweru is surrounded by low to medium vegetation forest and situated in a sloping valley</p>
7	<p><b>Turiskai Church</b> (Photo Source: GeoPet015)</p>	<p>Turiskai Church located in Kaimauk village is a Christian church that was built in Indonesian occupation in Timor-Leste and rehabilitated after the independence of Timor-Leste.</p>



Below is the potential tourism map of TURISCAI post administrative.

Figure 9. Tourist map of Turiscaí Post Administrative.

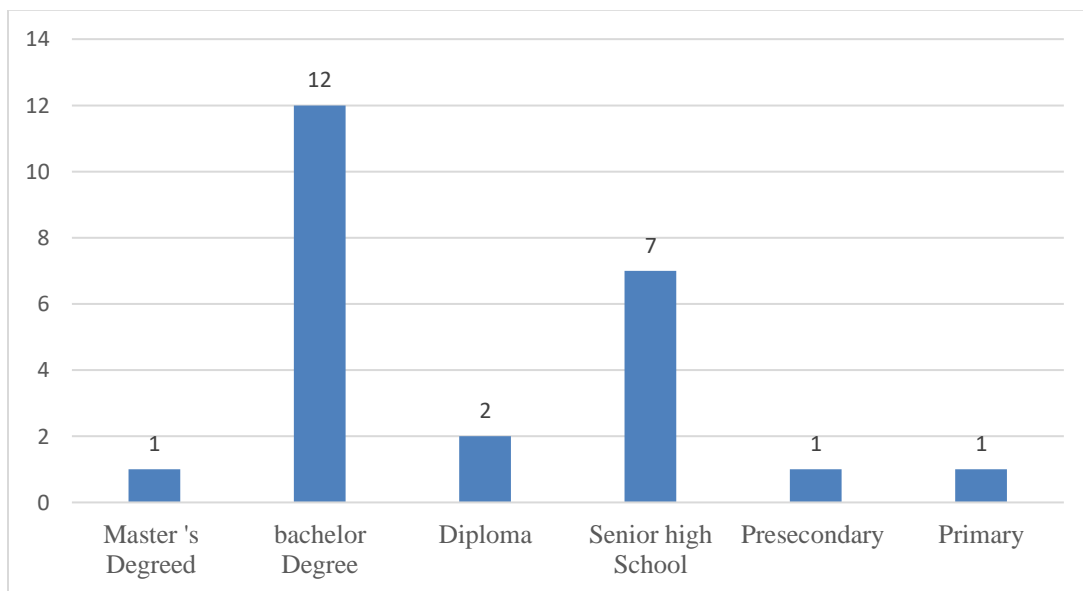


### 5.3.Key Finding Result of SME Potential Group

#### 5.3.1.Profile of Local Leaders

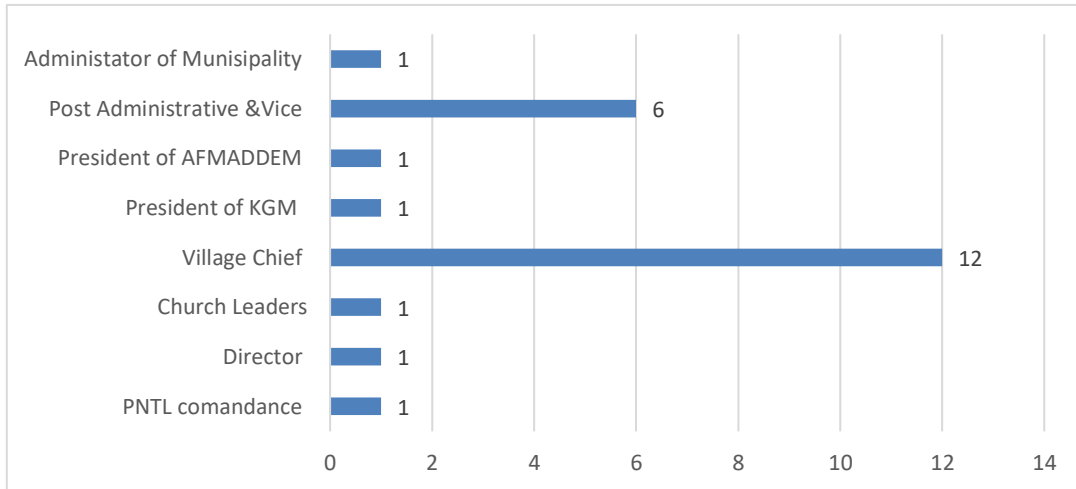
One of the key respondents in this research is Local Leaders. The purpose of conducting interviews with Local Leaders is to find out some information about the policy, program planning, the potential of tourism and SMEs, local price standards, included the challenges of the marketing strategy of Manufahi Municipality. Thus, all information about local leaders in those graphics is below.

*Graphic 3. Level education of the local leader*



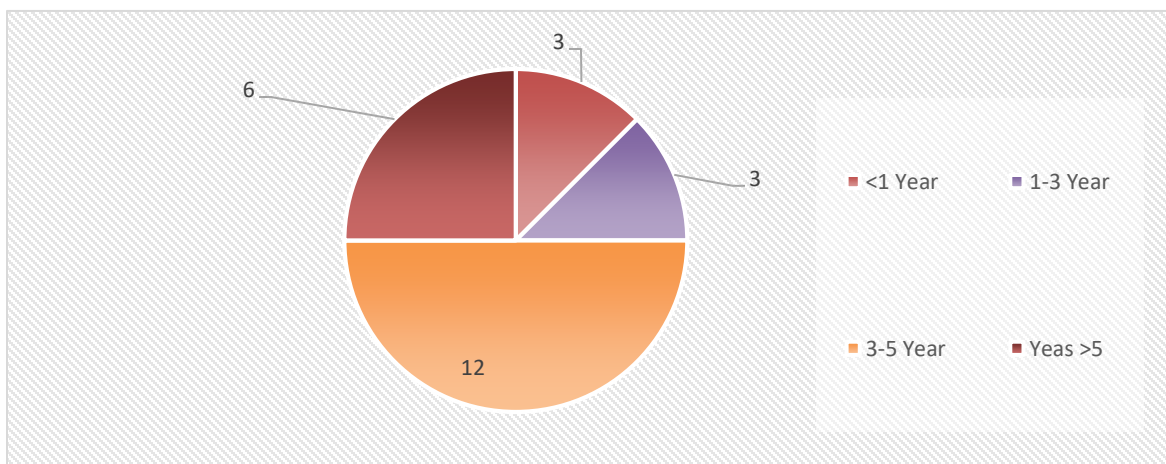
Graphic 3. shows the ages, status, and sex of local leaders as a target group respondent of this research besides SMEs & Tourist /visitor group. Most of the respondents highest 59 ages and most 22 males participated in the research and with statutes most families.

*Graphic 4. The Position of the local leader*



This Graphic about osition of Local Leaders. The graphic Displays the position of local leaders. Most 12 chief villages participated in the research and the 6 of post administrative & vice also a view of local leaders like director, church leaders, and police comandante participate in the research.

*Graphic 5. The Duration work of local leaders.*



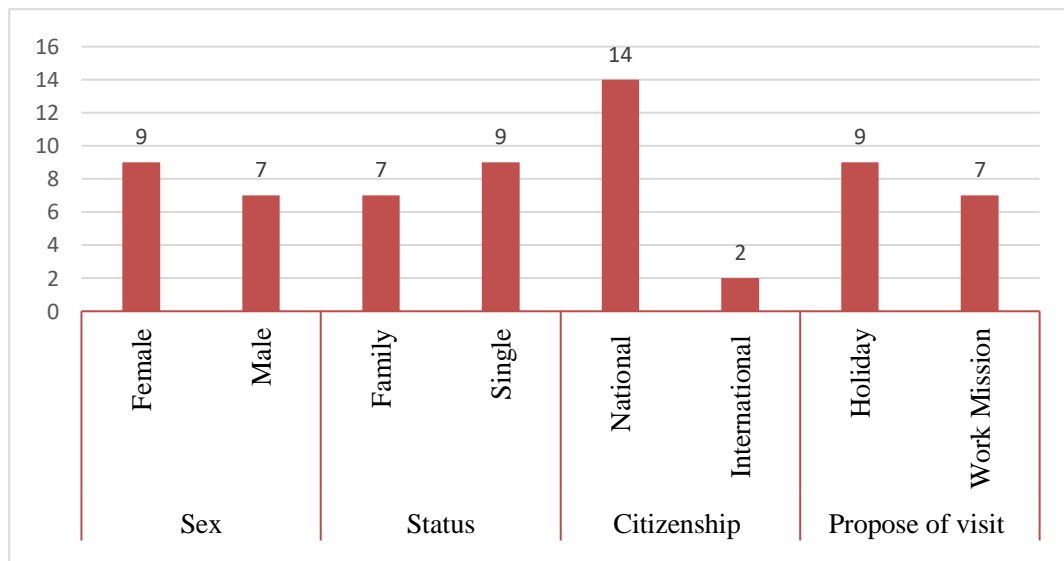
The Graphic shows Display the position of local leaders. Most of the 12 local leaders have a work duration year of 3-5 years, 6 local leaders have a work

duration of more than 5 years, and other local leaders have under the duration of work of 3. Therefore, it is concluded that local leader most has 3–5-years of the duration of work.

### 5.3.2. Profile of Visitors/Tourists.

In addition to Small Medium Enterprises groups and the local leaders that are key respondents as well as tourists, both local and foreign tourists are used as respondents. The purpose of conducting interviews with clients or tourists is to find out some information about the condition, manner of service, and generally about the experience of visiting the Manufahi Municipality. Thus, the number of visits or tourists both local and foreign tourists amounted to 16 people with profiles listed in the graphic below.

*Graphic 6. Profile of visitors and tourists.*



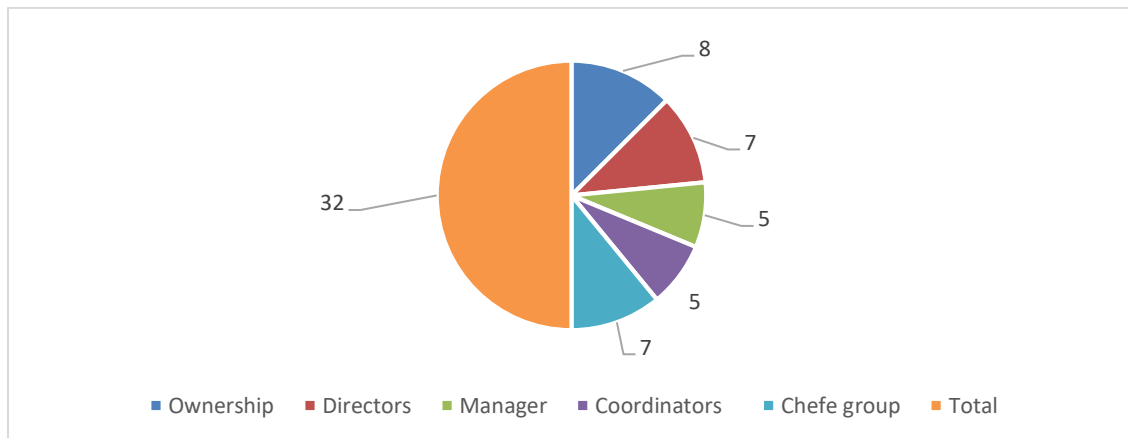
Based on this the graphic shows that visit visitors as many as 14 people and foreign tourists also amounted only 2 people. The total visits there are majorities

from women that amount 9 people when seen from the status of visitors most of those single, and the last is the destination of visitors to the Manufahi Municipality, namely those who do vacations that are as many as 9 people compared to those who do work mission activities.

### 5.3.3. Profile of Small & Medium Enterprises (SMEs)

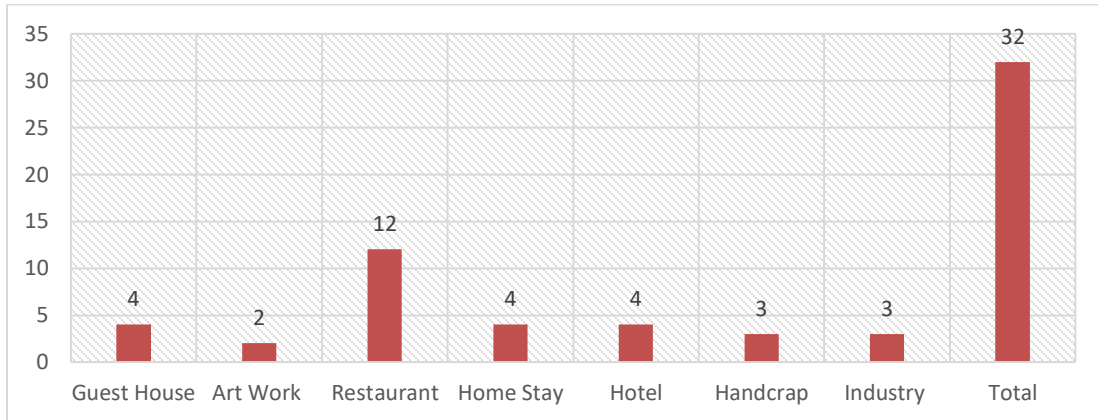
The Small Medium Enterprise SMEs as a key respondent too at this research. The purpose of conducting interviews with SMEs to find out some information about the potensial of SMEs, incoming per year, included challenges of the marketing strategy of Manufahi Municipality. Thus, all information about SMEs in those graphics is below.

*Graphic 7. Respondent's position of (SMEs)*



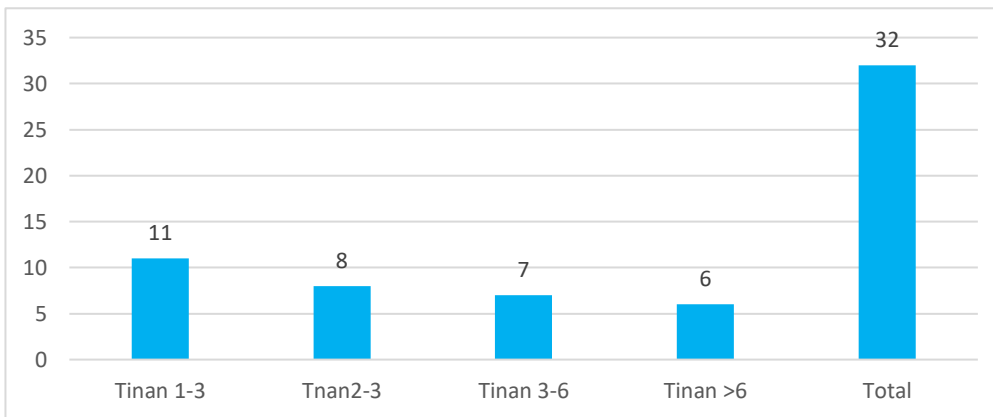
The following graphic is about the positions of respondents. It is described that the owner or entrepreneur has as many as 8 people, coordinator 5 people, manager 4 people, chief of group 7 people, Director 7 person. Thus, it can be concluded that the economic activities of the tourism sector in the Manufahi Municipality are managed directly by their owners.

Graphic 8. **Type of SMEs**



In this study, researchers determined three categories of activities in the site of the tourism sector, such as: in the field of industry, artwork, and handcart groups. From these three areas of activity also other various types of activities that consisted of Guesthouses, Restaurant, Hotel, Carvings, Industries producing laku coffee, Tais style of Manufahi, establishing home stays, transportation that island and sea. Various descriptions of existing data show that the type of SMEs activities in the tourism sector develops the industry Tais, Lacu coffee & local food is enterprises activities.

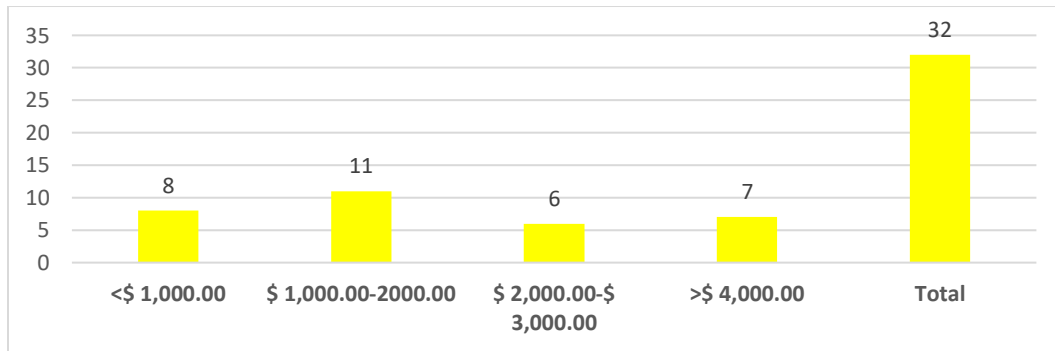
Graphic 9. **Year of SMEs of Establishment.**





This study also knows the year of the establishment of SMEs activities in the tourism sector, as in this graphic shows that: Most 11 of SMEs groups that started their enterprise's activities between 1-3 years, seven (8)SME actors start doing their enterprises activities between 2-3 years, 7 of SMEs actor who starting doing enterprises actor, between 3-6 years, then six (6) SMEs actors who start doing business activities above six (6) years.

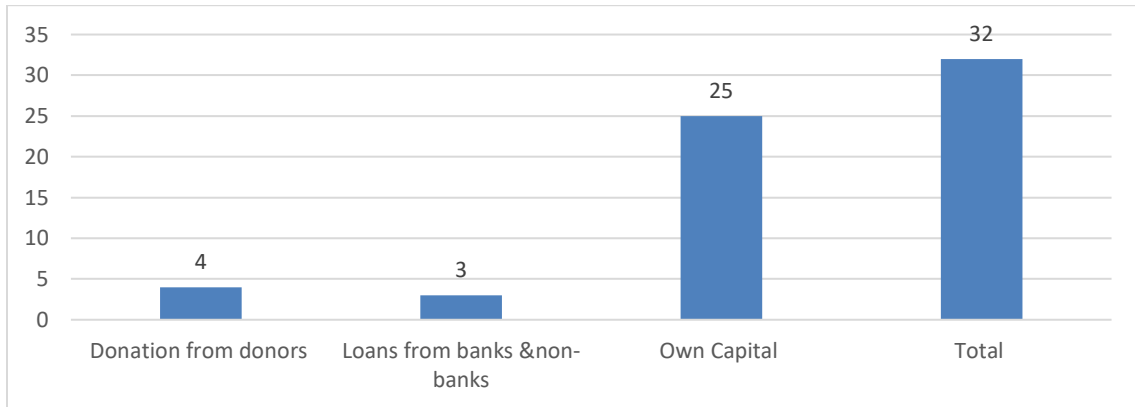
*Graphic 10. Initial Capital Fund of SMEs*



Small -Medium Enterprises groups it's in the tourism sector on the Manufahi Municipality have initial capital that is the main source of starting business activities in the area of tourism. In this study, researchers also identified the amount or total of initial capital held by Entrepreneurs as shown in the table above. There are eight (8) entrepreneurs who start their business activities with an initial capital of less than \$ 1,000.00, then there are six (11) entrepreneurs starting their activities with initial capital ranging from \$ 1,000.00-2,000.00, There is also one (6) entrepreneur who at the time of starting his activities with initial capital ranging from \$ 2,000.00-\$ 3,000.00 and then there are seven (7) entrepreneurs starting their business with initial capital above \$ 4,000.00. Based on the description of this data shows that SME's Actor in the area of tourism

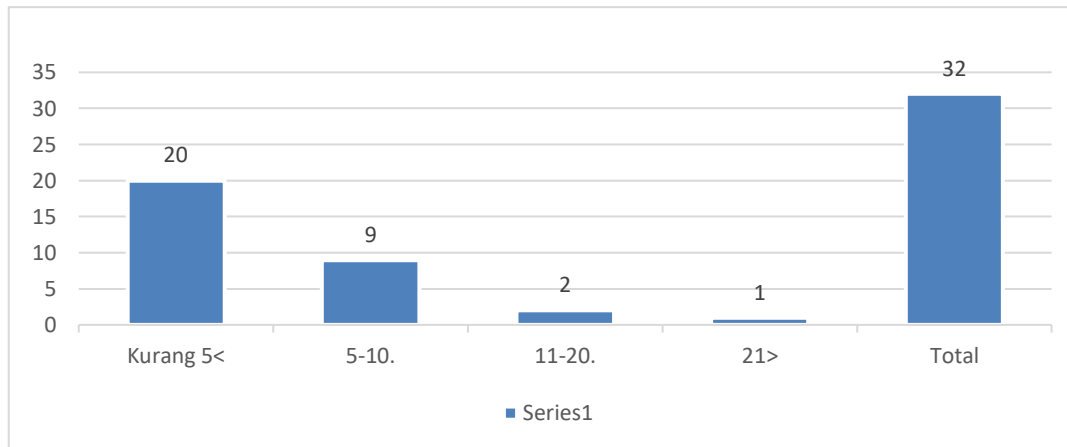
Manufahi Municipality majorities has an average initial capital ranging from 1000.00-2,000.00.

*Graphic 11. Source of Capital*



Sources of funds or initial capital owned by SME groups in the tourism sector on the Manufahi Municipality can be described as follows: there are four (4) SME groups that said that the source of funds is from donation, is support from the government and international agencies. There are also three (3) SME groups that said that their initial capital is from the bank and non-bank loans. Then twenty-five (25) SME groups said that they had their capital to set up their business at that beginning. From the results of the description can be concluded that SME groups in the tourism sector on the Manufahi municipality majorities have their capital.

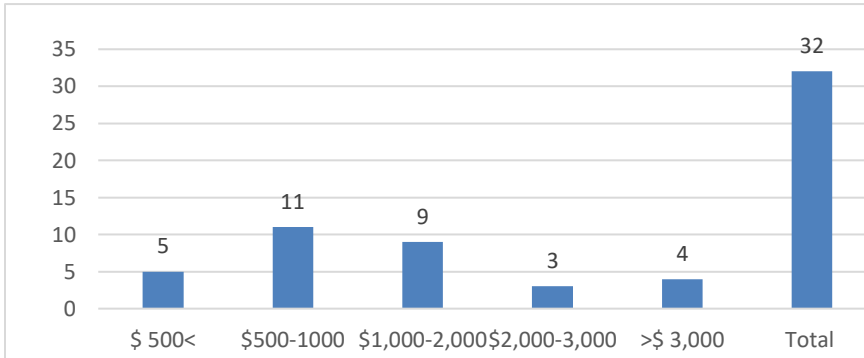
Graphic 12. *Total Employment of SME groups.*



SME groups on Manufahi Municipality help local and national governments in terms invited a lot of tourists or visitors to Manufahi Municipality, because based on existing data from the total number of SME groups identified in this study has employed the reprimands as in the graphic above shows that there is (20) Entrepreneur saying that their businesses have given jobs to job seekers less than five (5) people, There are also Nine (9) Entrepreneurs groups that already employ people ranging from 5-10 people, then there are also three (2) SME's groups that have employed workers ranging from 11-20 people, and lastly, there is one (1) entrepreneur who can hire a workforce above 21 people.

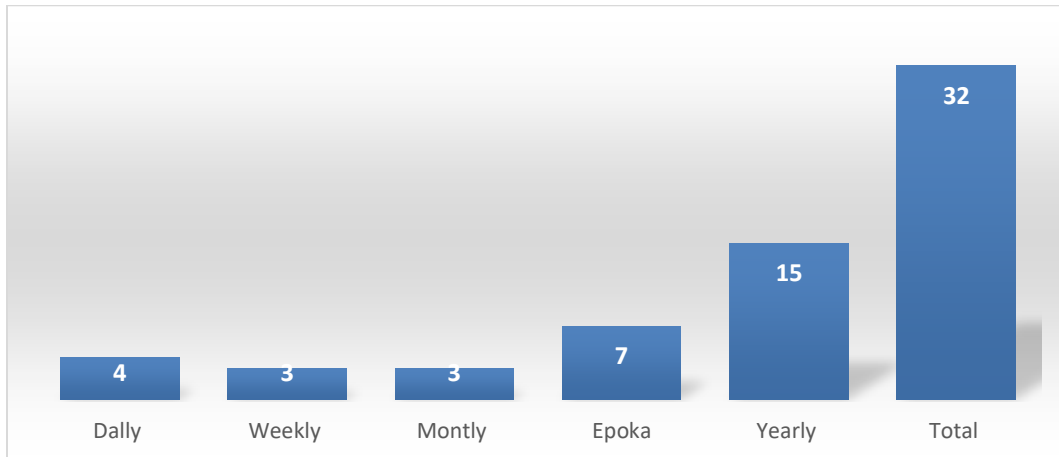
Thus, based on the description of existing data it can be concluded that SME groups majorities can provide a job for less than 5 people and this is a strategic infrequency for the private sector in helping local and national governments to reduce the unemployment rate that has been phenomenal in the country of Timor Leste and more especially on the Manufahi Municipality.

Graphic 13. Average total sales results per year



The total sales results of SME groups can be periodically described as follows: There are five (5) SME that said that the total sales per monthly result are less than \$ 500.00, There are also eleven (11) SME that have total sales between \$500-\$1000, and also nine (9) SME groups said that their sales per-period is around \$1000-\$2000.00. Then three (3) SME said that their sales per year were around 2000-3000. Including four (4) SME said that their sales per year were passed at \$3000.00. Thus, it can be concluded that the average SME group in the area of tourism Manufahi Municipality majorities has their total sales per year around \$500-1000.00.

Graphic 14. Total Annual revenue.



Based on the average sales, this graphic will show about the total revenue per year. There are four (4) groups of SMEs Actor who say that the sales results or total receipts counted per day, then there are three (3) SME groups saying that the results of the receiving category per week, there are also three (3) SME groups who say also that the results of receipts from their business activities are per month, and there are also seven (7) SME actors in the area of tourism said that the results of their acceptance from the results of their business efforts per epoka. Most 15 who say also that the results of receipts from their business activities are per year. Based on the description of the Graphic above, it can be concluded that the results of receipts from various SME in the area of tourism majorities from yearly income.

#### 5.3.4.SME Groups of SERVE and Map.

The study described the SME's actors that have business in Tourism Sector in Manufahi municipality as follows. It is described thought map of SME and from SERVE.

According to government data, especially the SERVE Institution has the business licensing process, it was noted that Manufahi Municipality, currently has activities in the area of hospitality, lodging (Guest House), Restaurant, catering local food, only as many as (42) entrepreneurs, it is on the table below:

*Table 11. SME groups official Registered In SERVE Institute of Timor-Leste*

<b>No</b>	<b>Name of SME</b>	<b>Owner / Manager</b>	<b>Address</b>	<b>Business Activities</b>
1	Divala Amor, Unip, Lda	Ana Paula Dos Santos	Ria-Lau, Letefoho, Same Manufahi	Catering
2	Rysalu-Herdelya, Unip, Lda	Olinda Da Cruz	Rua De Tasi Ibut, Bemetan, Betano, Same, Manufahi	Restaurante
3	Napes Pedveron, Enin	Pedro Da Costa	Rua De Mercado, Letefoho, Same, Manufahi	Restaurante
4	Natodi, Enin	Regina Maria S. S. F. De Andrade	Nularan B, Same, Manufahi	Restaurante
5	Saloren Domin Unip, Lda	Joaquim Da Cruz	Ailau, Tutuluro, Same, Manufahi	Catering
6	Timzava Resto, Enin	José Fernando Gusmão	Rua Nularan, Letefoho, Same, Manufahi, Timor-Leste	Restaurante
7	Flomar, Unipessoal, Lda	Daniel Marcal	Rai-Lau, Letefoho, Same, Manufahi, Timor-Leste	Restaurante & Bebidas
8	Auria Jaya, Unipessoal, Lda	Aurio P. DaWorang	Rua Ria-Lau, Letefoho, Same, Manufahi, Timor-Leste	Catering
9	Talik Motel & Restaurante, Enin	Elfrida Suwarti Barros	Ria-Lau, Letefoho, Same, Manufahi, Timor-Leste	Restaurante
10	Goes House Same Lau, Unipessoal, Lda	Julia Bonekita M. Da Costa	Rua Cotatala, Manufahi, Timor-Leste	Hotel
11	Manasar, Enin	Pedro Gonçalves Noronha	Rua Urufu, Holarua, Same, Manufahi, Timor-Leste	Restaurante
12	Lazer Disamar, Enin	Dicla Neftania Fernandes Da Conceição	Selinhasan, Betano, Same, Manufahi, Timor-Leste	Restaurante & Catering

13	Zelna, Enin	Zelda Maria Da Costa	Rua Fataha, Babulo, same, Manufahi, Timor-Leste	Catering
14	Reketu Da Conceição, Enin	Prodenciano Dos Reis Da Conceição	Rua Rameira, Babulo, Same, Manufahi, Timor-Leste	Restaurante
15	Noseveli, Enin	Francisca Maria Marques Doutel Sarmiento	Rua Uma Forma, Manico, Letefoho, Same, Manufahi, Timor-Leste	Hotel
16	Aryl-Riar, Enin	Nina	Nularan A, Ria-Lau, Letefoho, Same, Manufahi, Timor-Leste	Restaurante
17	Dielvia Eldi, Enin	Elvis Tilman Magalhães	Rua Martires Da Patria, Ria-Lau, Letefoho, Same, Manufahi, Timor-Leste	Bebidas
18	Simerlala, Unipessoal, Lda	Ana Merita U. Magno Dos Santos	Ria-Lau, Letefoho, Same, Manufahi, Timor-Leste	Catering
19	Knaldeb Hornes, Unipessoal, Lda	Fernando Hornes	Knua Alas, Mahaquidan, Alas, Manufahi, Timor-Leste	Catering
20	Eunoja Da Costa, Enin	Josefa Da Costa	Rua Mecado, Ria-Lau, Letefoho, Same, Manufahi, Timor-Leste	Restaurante
21	Donazzejeira, Enin	Fernando Larranjeira	Rua Fataha, Raimera, Babulo, Same, Manufahi, Timor-Leste	Catering
22	Leo-Dok, Unipessoal, Lda	Cristina Da Conceição Soares	Rua De Nularan, Letefoho, Same, Manufahi, Timor-Leste	Catering
23	Benditpinto, Enin	Benedita Pinto	Tomonamo, Letefoho, Same, Manufahi	Restaurante
24	Flomar, Unipessoal, Lda	Daniela Marcal	Rai-Lau, Letefoho, Same, Manufahi	Catering
25	Cares, Unipessoal, Lda	Jaime Da Costa	Ainessi, Fahinehan, Fatuberliu, Manufahi	Catering
26	Armanjuv Taligon, Enin	Juviliana Guina Taligon	Rua Simpantiga, Loti, Daisua, Same, Manufahi	Restaurante
27	Inateti Salvador, Enin	Maria Luisa Flores	Rua Nularan A, Manico, Letefoho, Same,	Restaurante

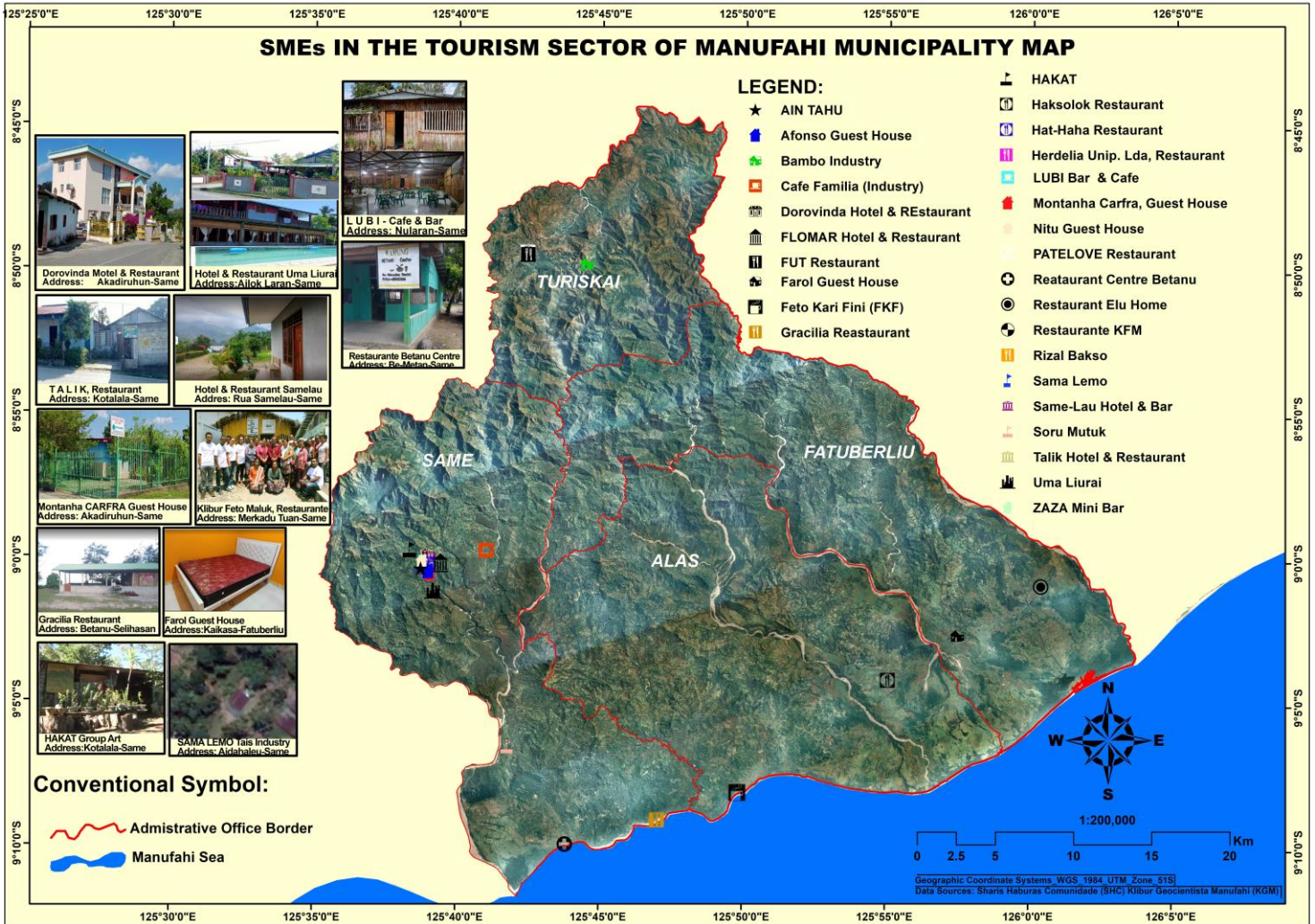
			Manufahi	
28	Village Hotels Timor-Leste, Unipessoal	Aurelia Prego	Uma-Liurai, Babulo Same, Manufahi	Hotel
29	Liyaly, Unipessoal, Lda	Paulino Da Costa Araujo	Mercado Letefoho, Same, Manufahi	Restaurante
30	Fimago H. B. M. Enin	Filomena Dos Reis Fernandes	Manico, Letefoho, Same, Manufahi	Catering
31	Flomigni, Enin	Foliberto Da Costa Marcal	Ria-Lau, Letefoho, Same Manufahi	Hotel
32	Leo Hilin, Unipessoal, Lda	Alvaro Magno	Rua Nulaaran, Ria-Lau, Letefoho, Same, Manufahi	Catering
33	Leadasi, Unipessoal, Lda	Martina Santa Antunes	Leco-Lau, Daisua, Same, Manufahi	Catering
34	Da Montana Carfra, Enin	Francisco Antonio M. Magno	Rua Akadiruhun, Letefoho, Same, Manufahi	Hotel & Restaurante
35	Jejavmi, Enin	Evalina Da Conceição Alvel	Fatuko, Hola-Rua, Same, Manufahi	Restaurante
36	Village Hotels Timor-Leste, Unipessoal, Lda	-	Uma-Liurai, Babulo, Same, Manufahi	Hotel
37	Fioretti, Enin	-	Rua Belaluhu, Webicas, Clacuc, Fatuberliu, Manufahi	Hotel & Restaurante
38	Habokifetfa, Enin	-	Tahu Bein, Mahaquidan, Alas, Manufahi	Restaurante
39	Tomas home stay	Flora Maria Andrade	Aidahaliu, Same	Home stay
40	Guest house Ailelehun	-	-	
41	Guesthouse Cablaki	-		

***Resource of Institution SERVE***

The same of the SME groups was not described on the MAP however it is included in the table above. The profile of SME group MAP as below:



Figure 10. SMEs in Manufahi Municipality MAP.



#### 5.4. Result of Marketing Strategy Analysis.

##### 5.4.1. Market Selection Strategy Analysis

The result data of the marketing strategy analysis focus on market selection strategy, Marketing mix strategy, SWOT analysis, SWOT Matrix Evaluation in Manufahi Municipality. The result data showed that the **market selection strategy for Manufahi Municipality** is as follows:

1. **The Market segment** in Manufahi Municipality was targeted for foreign tourists and domestic tourists.
2. **The Market Targeting:** in Manufahi Municipality, the target market targeted by The Manufahi Municipality is foreign tourists from Australia, Portugal, Indonesia, Filipina, and domestic tourists.
3. **The Market Positioning;** in Manufahi Municipality, the market positioning is in the place of a tourist village that offers naturalness, culture, local products, in another sense, namely, the development of a populist-based tourism village or *Community-Based Tourism*.

##### 5.4.2. Marketing Mix Strategy.

The marketing mix strategy in Manufahi Municipality was looking at the production, prices, promotion, place, people, pros and physically evidence (7P)

The data described that:

1. Production (*Product*); Products provided by Manufahi Municipality in the form of local food products, beaches, Nature, Culture, handicrafts, local food products, and Art.
2. Price (*Price*); The prices offered for each of the products and services offered vary widely. There are no price similarities for the same item and it is very affordable.

3. Promotion(*promotion*); Promotion applied by Manufahi Municipality, in the form of a stand banner, on media social (FB,), exhibition, brochure and promote by people to people.
4. Place; Most of the SME's actors build in an area of the very strategy to ensure it is accessible. Manufahi Municipality This place is called a municipality because it has four administrative posts consisting of Administrative Post Alas, Fatuberliu, Same, and Turiscaï and has its villages. Every visit to the municipality uses local transportation such as cars and motorcycles for the official trip may use the airplane.
5. People; The community is very friendly in the face of tourists, but has not made tourists satisfied and loyal because they do not have the ability or knowledge that is good in facing existing business opportunities as a well low skill on tourism and SMEs.
6. Process; Service or product quality is very dependent on the process of delivering services to consumers. Given that the driver of the service company is the employee itself, then to ensure the quality of service (*quality assurance*), all company operations must be carried out following standardized systems and procedures by employees who are competent, committed, and loyal to the company where they work.
7. *Physical Evidence*; Physical Evidence of The Manufahi Municipality is an added value for tourists but SMEs need to have attention to the equipment of facilities and highways, public toilets and airy spatial planning is an important concern and can affect the *mood* of visitors/tourists.

#### 5.4.3. Result of SWOT Analysis

The result of SWOT Analysis on internal & external factor analysis is as below:

**a. Internal Factor.**

The Internal factor analysis with a focus to describe the strengthening (S) and weakness (W). the result was described nine (9) factors of the **strengthening (S)** as follows:

1. SMEs Actors utilized local food products.
2. TAIS industry & Artwork made with Manufahi model cash (Tais Kasto & Black Tais).
3. SMEs Actors and community had good awareness on environment protection
4. Approach to determine the price based on the quality product & economic power of community.
5. Product price is not uniform but accessible.
6. SMEs have a visit from National and international Tourists before COVID 19.
7. Manufahi Municipality commonly known as the city of Dom Boa Ventura
8. Internet line connection is set in the SME workplace.
9. That SMEs Group has a good relationship with local authorities.

as well as nine (9) of the **weakness (W) as below:**

1. SMEs have not used social media with a maximum to promote products from their business.
2. Lack of knowledge in producing their business results with product digitization
3. Less financial income from business in the time of pandemic covid 19
4. Lack of skills and knowledge in the field of customer service
5. Lack of skills and knowledge in the lobbying customer
6. Lack of business facilities and equipment
7. Less capital fund to develop Business
8. Lack of training for staff
9. Lack employment on the SMEs activities in tourism sector workers

## **b. External Factor**

The external analysis with focus to described the Opportunity (O) and Threat (T). the result was showed that nine (9) of the **Opportunity (S)** as follows:

1. There is an exhibition at the national & municipality level
2. Manufahi Municipality hosts mega project on oil and gas
3. There is a politics of decentralization in government in municipalities.
4. There is a politics to protect, develop & promote village community tourism
5. Government & international agency provides subsidies and training for  
SMEs Actors
6. Vocational tourism school
7. There is motivation and moral support from local authorizes leaders and  
tourist/visitors
8. Tourists have the financial power to access the object product
9. There are BNCTL branches to lend to customers

as well as nine (9) of the **Threats (T) as below:**

1. The government has not yet made a standard market price.
2. Lockdown for local & international visit activities
3. SMEs Actor received protests from customers.
4. The economic condition of the community is unstable.
5. There is no adequate infrastructure to support the tourism sector.
6. There is no clear politics of business development Plan in the tourism sector
7. Limited allocation of funds from the government in the development  
community tourism
8. SMEs competition is very tight in the tourism sector
9. Lack of experts & public knowledge about the importance of the tourism  
sector.

Table 12. SWOT Analysis Result of Manufahi Municipality

<p style="text-align: center;">IFAS</p> <p>EFAS</p>	<p><b>STRENGTH(S)</b></p> <ol style="list-style-type: none"> <li>1. SMEs Actors utilized local food products.</li> <li>2. TAIS industry &amp; Artwork made with Manufahi model cash (Tais Kasto &amp; Black Tais).</li> <li>3. SMEs Actors and community had good awareness on environment protection</li> <li>4. Approach to determine the price based on the quality product &amp; economic power of community.</li> <li>5. Product price is not uniform but accessible.</li> <li>6. SMEs have a visit from National and international Tourists before COVID 19.</li> <li>7. Manufahi Municipality commonly known as the city of Dom Boa Ventura</li> <li>8. Internet line connection is set in the SME workplace.</li> <li>9. That SMEs Group has a good relationship with local authorities.</li> </ol>	<p><b>WEAKNESS (W)</b></p> <ol style="list-style-type: none"> <li>1. SMEs have not used social media with a maximum to promote products from their business.</li> <li>2. Lack of knowledge in producing their business results with product digitization</li> <li>3. Less financial income from business in the time of pandemic covid 19</li> <li>4. Lack of skills and knowledge in the field of customer service</li> <li>5. Lack of skills and knowledge in the lobbying customer</li> <li>6. Lack of business facilities and equipment</li> <li>7. Less capital fund to develop Business</li> <li>8. Lack of training for staff</li> <li>9. Lack of employment on the SMEs activities in tourism sector workers.</li> </ol>
<p><b>OPPORTUNITIES (O)</b></p> <ol style="list-style-type: none"> <li>1. There is an exhibition at the national &amp; municipality level</li> <li>2. Manufahi Municipality hosts mega project on oil and gas</li> <li>3. There is a politics of decentralization in government in municipalities.</li> <li>4. There is a politics to protect, develop &amp; promote village community tourism</li> <li>5. Government &amp; international agency provides subsidies and training for SMEs Actors</li> <li>6. Vocational tourism school</li> <li>7. There is motivation and moral</li> </ol>	<p><b>STRATEGI SO (Strength- Opportunities)</b></p> <ol style="list-style-type: none"> <li>1. Development of SMEs and tourism activities to facilitate the mega-project TASI MANE in Manufahi Municipality.</li> <li>2. The development of commitment and clean living through financial and moral support</li> <li>3. Creative development of products that innovate for promotion at exhibitions</li> <li>4. The development of SMEs and investment in potential tourist objects that are conserved by the government as tourist objects.</li> <li>5. Support Government plan in the protected promotes &amp; develop the</li> </ol>	<p><b>STRATEGI WO (Weakness -Opportunities)</b></p> <ol style="list-style-type: none"> <li>1. Access to vocational Tourism schools to develop staff' knowledge and skill.</li> <li>2. Utilized the exhibition activity to promote SMEs</li> <li>3. Empower skill and knowledge staff through capacity build program by government and development agency</li> <li>4. Access to the bank to credit fund to complete facilities dan material that is still lacking.</li> <li>5. Promotes &amp; develops the village Community Tourism in the area</li> </ol>

<p>support from local authorizes leaders and tourist/visitors</p> <p>8. Tourists have the financial power to access the object product</p> <p>9. There are BNCTL branches to lend to customers.</p>	<p>village Community Tourism</p>	<p>tourism potential.</p>
<p><i>THREATS (T)</i></p> <p>1. The government has not yet made a standard market price.</p> <p>2. Lockdown for local &amp; international visit activities</p> <p>3. SMEs Actor received protests from customers.</p> <p>4. The economic condition of the community is unstable.</p> <p>5. There is no adequate infrastructure to support the tourism sector.</p> <p>6. There is no clear politics of business development Plan in the tourism sector</p> <p>7. Limited allocation of funds from the government in the development community tourism</p> <p>8. SMEs competition is very tight in the tourism sector</p> <p>9. Lack of experts &amp; public knowledge about the importance of the tourism sector (research).</p>	<p><i>STRATEGI (ST)</i> <i>(Strength- Threats)</i></p> <p>1. A utilized good relationship with leading local authority to advocate for developing standard price &amp; interested to develop infrastructure included facilities in the tourism sector</p> <p>2. Utilize your creativity and a business spirit to improve product quality.</p> <p>3. More develop your creativities, innovation, and a business spirit to develop the quality of SMEs in the Tourism sector</p> <p>4. Collaborate with local government, CSOs, International agencies to raise community awareness about the importance of SMEs developing in the tourism sector.</p> <p>5. Collaborate with the Local government another institute to develop and promote agrotourism.</p>	<p><i>STRATEGI (WT)</i> <i>(Weakness - Threats)</i></p> <p>1. Build collaboration with local government to develop SMEs in the Tourism sector of Manufahi Municipality</p> <p>2. Identify tourism potential from each administrative post of Manufahi municipality and look to an expert for design model of tourism as an option for Community based tourism.</p> <p>3. Propose to the government to accelerate vaccination program for ended lockdown in Timor-Leste.</p> <p>4. Development SMEs more in the tourism sector as a place for job provider</p> <p>5. Encourages SME group to develop agrotourism in Manufahi Municipality.</p>

*Source: Primary data Analysis 2021*

#### **5.4.4. Result of SWOT Evaluation.**

The result of the SWOT Matrix evaluation will show the result of internal & external factor evaluation analysis as below:

##### **a. Evaluation of internal factors issues.**

Base on the SWOT Analysis Result of Manufahi Municipality displayed 18 factors that consist of 9 strengths and 9 of weaknesses factors as it is all internal

actor issues. Used the 18 factors to more evaluate for determine the internal factor strategy in the evaluation of internal factors evaluation /IFE Matrix below.

Table 13. Internal Factor Evaluation Matrix /IFE Matrix

Internal Factor Strategy	Weight	Ranting	Score
<b>Strength</b>			
1. Quality of Product			
2. Cheap Price & Quality of service	0.07	3	0.21
3. SMEs actors have their mechanism to protect the environment	0.07	3	0.21
	0.06	2	0.12
4. Place and location are strategic	0.07	3	0.21
5. Each Payment with self-system	0.08	3	0.24
6. Communication Skill Build more SMEs in the industry art site.	0.06	3	0.18
	0.07	3	0.21
7. Local & International Customer	0.07	3	0.21
8. A good relationship with partners			
	<b>0.55</b>		<b>1.59</b>
<b>Weakness.</b>			
	0.06	3	0.18
1. Lack of promotion	0.05	3	0.15
2. Lack of incoming	0.06	2	0.12
3. Lack of human resources in the design model of tourism.	0.07	3	0.21
4. Information management system	0.05	3	0.15
5. Language's ability using	0.06	3	0.18
6. Facilities and equipment	0.05	3	0.15
7. Low capital fund	0.05	3	0.15
8. Luck of knowledge to utilize SME & potential tourism			
	<b>0.45</b>		<b>1.29</b>
	<b>1.0</b>		<b>2.88</b>

**Resource; Primary data analysis 2021**The above table describes the internal factor evaluation matrix evaluation in Manufahi Municipality. The result showed that based on the theory of Freddy *Rangkuti said*, all the result that the researcher obtains as a result of this research it was analyzed in the internal factor matrix evaluation showed the score is **2.88 and with weight: 1.00**



**b. Evaluation of External factors issues.**

Base on the SWOT Analysis Result of Manufahi Municipality displayed 18 factors that consist of 9 opportunities and 9 of treats factors as it is all external factor issues. Used the 18 factors to more evaluate for determine the external factor strategy in the evaluation of external factors evaluation /EFE Matrix below.

*Table 14.* External Factor Evaluation Matrix/EFE Matrix

<b>Internal Factor Strategy</b>	<b>Weight</b>	<b>Ranting</b>	<b>Score</b>
<b>Opportunity</b>			
1. Loyal customers from domestic and foreigner	0.06	3	0.18
2. Community tourism & agrotourism developed by Government	0.06	3	0.18
3. Training & Support by partners and Power shopping customers.	0.06	3	0.18
4. Politics of decentralization in government in Municipality	0.07	3	0.21
5. Mega-project TASI MANE implemented in Manufahi	0.06	3	0.18
6. Tourism vocational school in Manufahi	0.07	3	0.21
7. Law and policy to develop & promote the tourism sector	0.06	3	0.18
8. Access to credit in the bank	0.05	3	0.15
	<b>0.49</b>		<b>1.47</b>
<b>Treats</b>			
1. No price standard regulation	0.05	3	0.15
2. International and national lowdown	0.06	4	0.24
3. Complain from customers	0.06	2	0.12
4. Economic condition not stable	0.06	4	0.24
5. Lack of basic infrastructure	0.07	3	0.21
6. Politic exchange	0.07	3	0.21
7. SMEs competition is very tight in the tourism sector	0.08	3	0.32
8. Lack knowledge of community on SME in the area of tourism	0.06	3	0.18
	<b>0.51</b>		<b>1.59</b>
	<b>1.0</b>		<b>3.06</b>

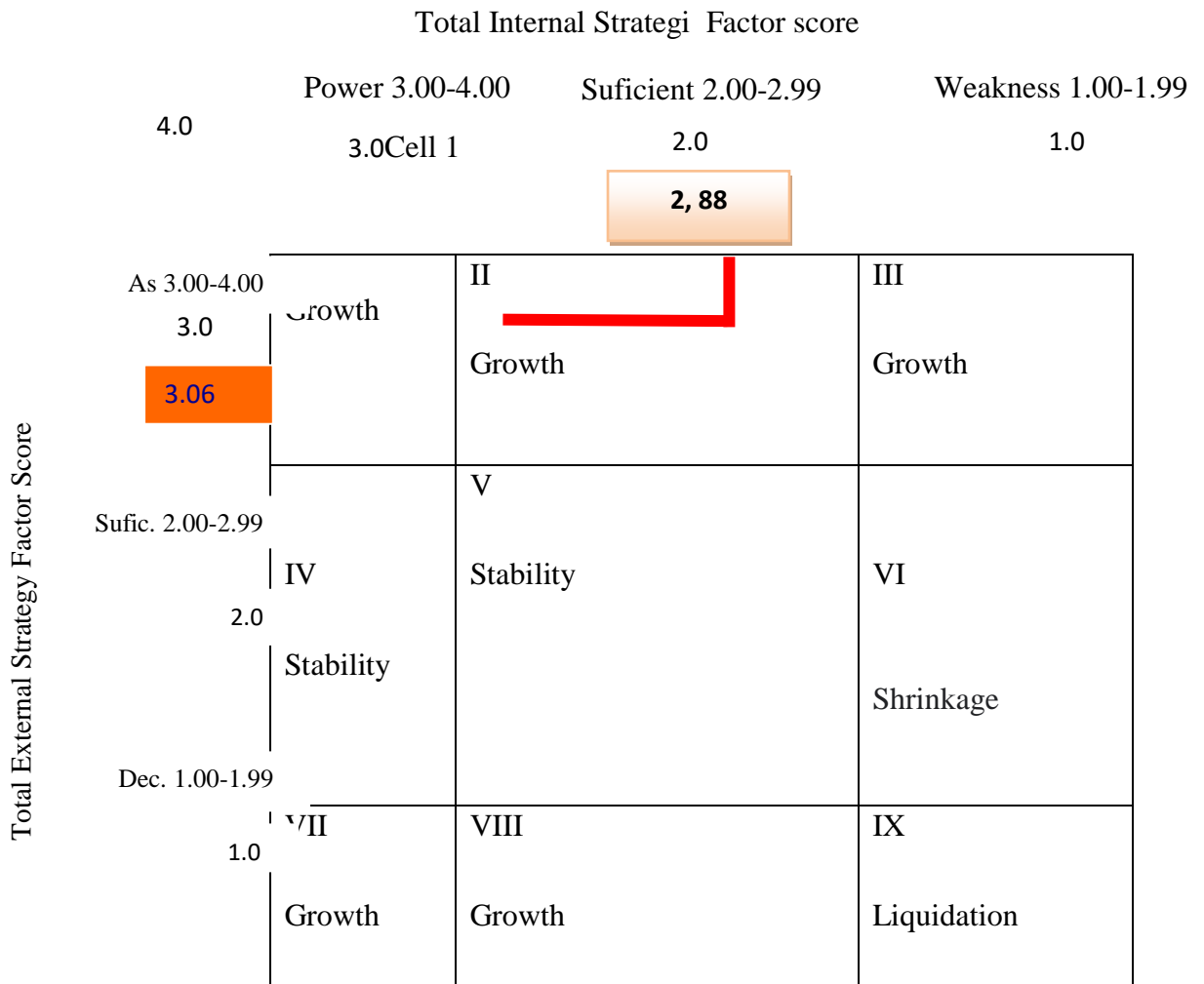
The above table describes the External factor evaluation matrix in Manufahi Municipality. The result showed that based on the theory of Freddy *Rangkuti said*, all the result that the researcher obtains as a result of this research it was analyzed

in the External factor matrix evaluation showed the score is **3.06 with a weight: 1.00**

#### 5.4.5. Result of Internal and External SMEs Positioning

The resulting study showed threat based on the result of IFE no EFE, showing the total score of 2,88 in internal and external factors with a score of 3.06. used this result of IFE no EFE to continue to measure and test internal and external, to know the percentage of SMEs in the tourism sector of Manufahi Municipality. See the internal and external matrix below.

Figure 11. Internal & External SMEs Positioning Matrix



Sumber: *Processed data, 2021*

The result of the study showed that achievement SMEs in the tourism sector in Manufahi municipality based on the internal strategy evaluation it is in the quadrant II, it is mean that: “GROWTH, with an increase position - “therefore the suitable for this positioning of SME is “**Market Development** “from the external strategy evaluation it is in quadrant I, it is mean that “GROWTH” with an

increase position. “Therefore, the suitable for this positioning is “**Market Development**”.

Furthermore, in the SME part, it is found that need to develop quality and quantity products with innovation & creativity in the tourism sector, therefore, the specific strategy product **development**.

#### 5.4.6. Result of Marketing Strategy for Market & Product development.

The result of the research shows that a good marketing strategy is Market and product development. Details strategy from SWOT analysis as follows:

##### STRATEGI SO(*Strength- Opportunities*)

1. Development of SMEs and tourism activities to facilitate the mega-project TASI MANE in Manufahi Municipality.
2. The development of commitment and clean living through financial and moral support
3. Creative development of products that innovate for promotion at exhibitions
4. The development of SMEs and investment in potential tourist objects that are conserved by the government as tourist objects.
5. Support Government plan in the protected promotes & develop the village Community Tourism.

##### STRATEGI WO.(*Weakness -Opportunities*)

1. Access to vocational Tourism schools to develop staff knowledge and skill.
2. Utilized the exhibition activity to promote SMEs
3. Empower skill and knowledge staff through capacity build program by government and development agency

4. Access to the bank to credit fund to complete facilities dan material that is still lacking.
5. Promotes & develops the village Community Tourism in the area tourism potential.

STRATEGI (ST).(*Strength- Threats*)

1. A utilized good relationship with leading local authority to advocate for developing standard price & interested to develop infrastructure included facilities in the tourism sector
2. Utilize your creativity and a business spirit to improve product quality.
3. More develop your creativities, innovation, and a business spirit to develop the quality of SMEs in the Tourism sector
4. Collaborate with local government, CSOs, International agencies to raise community awareness about the importance of SMEs developing in the tourism sector.
5. Collaborate with the Local government another institute to develop and promote agrotourism.

STRATEGI (WT).(*Weakness - Threats*)

1. Build collaboration with local government to develop SMEs in the Tourism sector of Manufahi Municipality
2. Identify tourism potential from each administrative post of Manufahi municipality and look to an expert for design model of tourism as an option for Community based tourism.
3. Propose to the government to accelerate vaccination program for ended lockdown in Timor-Leste.
4. Development SMEs more in the tourism sector as a place for job provider
5. Encourages SME group to develop agrotourism in Manufahi Municipality.

## 6. DISCUSSION OF RESULT

### 6.1. The Major Finding of the research.

The purpose of this study was to gain a piece of information about tourism potential for SME group business activities, &SME potential in the area of tourism, with both resource information to analyze the marketing strategy for developing Small Medium Enterprises (SMEs) in the tourism sector of Manufahi, Timor-Leste. based on SWOT analysis" with indicators of this marketing strategy using the marketing mix(7P) according to the theory of Freddy Rangkuti.

The major key finding is **1**. It is founded 27 tourism potential for SMEs activities in the tourism sector of Manufahi Municipality. It is developed on a tourist map from Post Administrative up to Municipaly level & distributed to the local leader at Manufahi Municipality. **2**. it is founded 32 of SME group most managed by the owner, with most self-financial and developed into SME's Map. **3**. It is founded the market and product development with position growth is a suitable marketing strategy for developing SME in the tourism sector in Manufahi Municipality.

The major findings of study number **1** mean that Manufahi municipality is potential also for the tourism sector for economic development not only potential for agriculture development. Most 27 of potential tourism was identified on the municipal level as a place for SME Group's todo their business included developing tourist map for each of post administrative. It is important to develop Community based tourism and agrotourism.**2**.Manufahi Municipality has the potential for developing Small Medium Enterprise (SMS) in the tourism sector, it is founded 32 SME groups most managed by the owner, with most self-financial and led by a female. This Finding of research is most significant for facilitating those domestic and international tourists/Visitors, also promoting & developing artwork, handcart, and TAIS and CAFÉ Laku industry business activities in

Manufahi. 3. Our result showed that Market and product development is a suitable strategy for marketing for developing SMEs in area tourism in Manufahi Municipality. It is a very significant result of the research analysis, through the evaluation of internal and external matrices, display that the average value is 1.00, the total IFE score with a value of 2.88 as well as the total EFE score of 3,06. based on the internal strategy evaluation it is in quadrant II, it is mean that: “GROWTH, with an increase position-“therefore the suitable for this positioning of SME is “**Market Development** “from the external strategy evaluation it is in quadrant I, it is mean that “GROWTH” with an increase position. “Therefore, the suitable for this positioning is “**Market Development**”. Furthermore, in the SME part, it is found that need to develop quality and quantity products with innovation & creativity in the tourism sector, therefore, the good strategy is **product development**. That means looking strong above average (2.50), by maximizing strength and minimizing that weakness, and maximizing in taking advantage of opportunities to avoid existing threats.

Those finding is important from the research.

Total 32 SME groups were founded on research however from the data from SERVE are 38 SME groups with different intersperses activities however SERVE also on process develop a database system. Most SMEs group centered in Same Post Administrative also because the capital of Manufahi, if compared with others three posts administrative that far from Manufahi Municipality. The data showed that no restaurant in Alas and Fatuberliu post administratively included homestay, hotel, or guest house at a period of the research conducted. Most popular of the TAIS industry and LAKU CAFÉ Industry as the key product in the area of Tourism. In another part, the government has a policy & program on marketing management in the general and the area of tourism but Government has not yet developed a standard price policy for the SME Groups.

According to the Tourism Potential in Manufahi Municipality. The data showed most 27 Potential tourism for SME's activities it described into Manufahi Municipal Map. In another part, most of the respondents stated in the FGD that "Manufahi Society in the SAME town recognized the statue of Dom Boa Ventura as the national icon it is a most significant tourist site and symbol for Manufahi Municipality. For those who came to Maufahi, if not visit Dom Bom Ventura Statue, that means not yet visit Manufahi. The result of the study also showed that 12 potential tourisms in Alas Post Administrative, 8 potential tourisms of Fatuberliu, 28 potential tourism of the SAME town, and 10 of the tourism potential in Turiscaï post Administrative as the potential for SME activities but not yet utilized and develop as the community-based tourism or agrotourism. In another part local Government of Manufahi Municipality was in process of developing the Statue of Mr. Francisco Xavier in ORANA-TURISCAI, WELENAS LAKE in Fatuberliu, and Hoat Fur water full in Rotate. With develop more SME activities in the area of tourism, it will facilitate the Mega Project TASI MANE and the Decentralization of local government in Manufahi municipality.

## 6.2. The related research findings to those of another research

The previous research about Marketing Strategy Analysis for Developing a Small-Scale Business in Tourism, in Island Atauro Tourism Object, Dili Timor Leste. The finding showed that "the achievements of the Small and Medium Enterprises group in the tourism sector of Atauro Island, Dili, Timor-Leste are in the quadrant position of column V which means "stability" with a stable position. The average value is 1.00, the total score for external evaluation is 2.52, and the total IFE score with a value of 2.77. Therefore, the strategies that are suitable for this position are market penetration and product development, including



developing Potential tourism and Small-Scale Business in Tourism at the village level. **(Juviano Xavier<sup>1</sup>; Luh Komang Candra Dewi<sup>2</sup>; Augusto da Conceição Soares 2020)**. Another early study about marketing Strategy in increasing sales rate in UD. Bona Bali. with the results of this study concluded that the IFE and EFE matrix scores are 3.09 and 3.82 are in column 1, namely, at the growth. This research shows that the resulting strategy is very appropriate to solve the problem. This research has implications for UD's progress. Bona Bali in increasing sales. **(Nopriyanti and published in STIETriatma Mulya Badung,2018)**.

While this result of this research with SWOT and EFAS-IFAS analysis showed that developed the tourism potential on the tourist map as well as develop SME profile on the map too at the post administrative level until the municipal level of Manufahi Municipality; The Market and product development as the marketing strategy for developing SME in tourism sector Manufahi. Based on the analysis result the average value is 1.00, the total IFE score with a value of 2.88 as well as the total EFE score of 3,06. It means GROWTH with position increasing with maximizing strengths and minimizing existing weaknesses into developing SME group.

### 6.3. The Process & Research's Limitations.

This is a document research paper. The research was conducted for two months of Sept-October on 2021 by nine (9) researchers' teams with direct observation direct by INCT in the research place, the data gathered by direct and online. The result of the research was presented twice for INCT (Preliminary and Final Presentation), Presented at the national and Municipal level for consultation with support by a mentor. This research was also selected as one of good research with other 6 research & presented in national level with support also funded by INCT.

A total of 72 respondents participated in the research. It has consisted 24 of local leaders and 32 of the SMEs Actors however it is only 2 persons of international tourists from 16 of local tourists that participated in the research because the research was conducted during country lockdown caused by pandemic covid 19 in the Timor-Leste. The research was conducted in four Post Administrative of Manufahi Municipality and well collaborate with relevant local leaders and partners of NGO Sharis Haburas Comunidade (SHC), Klibur Geoscientist Manufahi (KGM), and GEOPET-15. Annex...schedule of research.

The limitation of the research has consisted of 1. The number of international tourists/visitors is only two because this research was conducted at the time of country lockdown of pandemic COVID 19 therefore not many visitors come to visit the tourist site when the research conducting. 2. The potential tourism & SME does not take all photos, some only discovered name also not same Tourist site or SME not included in the map.

#### 6.4.Suggestion for future research.

With the research limitation above, this research also as first research on SMEs developing in the tourism sector, view of issue needs to explore more through another future research. It could be a response to the question about the best model to develop community-based tourism and agrotourism or Ecotourism in Manufahi Municipality? how to design the model of the market and product development for the SME in the tourism sector?

## 7. CONCLUSIONS

### 7.1. The Conclusion of the research

This is a research report of working document, presenting the findings and results of scientific research about marketing strategy analysis for developing small & medium enterprises in the tourism sector of Manufahi municipality Timor-Leste.

The importance of selecting this topic is this research was relevant to the economic development through tourism potential & SMEs sector which very essential to create a job for the local community in Manufahi Municipality of Timor Leste & it is related to the government programs on the tourism sector as this sector is a sector of the potential for developing the national economy revenue also facilitated the Mega Project of TASI MANE and politics Decentralization of municipality.

The benefits of this research are the data that is to be used as a reference for the government, private sector, and local communities to be more active, well improvident competitive in the marketing strategies between the interested SMEs in developing economic activities and to design job employment as well as to more attract local and international tourist/visitor to visit Manufahi.

The key finding of this research has been addressed the problem of research with the approach of Qualitative and qualitative descriptive, SWOT and IFAS & EFAS analysis, those finding was consisted by:

1. It is founded 27 tourisms potential for SMEs activities in the tourism sector of Manufahi Municipality. It is developed on a tourist map from each Post Administrative up to Municipal level & distributed to the local leader at Manufahi Municipality. SMEs group collaborate with local government to do business of the product in the all the community tourism that while building by in Turiscaí, Fatuberlho, and Same.

2. It is founded 32 of SME groups most managed by the owner, with most self-financial and developed into SME's Map. Accommodation for facilities domestic local and international is needed to improve quality. however, it is very low quality and quantity of industry of TAIS and CAFÉ Laku, handcraft Artwork, include lack of promoting local food as the identity of Manufahi. Nee to develop. Gallery in each of Hotel, homestay, and guest how to promote the potential of the product.
  
3. It is founded the market and product development with position growth, it is a suitable marketing strategy for developing SME in the tourism sector in Manufahi Municipality. Based on the IE matrix (Internal – External) consisting of the IFE (Internal Factors Evaluation) and EFE (External Factors Evaluation) matrix obtained the average value is 1.00 & the coordinator point (2.88: 3.06), Its mean the position of Manufahi Municipality is Growth by maximizing the strength and minimizing existing weaknesses for improving SME groups, according to the theory of Freddy Rangkuti.
  
4. Suitable Marketing strategy for developing SMEs group in the tourism sector is market and product development. The is detailed strategies found of SWOT analysis (Strategy of SO, WO, ST, SW ) as follows:
  1. Development of SMEs and tourism activities to facilitate the mega-project TASI MANE in Manufahi Municipality.
  2. The development of commitment and clean living through financial and moral support
  3. Creative development of products that innovate for promotion at exhibitions
  4. The development of SMEs and investment in potential tourist objects that are conserved by the government as tourist objects.

5. Support Government plan in the protected promotes & develop the village Community Tourism
6. Access to vocational Tourism schools to develop staff' knowledge and skill.
7. Utilized the exhibition activity to promote SMEs
8. Empower skill and knowledge staff through capacity build program by government and development agency
9. Access to the bank to credit fund to complete facilities dan material that is still lacking.
10. Promotes & develops the village Community Tourism in the area tourism potential.
11. A utilized good relationship with leading local authority to advocate for developing standard price & interested to develop infrastructure included facilities in the tourism sector
12. Utilize your creativity and a business spirit to improve product quality.
13. More develop your creativities, innovation, and a business spirit to develop the quality of SMEs in the Tourism sector
14. Collaborate with local government, CSOs, International agencies to raise community awareness about the importance of SMEs developing in the tourism sector.
15. Collaborate with the Local government another institute to develop and promote agrotourism.
16. Build collaboration with local government to develop SMEs in the Tourism sector of Manufahi Municipality
17. Identify tourism potential from each administrative post of Manufahi municipality and look to an expert for design model of tourism as an option for Community based tourism.
18. Propose to the government to accelerate vaccination program for ended lockdown in Timor-Leste.
19. Development SMEs more in the tourism sector as the place for job provider & Encourages SME group to develop agrotourism in Manufahi Municipality

Based on the three key findings of this research above, the researcher would like to conclude that “Manufahi municipality has tourism & SME groups potential in the tourism sector to economic development not only potential for agriculture development, however, need to harmonization policy and program plan on the market and product development as a marketing strategy in assists the SMEs groups in the tourism sector better growing”.

## 7.2. Recommendation of the research.

Overall, the findings of research presented view recommendation for SMEs groups and Government, it is below:

a. For SMEs Actors that have business activities in the tourism sectors.

- Conduct intensive digital-based promotions of your product such as Facebook, Instagram, Website, Blogspot, WA, Twiter, Line and distribute promo brochures or pamphlets in hotel rooms, as well as promotional updates to agents in Timor Leste and build the stand board od your business that can show your contact information.
- Selling products that innovate from Industry TAIS, CAFÉ LAKU, ARTWORK, HANDICRAFT woven bamboo containing the name of the Manufahi Municipality, offering clothes written I love Manufahi Municipality, and the provision of various souvenirs that exist the name Manufahi Municipality. Increase cooperation with travel agents in the country and abroad and hotels in Timor Leste. Improved service following operational standards (SOP), grooming, and a good attitude, and service excellent make guest comments to improve better service.

- Utilized the specific marketing strategy as mentioned in the conclusion part to develop your product and access the market.

b. For the Government.

- MTCI Territorial Delegation for Manufahi to support and collaborate with Market management and tourism unit under the administrator of municipality & with collaborated with SME actors to develop a policy of standardization price of SMEs product in the tourism sector of Manufahi municipality.
- Local government through market management and tourism unit and MTCI to do civic education for raising awareness and increasing knowledge of Manufahi society about what the potential of Tourism & SME potential and how to utilize.
- Support all researchers that are willing to do research on Market management and tourism in Manufahi and collaborate with Universitas to ensure all Manufahi's students that would like to research for SCRIPSI and THESIS should do research Manufahi.
- Local government to plan and allocate funding of general budget state per year for Market management & tourism unit to continue to develop community tourism and support SMEs group in the tourism sector this area In Manufahi Municipality.

### 7.3. Theoretical implications and practitioners.

#### 7.3.1. Practical implications

This research also makes a practical contribution to SMEs actors in the field of tourism of the Manufahi Municipality as follows results of *Research* analysis show that Manufahi Municipality has strength and expansion in the field of tourism so it needs to develop intensively

#### 7.3.2. Theoretically Benefits

The results of this *research* are expected to develop SMEs science and develop also management science, especially marketing science in the form of empirical marketing strategies on the Manufahi Municipality.



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## ANNEX

### 1. List of Tourist Visit to Timor Leste. from 2013-2020.

<b>No</b>	<b>Period of the year</b>	<b>Visit</b>	<b>Growth %</b>
1	2013	44,146	26%
2	2014	48,986	11%
3	2015	61,037	25%
4	2016	71,680	17%
5	2017	77,106	8%
6	2018	149,039	93%
7	2019	15,840	-62%
8	2020	6324	-89%

*Source: DNPE-Ministry of Tourism of East Timor*

### 2. National income growth data from the tourism sector 8 years period.

<b>No</b>	<b>Periode 8 tahun</b>	<b>Penerimaan Nasional pertahun</b>	<b>Pertumbuhan %</b>
1	2013	\$ 2,752,660.00	21%
2	2014	\$ 2,693,430.00	-2%
3	2015	\$ 3,598,500.00	34%
4	2016	\$ 3,689,480.00	3%
5	2017	\$ 3,693,980.00	0%
6	2018	\$ 8,075,670.00	119%
7	2019	\$ 2,795,540.00	-65%
8	2020	\$ 6,336.00	-100%

*Source: DNPE-Ministry of Tourism of East Timor*

### 3. Schedule of research activities July- Dec 2021.

	Date	Activity	PLace	Lead By
July	17 of July	Sign MOU among Coordinator Research and INCT	Sign MOU	Coordinator Research and Team research
July	19- 30	Collaborate with NGO SHC And KJM and GEOPET-15 to Preparation Material Training for data collector -Nominator.	NGO SHC Meeting room	Coordinator Research and data collector team.
August	1-13	Conduct training for Data Collector	NGO SHC Meeting room	Coordinator Research
	16-20	Coordination with the local authority before researching by Phone and visit to delivery invitation latter	Manufahi Municipality.	Cord. And team research.
August	23-27	Direct conduct data collection with the respondent of Local leaders, Tourist and SMEs actors	In Same, Alas, Fatuberliu and Turiscaí.	Cord. And team research.
Sept	1-17	Online conduct data collection with the respondent of Local leaders, Tourist and SMEs actors because Country lockdown -COVID 19.	Dili	Cord. And team research.
	20-30	Team meeting for a week data analysis.	Dili	Cord. And team research.
Oct	1-15	Write the narrative report and prepare PowerPoint also.	Dili	Cord. And team research.
	18-30	Summated Narrative report and PowerPoint report to INCT	Dili	Cord. And team research.
	27	Presented preliminary result for INCT	Bayside -Dili	Cord. And team research.
Nov	1-14	Review Narrative Report and PPT and prepare for national-level consultation.	Dili	Cord. And team research
	15	Do presentation in national as a consultation that organized by INCT	Delta Nova Dili.	Coordinator Research
	16- 30	Review narrative and use the new format from INCT	Dili	Coordinator & research team
Dec	1-8	Preparation for presentation final for INCT.	Dili	Cord. And team research

	9	Presented final narrative for INCT	Dili	Cord. And team research
	10-16	Preparation for Municipality Result presentation	Dili- Manufahi	Cord. And team research
	17	Conduct Municipality consultation	Manufahi	Cord. And team research
	18-24	Write final monthly report to submitted to INC and continue finalized the final report.	Dili	Cord. And team research
	26-31	Submitted finance report to INCT	Dili	Cord. And team research

#### **4. Questions used for research**

##### **A. FOCUS GROUP DISCUSSION (FGD)**

**These activities conduct with Local Leaders & SME actor in each subdistrict only. To complete data from data interview.**

**Place Address : Manufahi Municipality**

**Participant : Local Authority and SME Actors**

**Facilitator Team :** \_\_\_\_\_

1. Identify the tourist sites in tourism area from Manufahi municipality, administrative post and village according to its:
  - a. Cultural tourist sites
  - b. Natural tourist sites
  - c. Historical tourist sites and
  - d. Religious tourist sites
2. Chose five tourism objects that can be developed in the next 3 years?
3. What is the tourist object you want to be developing to identify the micro and macro transaction activity (SMEs), next, exist or doesn't exist in Manufahi?
  - a. Tais industry
  - b. Attractive cultural festival
  - c. Hotel
  - d. Restaurant
  - e. Guest House/Home Stay
  - f. Transportation (Boat, Motorbike & Carriage Horse)
  - g. Tourist object (Garden, Inn, Nature & Monument)
  - h. Craftmanship industry

4. Does the Government through the market and tourism direction in TL/Manufahi have already created a standard price policy to sell SMEs activity?
5. Does the Government have a policy and plan to develop some tourism sector in Manufahi municipality?
6. What type of promotion to improve the tourism sector and SMEs activity in our municipality?
7. What is the policy and commodity management plan that our government has?
8. What is the problem you faced when developing tourism sector in Manufahi?
9. Give some recommendation to our government, negotiator and tourist.

## B. QUESTION FOR LOCAL AUTHORITY

This form used to interview the local leaders that has been selected base on random .with probability sampling .

### B.1.ENUMERATOR INFORMATION AND INFORMER

#### 1.1. ENUMERATOR

- a. Enumerator name :
- b. Enumerator Code Number:
- c. Phone number :
- d. Sex :

#### 1.2. INFORMER

- a. Informer name :
- b. Age :
- c. Sex : Male   
: Female
- d. Phone number : Married
- e. Marital status : Single
- f. Position : Administrator/Vice   
: Post Administrator/Vice   
: Juice Chief   
: Village head   
: Director of market and tourism management   
: Director of IADE/NGO
- g. Year of taking office : Less a Year

- : 1-3 Year
- : 3-5 Year
- : More than 5 Years


- h. Study Level : Doctorate
- : Master Degree
  - : Bachelor Degree
  - : Diploma (1-3)
  - : Secondary School
  - : Pre-Secondary School
  - : Primary School


- i. Residence : \_\_\_\_\_

**B.2. Question List For Local Authority In Manufahi Municipality**

1. As local authority, what is your point of view about tourism sector in Manufahi municipality?
2. According to your opinion, which part of tourism potential that we have?
3. What is the tourist product do you want to develop according to your priority plan?
4. Do you have some policy to control and standardize the price in this municipality?
5. Do you have any idea or action to conserve the strategic sites that has a potentiality in tourism sector?
6. What is the basic infrastructure and facility that had created by our government to support the tourism sector in this place?
7. What is the strategy and mechanism that used by local authority to promote the tourism sector in this place?
8. As a local authority, how your observation about the role of central government to give an attention for development of tourism sector in this municipality?
9. What is your point of view about the participation of local community to develop business activity that has relationship with tourism sector?
10. According to your observation, what is the implication of tourism area in social aspect, cultural and economic aspect in Manufahi municipality?
11. What is the challenge and problem facing local authority during develop the tourism sector in Manufahi municipality?
12. As local authority, what is your recommendation to relevant part in national about business and marketing?
13. How about the impact of COVID Pandemic to economic activity in Manufahi municipality?

## C. QUESTION FOR INFORMER KEY ACTORS IN TOURISM SECTOR

### C.1. Enumerator Information And Informer

#### 1.1. ENUMERATOR

- a. Enumerator name :
- b. Enumerator Code No :
- c. Phone number :
- d. Sex :

#### 1.2. INFORMER KEY

- a. Informer Key name :
- b. Age :
- c. Sex : Male
- d. : Female
- e. Phone number : Merried
- f. Marital status : Single
  
- g. Position : Director
- : Manager
- : Coordinator
- : Boss
- : Group Head
  
- h. Study Level :
- : Primary
- : Pre-Secondary
- : Secondary
- : Diploma
- : Bachelor
- : Master
- : Doctorate
  
- i. Residence : \_\_\_\_\_

### C.2. Business Profile

- 1.1. Business name :
- 1.2. Business address :



**1.3. Year of Starting the Business:**

- a. Less a Year
- b. 1-2 Year
- c. 3-4 Year
- d. More than 5 Years

**1.4.Total Budget for initiate the Business:**

- a. < \$ 1000.00
- b. \$ 1,000.00-\$ 2,000.00
- c. c. \$ 2,000.00-\$3,000.00
- d. d. >\$ 4,000.00

**1.4. Budget Souses:**

- a. Own Budget
- b. Budget Loan
- c. Donation
- d. If Loan, where do you get Credit

**1.5. Business Specification Area:**

- a. Tais industry
- b. Attractive cultural festival
- c. Hotel
- d. Restaurant
- e. Guest House/Home Stay
- f. Transportation (Boat, Motorbike & Carriage Horse)
- g. Tourist object (Garden, Inn, Nature & Monument)
- h. Craftsmanship industry

**1.6. Income Category at the Same Time:**

- a. Daily
- b. Weekly
- c. Monthly
- d. Seasonally
- e. Annually

**1.6. Business Income every year:**

<500  :500- 1000  ; \$ 1000-2000  ; \$2000-3000  ; \$3100>

**1.7. Worker Number:**

- a. Female  \_\_\_\_\_
- b. Male  \_\_\_\_\_

### **C.3. Question For Director/Manager/Boss/Coordinator/Group Head (Internal)**

1. What products are sold in your business?
2. What is the observation of the clients in relation with your product?
3. Did the determined price give a profit and cover the expenses that have spent?
4. How is your strategy to determine price?
5. What is the type of promotion applied in your business to increase visitors and tourists in your place?
6. If this business, is hold in strategic place to attract customer easily?
7. Is this place can guarantee safety and comfort for visitor?
8. Your worker has the knowledge and ability, attitude and competence to serve the position they assume.
9. How the system and process apply to ensure product quality?
10. How the manner you use to ensure the loyalty to your business?
11. Who is your business partner to attract the visitors and clients to your place?
12. What is the facility you use in a modern manual to maximize your income?
13. With pandemic COVID 19, implies the negative impact to your company until you stopped some workers and then, is this affected to your income or not?

### **C.4. External Environment**

1. Do you already have some protest from your clients in the past and now days?
2. How the clients or local and international tourist know and have a good expression to your business?
3. Who are your competitors in your business?
4. Are the public facility such as; road, internet etc, support your business in tourism sector?
5. How your business progress in relation with social, economy and cultural aspect to secure the budget sustainability?
6. How is the budget capacity from your client or visitors to buy or rent your product?
7. How your company contribution to reduce the unemployment level in Manufahi municipality?

**C.5. Internal Factor Evaluation / Ife Matrix**

Nu	INTERNAL STRATEGIS FACTOR	WEIGHT	RATING			
	<b>Strength (ex: 1 Very Low, Low, 3 Medium &amp; 4 High)</b>					
1	Product Quality		1	2	3	4
2	Low Price		1	2	3	4
3	Complete Facility		1	2	3	4
4	Strategic Place		1	2	3	4
5	Attendance Quality		1	2	3	4
6	Easy Payment System		1	2	3	4
7	Communications Ability		1	2	3	4
	<b>Weakness (ex: 1 Very Low, Low, 3 Medium &amp; 4 High)</b>					
1	Less Promotion		1	2	3	4
2	Work Discipline		1	2	3	4
3	Less Human Resources		1	2	3	4
4	Staff Education Level		1	2	3	4
5	Information Management System		1	2	3	4
6	Ability to use the Language		1	2	3	4
7	Spending (Party, Fetosan & Umame)		1	2	3	4
	Total	1,00				

**C.6. External Factor Evaluation / Efe Matrix**

<b>Nu</b>	<b>INTERNAL STRATEGIS FACTOR</b>	<b>WEIGHT</b>	<b>RATING</b>			
	<b>Strength (Strength (ex: 1 Very Low, Low, 3 Medium &amp; 4 High)</b>					
1	Product Quality		1	2	3	4
2	Low Price		1	2	3	4
3	Complete Facility		1	2	3	4
4	Strategic Place		1	2	3	4
5	Attendance Quality		1	2	3	4
6	Easy Payment System		1	2	3	4
7	Communications Ability		1	2	3	4
	<b>Frakeza (ex: 1 Very Low, Low, 3 Medium &amp; 4 High)</b>					
1	Less Promotion		1	2	3	4
2	Work Discipline		1	2	3	4
3	Less Human Resources		1	2	3	4
4	Staff Education Level		1	2	3	4
5	Information Management System		1	2	3	4
6	Ability to use the Language		1	2	3	4
7	Spending (Party, Fetosan & Umane)		1	2	3	4
	<b>Total</b>	<b>1,00</b>				

**D. QUESTION FOR INFORMER KEY: TOURIST (VISITORS)**

**D.1. Enumerator Information And Informer**

**1.1. Enumerator**

- a. Enumerator name :
- b. Enumerator Code No. :
- c. Phone number :
- d. Sex :

**1.2. Visitors**

- a. Informer name :
- b. Age :
- c. Sex : Male   
: Female

d. Email /Phone number \_\_\_\_\_ / \_\_\_\_\_

- e. Marital Status : Married   
: Single

- d. Tourist : Foreign   
: Local

e. Country :

f. Municipality :

g. Actual Residence  
: \_\_\_\_\_

h. Local Destination  
: \_\_\_\_\_

- i. Visit Purpose : Holyday   
Work Order   
Business

Others \_\_\_\_\_

**D.2. Question List for Tourist (Visitors)**

- 1. How your observations of tourist object in Manufahi municipality?

2. How the product and service customer attendance, at the place where you visited?
3. How many times have you visited or spend holydays in Manufahi Municipality?
4. What is the positive part in your experience when visited Manufahi Municipality?
5. How the price or coast life in your destination in Manufahi municipality?
6. How about the facilities at every place that you visited in Manufahi municipality?
7. In your visit Experience, what is the most attractive place?
8. In your opinion, which part needs improvement?
9. In your observation, public facilities and basic infrastructure are an obstacle for your visit in this municipality?
10. In your visit, did you make something as a memory?
11. What is your recommendation?

### 5. Repondent List of Local Leaders

No	Name of Respondent	Posto Adm.	old	Sex		Nu. Tlf	Pozisaun/akrgu	Hela Fatin
				F	M			
1	Arantes Isac Sarmento	Munisipiu Manufahi	46		M	77840152	Adm. Municipio	Nu-Laran Same
2	Leopoldo Barreto	Alas	42		M	76002741	Adm. Posto	Alas- Tetuk
3	Sabino Amaral	Alas	42		M	76751883	Adjunto Municipio	Dotik Alas
4	Bernardo Fernandes Tores	Alas	51		M	7727961	chefe suko	Uma Berloik Kulu Hun
5	Nivio C.J. Batista	Alas	55		M	75374261	Komandante PNTL Post Adm.Alas	Adm.Pot. Alas
6	Pe. Hermengildo da C. Pinto. OFM	Alas	42		M	75374261	Padre Parco Alas	Paroquia Alas
7	Cristovao Pereira Sanches	Alas	38		M	76786292	Chefe do Suco	Alas Tahu bein
8	Alcino da Costa	Alas	37		M	78066345	Chefe do Suco	Ai-Tuha
9	Gil Teofilho Amaral	Fatuberlio	51		M	78066847	Administrador	Wekiar/Fatuboe
10	Moises Acasio da Costa Pinto (Laba-laba)	Fatuberlio	43		M	78066847	Chefe do Suco	Wekiar/Fatuboe
11	Euclides Torreza	Fatuberlio	36		M	774455818	chefe suko Caicasa	
12	Manuel Saramento	Fatuberlio	43		M	77455818	chefe suko Fatucahi	Fatucahi
13	Sergiano Ornai Fernandes	Fatuberliu	27		M	76230760	Polisia comandante Posto Fatuberliu	Nalolo Clacuc
14	Adriano de Jesus A. Colaco.	Fatuberliu	59		M	77811832	Adjunto Adm.	Suco Clacoc
15	Manuel Henrique Noronha	Same	52		M	76050785	Dir. J.M e Turismo	Nu-Laran Same
16	Joao da Costa Soares	Same	38		M	77350865	Cordenador KGM	Bairo-Pite/Fatucahi
17	Adelino de Araujo - Costa	Same	39		M	77841586	Administrador Posto Same	Same
18	Filipe de Araujo	Same	34		M	78066851	Chefi do Suco Betano	Same - Betano
19	Leila da Costa	Same	38	F		77390242	AFMADDEM	Merkadu Lama Manufahi
20	Joao Corte-Real	Same	71		M	78066889	xefe do suco Holarua	suco holarua
21	Joni dos Reis	Turiscas	38		M	75552937/78 361445	Adjunto Adm.post. Turiscas	Manumera
22	Isabel de Jesus	Turiscas	32	F		76512703	Chefe do Suco Manumera	Manumera
23	Gaspar de araujo	Turiscas	48		M	77935671	Chefe do Suco Liurai	Suco Liurai
24	Manuel Mendonca Rosario	Turiscas	50		M	75107661	Chefe do Suco Caimauk	Kaimauk/Turiskai

**6. REpondents LIST OF SMALL MEDIUM ACTORS, -SME GROUPs**

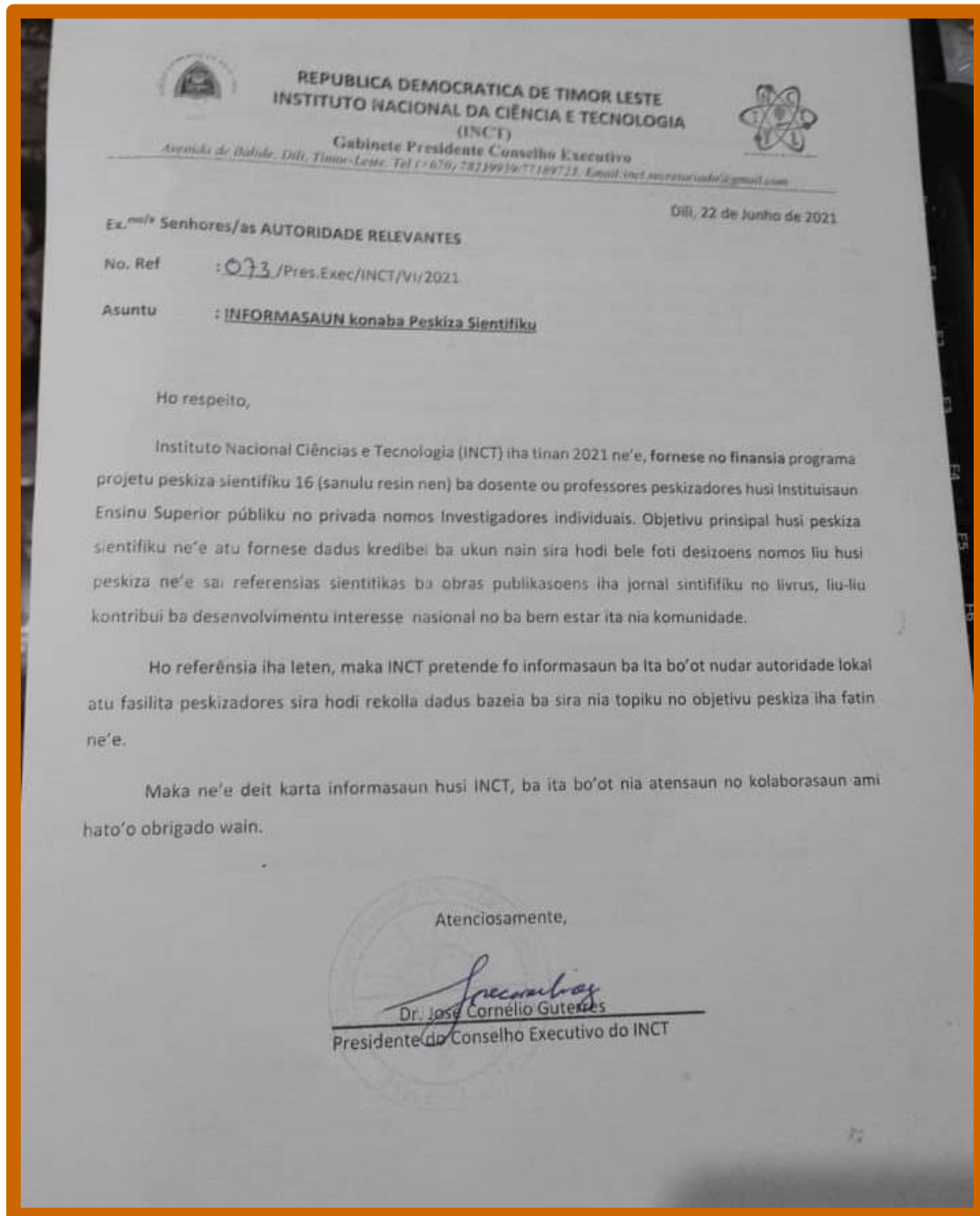
No	Name of SMEs Actors	Name of SME's	No.Contact	Address
1	Ester Maria da Silva	Hotel Doravinda	76241381	Lete Foho
2	Fernanda da Costa	Uma Kantina selihasan	76535862	Betano/Selehasan
3	Francisco da Costa	HAKAT- Artesenatu Ukir Ai	75881536	Cotalala
4	Modesta Misquita Neves	Restaraunte(Baks o) Rizal	76688910	Nuularan
5	Etelvina da Costa	industria tais homan, betano sesurai	76510237/78705600	Betanu/Sesurai
6	Domingos Gusmao Lobato	Guest house, Letefoho Fataha	75201134	Letefoho/Rialau/Fataha
7	Nencia Soares de Jesus	Hotel/Restaurante Uma Liurai, Babulu	75994549	Babulu/Ailok Laran
8	Olinda da Cruz	Resstaurante Letefoho Rialau	77664682	Letefoho/Rialau
9	Lucia Branco	Mini Bar/ Cantina Igreja Letefoho	76830788	letefoho/kotalala
10	Modesta Cipriana da Costa	Restaurante Klibur Feto Maluk, Letefoho Rialau	77740137	Letefoho Rialau
11	Anabela Dos Santos	Restauraante/Guest House Letefoho Uniforma	75153555	Letefoho/Uniforma
12	Natalia Sejjad	Festival Atraktivu kultural, Letefoho Rialau	75160322	Letefoho/Aidahaliu
13	Carmelita Ornai de Graca Cruz	Home Stay/Guest house, Akadiruhun Same	75858450	Letefoho/Akadiru hun
14	Fernanda Tilman Sepeda	Restaurante Rialau Rua Nularan	78024493	Letefoho/Rialau
15	Elizabet Holiyani	Restaurante Letefoho Kota-lala	77284447	Letefoho/ same
16	Tereza Ornai	Home Stay/Guest house, Letefoho Mane-ikun	77353375	Letefoho manicon
17	Elfrida Suwarti Bosas	Restaurante & home stay , Talik	77323874	Kotalala/Rialau-TALIK
18	Natalia da Costa Noronha	Industria Kafe Famila Ladiqui Letefoho	75668372	Letefoho Ladique
19	Juliandro da Silva	Pentulis, Aintahu Group,	77088029	Aidahaleu Same
20	Julia Bonigita da Costa Marcal	Guest house & home stay,Letefoho, kotalala	77110021	Letefoho Cotalala
21	Josefa Fernandes Martins	Restaurante KSOLOK Dotik Vila	77443643	Dotic vila
22	Julia Martins Pires	Restaurante (PATELOVE) Manumera Turiscai.	75107661	Manumera faturedalau
23	Lorenca da Conceicao	Restaurante FKF Dotik, Alas	76751832	Dotic/Wedauk
24	Josefina Maria de Jesus	Restaurante alas, Dotik vila	77443643	Dotic
25	Afonco Caldeira Barboja	Industria ukir au indsuria Bamboo, Liurai Morkululi	77579743	aldea Morfoluli Lurai
26	Olinda fernandes	Clacuc Nalolo	77455818	Clacuc/Nalolo/Debu katar
27	Emeciana Baloc Seran	Nalolo Clacuc	77455818	Clacuc/Nalolo
28	Daniel Marcal	Flomar, Unipessoal, Lda	77261585	Rai-Lau, Letefoho, Same, Manufahi
29	Flora Maria Andrade	Tomas Home Stay-Same	78353669	Aidahaliu, Same Manufahi
30	Paulino Da Costa Araujo	Restaurante Lialy	76632431	Mercado Letefoho, Same, Manufahi
31	Jaime da Costa	Guest house Ailelehun		Mercado Letefoho, Same, Manufahi
32	Nazario Anadrade	Guest house Cablaki		Mercado Letefoho, Same, Manufahi



### 7. RESPONDENT LIST OF TURIST /VISITOR

No	Naran Informante	Nu.Tlf	Turista		Nasaun	Municipio (Local)	Fatin Distinasaun
			Estranjeiru	Lokal			
1	Jacinta Lito Maria	76221780		Lokal	Timor-Leste	Manufahi	Posto Aantigo Alas
2	Mariana Aurelia Lobato Costa	76071049		Lokal	Timor-Leste	Manufahi	mota Bandeira Alas Manus
3	Domingas da Costa Pinto	76071020		Lokal	Timor-Leste	Manufahi	Feto Rua Monu Alas
4	Jose de Jesus	77304600		Lokal	Timor-Leste	Manufahi	Posto tuan Turiscai
5	maria caldeira turiskai	77536410		Lokal	Timor-Leste	Manufahi	Orana
6	Luis Doutel	75569709		Lokal	Timor-Leste	Manufahi	Low Weru Turiskai
7	David Purifikasaun	76708894		Lokal	Timor-Leste	Manufahi	Betanu Beach-Same & masakre selihasan
8	Silvina da Costa	76665421		Lokal	Timor-Leste	Manufahi	Igreza antigu same
9	Maximiana Maia Martins	76221767		Lokal	Timor-Leste	Manufahi	fatuk Maromak
10	Terezinha Fernandes Alves	76684257		Lokal	Timor-Leste	Manufahi	Cristo Rei Same
11	Angelita Tilman	76681519		Lokal	Timor-Leste	Manufahi	Jardin Dom Boaventura
12	Vitalina de Jesus Magno	77735063		Lokal	Timor-Leste	Manufahi	Jardin Dom Boaventura
13	Nur Maria Andrade	75304600	International		Indonesia	Jakarta Petawi	Jardin Dom Boaventura
14	Herminio Martins Soares	77286738		Lokal	Timor-Leste	Manufahi/fatuberlio	WeFauk
15	Elizabet Heliayani	77328447	International		Indonesia	Sumatra selatan	Jardin Dom Boaventura
16	Antonio Ornai Camoes	75652691		Lokal	Timor-Leste	Visita We manas (Wefau)/Fatuberlio	Pasa Ferias

**8. Notification Letter of INCT for Local Authorities of Manufahi Municipality to collaborate with researcher to do Research in Manufahi Municipality.**



## 9. Research Photographs



