

**COMPANY PERFORMANCE OF MICRO SMALL AND MEDIUM ENTERPRISES
BY OPEN CHARTER DIRECT FLIGHT FROM CHINA TO MANADO
(CASE STUDY: JENDELA INDONESIA SOUVENIR SHOP)**

*KINERJA PERUSAHAAN USAHA MIKRO KECIL DAN MENENGAH DENGAN DIBUKANYA
PENERBANGAN SEWA LANGSUNG DARI CHINA KE MANADO (STUDI KASUS: TOKO SOUVENIR
JENDELA INDONESIA)*

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Abstract: China is a country with the largest population in the world and economic condition making China as an potential market share, especially in tourism sector. Currently tourism sector is being promoted by Manado's Government to attract Chinese tourists to visit Manado by established open charter direct flight from China to Manado in 2016. This research aims to find out impacts of open charter direct flight from China to Manado on MSME company performance. The researcher used sales performance, number of consumers, employment, tourist spending, and product development as the indicator in this research. This study uses qualitative method with purposive sampling through in-depth interview. This research conduct interview with 7 MSME as the respondent. Finding shows that Chinese tourists in Manado give impacts to company performance of MSME in Manado, but not all MSME realized significant impact, it depends on the product or commodities. Impacts on company performance still not optimal yet realized by MSME in Manado. From the results, it is recommended for the Government, tourism actors, MSME in Manado and future research purpose.

Keywords: *company performance, msme, entrepreneurship, tourism, open charter direct flight, souvenir shop*

Abstrak: *China adalah negara dengan populasi terbesar di dunia dan pertumbuhan ekonomi yang meningkat menjadikan Cina sebagai pangsa pasar yang potensial, terutama di sektor pariwisata. Saat ini sektor pariwisata sedang dipromosikan oleh Pemerintah Kota Manado untuk menarik wisatawan Tiongkok berkunjung ke Manado dengan harapan kedatangan turis dari Cina akan membawa dampak bagi sektor pariwisata di Manado yang didukung dengan dibukanya penerbangan sewa langsung dari Cina ke Manado pada 2016. Penelitian ini bertujuan untuk mengetahui dampak dari penerbangan sewa langsung terbuka dari Cina ke Manado pada kinerja toko souvenir. Untuk mengetahui dampaknya, peneliti menggunakan kinerja penjualan, jumlah konsumen, pekerjaan, pengeluaran wisatawan, dan pengembangan produk sebagai indikator dalam penelitian ini. Penelitian ini menggunakan metode kualitatif dengan purposive sampling melalui wawancara mendalam. Penelitian ini melakukan wawancara dengan 7 UMKM sebagai responden terkait kedatangan wisatawan Tiongkok di Manado. Temuan penelitian ini menunjukkan bahwa kedatangan wisatawan Tiongkok dari Tiongkok di Manado memberi dampak pada kinerja perusahaan UMKM di Manado, tetapi tidak semua UMKM merasakan dampak yang signifikan, tergantung pada produk atau komoditas. Dampak pada kinerja perusahaan masih belum optimal di rasakan oleh UMKM di Manado. Dari hasil, direkomendasikan untuk Pemerintah, pelaku pariwisata, UMKM di Manado dan tujuan penelitian masa depan.*

Kata kunci: *kinerja perusahaan, umkm, kewirausahaan, pariwisata, penerbangan sewa langsung, toko souvenir*

INTRODUCTION**Research Background**

Tourism sector is playing as key role in countries economic development. Tourism sector give lot of benefits and advantages to host countries to being important economic growth contributor. Tourism sector contributes to open jobs opportunity, reduce poverty, increase power of purchase, also gain local and national revenue from taxes. Travel and tourism sector is shown to account for 10.4% of Global GDP and 313 million jobs, or 9.9% of total employment in 2017 (WTTC, Travel and Tourism Economic Impact Indonesia, 2018). Tourism sector can also be stimulant to develop infrastructure to support other sector as local commerce and industry. Tourism sector also give contribution to foreign currency exchanges rate from the cash flow by tourists.

In Asia, tourism sector is playing important role in Asia countries economic development. Asia and the Pacific is the second most visited region in the world after Europe and has been the fastest growth in recent year. Asia and the Pacific play vital role in global tourism, both as an inbound and outbound market. Total arrivals in the region grew by a steady in 2017, in line with the preceding year, to reach total 323 million. The region's market share of arrivals has gradually increased from 16% in 2000 to 24% in 2017 (UNTWO, 2018). A career is not something that should be left to every one employees. Employees must be managed by the company to ensure development of his career. Optimal career planning depends on the company's ability to meet goals that are considered very for employee development and achievement of company goals. A companies with the goal of flexibility and adaptability will be more in need career management rather than a company that just hopes to stay stable. By therefore, many high-tech companies prioritize the program career management. When a company changes its purpose to respond to a dynamic and unpredictable environment, they often introduce programs for self-assessment, development of alternative career paths, and training cross-functional employees.

North Sulawesi as one of Indonesia provinces try to rely to tourism sector while agriculture and farming sector which are previous leading sector commodities as derivative product of coconut as nutmeg and copra price fall down. Currently, North Sulawesi government seriously towards tourism development with create various program and promotion to attract international tourists and we can see nowadays many of international tourist visit to enjoy North Sulawesi.

Olly Dondokambey as the Governor of North Sulawesi try to lobby and cooperate with China travel agencies to promote and open charter direct flight from China to Manado as the capital city of North Sulawesi province with Lion Air, Citilink, and Sriwijaya Air as Indonesian airlines that provide the charter direct flight in order to increase the number of international tourists from China. Open charter direct from China to Manado supported by the capacity and capability of Sam Ratulangi International Airport that can accommodate international airlines flight. Nowadays, charter direct flights from China provides flights from Changsa, Guangzhou, Wuhan, Shanghai, Shenzhen, Chongqing, Chengdu, and Kunming to Manado.

Visa Free for holiday purpose is be valid for Chinese tourists that want to go to Manado as one of reasons that Chinese tourist choose Manado as their destination. With applying Visa Free Entry it give convenience for Chinese tourist to come to Manado. Before open charter direct flight exist, Chinese tourist are very difficult to visit Manado because of no one flight airlines provides direct route. The distance and duration of flight from Guangzhou (China) to Manado can be reached just around 3.5 hours, it more near than Chinese tourist must go through Jakarta around 5 hour, transit and flight again for 3 hours to reach Manado. So with charter direct flight can be minimize the distance and duration for Chinese tourists that want go to Manado.

Beautiful nature with stunning beaches, amazing underwater beauty, delicious culinary flavors, unique culture supported by friendly communities and the strategies geography of Manado city at the edge of Pacific continent makes Chinese tourists interest to choose Manado as destination to visit. As the largest and capital city in North Sulawesi, Manado has many beautiful destination as Bunaken island and Siladen island. Snorkeling and scuba diving are so popular in national and international tourist.

Tourism activities in Manado expected to expand and open or create jobs opportunity especially for local peoples though new innovation of products that can be sell to tourists. When visit a place, tourists usually want to buy souvenir to bring to their country. They looking for something unique from the place they visit. It becomes challenges to Micro, Small and Medium Enterprises to create or produce unique product, develop or improve product quality. Micro, Small and Medium enterprises is potential sector to develop economic growth with create jobs to peoples and improve welfare.

Tourism industries cannot be separated with micro, small and medium enterprises. Micro, small and medium business enterprises give lot of benefit in National economic. Many opportunities created by tourists arrival from China that can motivation for Manado people to create products or services that can satisfy the tourist.

With the opened of chartered direct flight from China to Manado, it give impacts to Micro, Small and Medium Enterprises in Manado.

Nowadays, tourism in Manado faces issues about Chinese tourists with Cheap Tours images with Zero Dollars Tourist Propaganda, this issues that already shared tells Chinese tourists that come to Manado are from Low income tourists, so the tourists have no spending in purchasing souvenirs.

Every tour has their own agenda and tour scheduled. Their already have agreement or join cooperation with owner of places to visit. This prompted me as the author to examine or find out the company performances through a thesis entitled: Company Performance of Micro Small and Medium Enterprises by Open Charter Direct Flight from China to Manado (Case Study: Jendela Indonesia Souvenir Shop).

Research Problem

Based on the title presented, the issues that likely to be analyzed:

1. Does Chinese tourists arrival through open charter direct flight in Manado give impacts on sales performances of MSME company performance in Manado?
2. Does Chinese tourists arrival through open charter direct flight in Manado give impacts on number of consumers as company performance of MSME in Manado?
3. Does Chinese tourists arrival through open charter direct flight in Manado give impacts to employment as company performance of MSME in Manado?
4. Does Chinese tourists arrival through open charter direct flight in Manado give impacts to tourist spending on purchasing souvenir of MSME in Manado?
5. Does Chinese tourists arrival in Manado give impacts to product development on company performance of MSME in Manado?

Research Objective

1. To find out the impact of Chinese tourist arrival through open charter direct flight in Manado on sales performance as company performance of MSME in Manado.
2. To find out the impact of Chinese tourist arrival through open charter direct flight in Manado on number of consumers as company performance of MSME in Manado.
3. To find out the impact of Chinese tourist arrival through open charter direct flight in Manado on employment as company performance of MSME in Manado.
4. To find out the impact of Chinese tourist arrival through open charter direct flight in Manado on tourist spending to buy souvenir of MSME in Manado.
5. To find out the impact of Chinese tourist arrival through open charter direct flight in Manado on product development as company performance of MSME in Manado.

THEORETICAL FRAMEWORK

Entrepreneurship

According to Zimmerer *et al.* (2008), entrepreneurship is the application of creativity and innovation to solve problems and efforts to take advantage of opportunities that faced by people every day.

Tourism

According to World Tourism Organization (UNWTO, 2008a), tourism comprises the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purpose.

Company Performance

According to Krause (2005), performance refers to the degree of the achievement of objectives or the potentially possible accomplishment regarding the important characteristics of an organization for the relevant stakeholders.

Open Charter Direct Flight

Open Charter direct flight predominantly serve leisure routes on a weekly basis, carrying clients for tour operational. The seasonal, location, and event-specific nature for leisure tourism enables charter air services and

travel companies to achieve economies of density and reduce passenger unit costs (Bailey *et al.*, 1985, Papatheodorou, 2002).

Previous Research

A study done by Rashid, Jaafar, and Dahalan (2013) with titled Tourism And SME Business Opportunity in Lenggong Valley World Archaeological Heritage Site Malaysia. This research is explain about tourism and Small and Medium Enterprises have been proven to have impact on economic country development. In order for tourism to be advantages in terms of economic development, income earning, poverty diminution, and improving rural livelihoods, it should be associated with the local economic activities. The objective of this study is to understand the potential of tourism activities and SME businesses opportunity in Lenggong Valley, Perak. The result of this research explain that The declaration as World Archaeological Heritage Site by UNESCO has opened a huge opportunity for Lenggong Valley to be a world attractive tourism site for its historical value and natural resources.

Another study done by Nordin, Lonik, and Jaafar (2014) titled Empowering Local Communities through Tourism Entrepreneurship: The Case of Micro Tourism Entrepreneurs in Langkawi Island. This research is about the tourism sector has a huge effect in developing countries by providing immense economic opportunities to the local community. Entrepreneurship has been identified as essential actors for creating job opportunities, generating income, increasing standard of living and generally growing the economy. This research use random sampling approach, the questionnaires were distributed to the tourism entrepreneurs in the tourism attraction in Langkawi with total 263 entrepreneurs that fill the questionnaires. The objective of this research is to explore the economic empowerment of the tourism entrepreneurship in contributing to income level, creating job opportunities and increasing standard of living. The finding of the research show that tourism entrepreneur activities contribute positively to income level, jobs, opportunities and standard of living of the local community.

RESEARCH METHOD

Type of Research

This research using qualitative analysis interview method. Qualitative research is type of social science research that collects and works with non-numerical data and that seeks to interpret meaning from these data that help us understand social life through the study of targeted populations or places (Crossman, 2019).

Place and Time of Research

The study was conducted in Manado and occurred at Jendela Indonesia Souvenir Shop as the case study of this research, and also MSME in Manado that supply souvenir products to Jendela Indonesia.

Population and Sample

According to Burn (1994), population is an entire group of people or objects or events which all have at least one characteristic in common, and must be define specifically and unambiguously. The population in this research is all MSME in Manado that entrusted sell their product to Jendela Indonesia. The researcher choose MSME in Manado to become population in this research because most of local souvenir from North Sulawesi province that sell in Jendela Indonesia are supplied by MSME in Manado..

Data Collection Method

According to (Driscoll & Brizee, 2017) primary data is data that is collected by a researcher from first-hand sources, using method like surveys, interviews, or experiments. It is collected with the research project in mind, directly from primary sources. This research used in-depth interview with owners of MSME in Manado also with tour agencies that provide charter direct flight from China to Manado.

Operational Definition of Research Variable

Company Performance

- a. Sales Performance
- b. Number of Consumers
- c. Employment
- d. Tourist Spending
- e. Product Development

Data Analysis Method**Qualitative Data Analysis**

According to Miles and Humberman (1984), data analysis of qualitative data involves three stages:

1. Data Reduction:

Select, simplify, abstract and transform data collected from field notes of observation, interviews, etc. So that the data become manageable and intelligible. Data reduction is the process of reducing the data repeatedly. "Reducing the data means summarizing, choosing the main thing, focusing on important thing, finding the topic and the form" (Moleong 2006). In this stage, the researcher get the information from interview with MSME in Manado. The result of interview shows the impact to performance of MSME by open charter direct flight from China to Manado. In this step, the irrelevant data is reduced and needed data is included.

2. Data Display:

After data reduction, the next step in providing an organized, compressed assembly of data that enable the researcher to draw conclusion. Data display is the process of displaying data in the form of table or essay so what is gets more understandable. In this research, the researcher will use essay in displaying the data, because most common data display used in qualitative research.

3. Conclusion and Verification:

Conclusion and verification involves stepping back to consider what the analyzed data mean and to asses their implications for the questions at hand. In this last step of data analysis, the researcher will examines all the finding and draw the conclusion and verification.

RESULT AND DISCUSSION**Table 1. Impacts of Chinese tourists arrival in Jendela Indonesia souvenir shop**

No	Indicators	Before Open Charter Direct Flight from China to Manado Exist	After Open Charter Direct Flight from china to Manado Exist (Per Month)	Growth (%)
1	Sales:			
	a. Number of goods	-	36,000	95%
	b. Profit	-	1 Billion Rupiah	95%
2	Number of Customer			
	a. Visitor	-	3600 tourist	100%
	b. Buyers/Consumers	-	2700 consumers	100%
3	Number of Employees	-	27 employees	100%
4	Tourist Spending			
	a. Average per person	-	350,000 Rupiah	100%
	c. Total	-	1.1 Billion Rupiah	100%
5	Product development	-	-	0%

Source: Data processed 2019 (estimation)

Discussion

1. Sales Performance

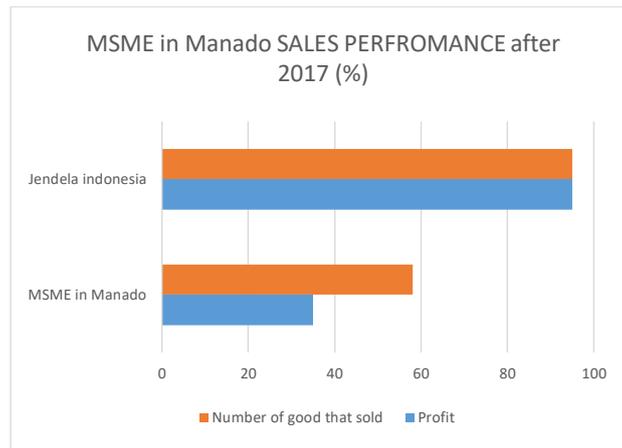


Figure 1. Sales Performance of Jendela Indonesia and MSME in Manado

Source: Processed 2019 estimation

The chart above show there is increasing of number of goods that sold and profit for both Jendela Indonesia and MSME in Manado related on open charter direct flight from China to Manado. Sales performance of Jendela Indonesia that seen on increasing percentage number of goods that sold around 95% and profit 95% by Chinese tourists, the other 5% increasing percentage for number are good that sold and profit contributed by domestic tourists. MSME in Manado realized increasing percentage of number goods that sold and profit related to Chinese tourists arrival in Manado that seen on increasing around 58% for number of goods that sold and profit around 35%. The researcher classified the MSME that realized impacts on profit to less IDR 10 million and more than IDR 10 Million. MSME that realized profit growth related on Chinese tourists arrival in Manado are Manado Chip and Timothy Jaya Souvenir, while MSME that realized profit less than IDR 10 million are Bethel Souvenir, Maengket Souvenir UD Restika Souvenir, UD Betris Souvenir and Wewene Souvenir.

2. Number of Consumers



Figure 2. Number of Consumers of Jendela Indonesia

Source: Processed 2019 estimation

The chart above show that on a month usually are 3600 Chinese tourist come to visit to Jendela Indonesia, 75% of Chinese tourists or around 2700 Chinese tourists that visit buy souvenir in Jendela Indonesia. Jendela Indonesia company performances very affected by the increasing number of customers in line with Chinese tourists arrival in Manado through open charter direct flight.

The customers (Chinese tourists) directly buy souvenirs in Jendela Indonesia as the souvenir shop. Chinese tourist are not directly go to MSME in Manado, so for the data collection, i as the researcher cannot find the data of customers (Chinese tourists) that buy souvenir in MSME places as one of the indicators in this research.

3. Employment

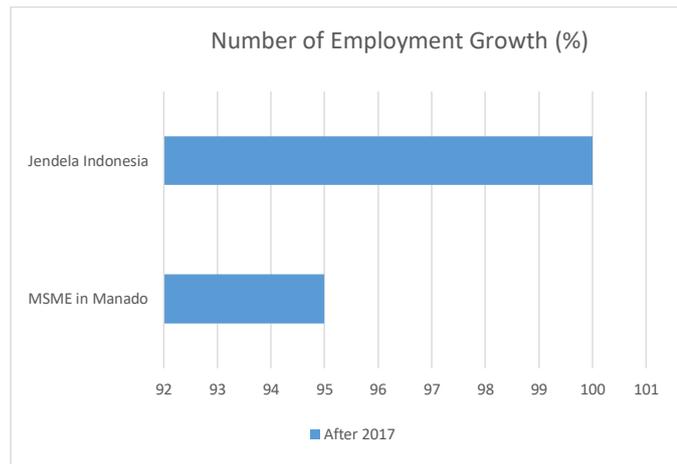


Figure 3. Number of Employment Percentage

Source: Processed 2019 estimation

The chart above show that there is increasing on number of employment both in Jendela Indonesia and MSME in Manado. Since run in 2017, Jendela Indonesia realized increasing number of employee to support their business operation that seen on the growth that realized 100% of growth. Jendela Indonesia started to operates in 2017 together with open charter direct flight from China to Manado that located in Kalasey and employs 14 employee. After expand to become bigger building that located in Boulevard, Jendela Indonesia employs 27 employees in business operation, it is includes 2 employees as sales Mandarin and local sales.

For MSME that entrusted their products to Jendela Indonesia, realized the impact to hire more employees in order to fill the demand of products in line with the demand Chinese tourists of souvenirs in Jendela Indonesia. Most of MSME in Manado realized the increasing of number of employees with percentage around more than 90% of increasing rates, except for UD Restika as the MSME that not increase the number of employees.

Based of the finding, the researcher conclude that there is positive impact on company performance of MSME in Manado that seen on job opportunity that created with number of employees as the indicator. With the employment by MSME, it help local people to have a job and also reduce unemployment rate and poverty.

4. Tourist Spending



Figure 4. Tourist Spending in Jendela Indonesia

Source: Processed 2019 estimation

While in Manado, Chinese tourists use Rupiah as the currency for all their payment activities especially on purchasing souvenir in Jendela Indonesia. From the data collection, Chinese tourists spend average minimum 350 thousand rupiah per tourist.

5. Product Development

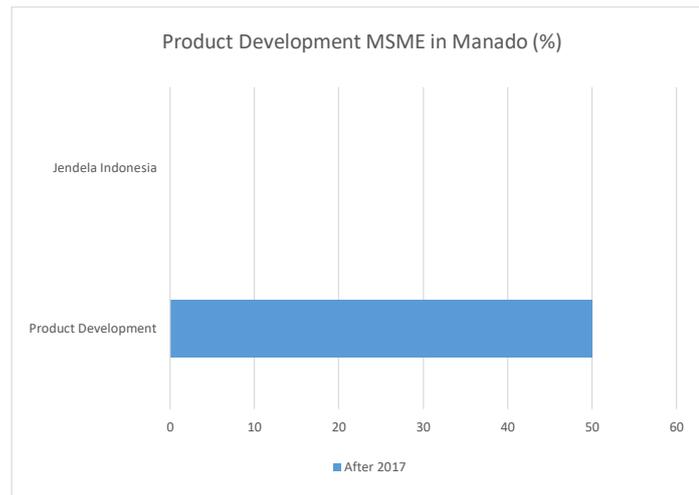


Figure 5. Impacts on Product Development

Source: Processed 2019 estimation

The chart show that there is no impact on product development by Jendela Indonesia because Jendela Indonesia usually only sell existed product that supplied by MSME in Manado. With established open charter direct flight from China to Manado in 2016, MSME in Manado that entrusted to sell their product in Jendela Indonesia realized increasing percentage impact of product development. There is average increasing growth by 50% on product development that realized by MSME in Manado. There are increasing of product development by MSME in Manado related to Chinese tourists arrival by open charter direct flight. But not all MSME in Manado realized impact of product development. Because for several MSME in Manado, their just supply existed souvenir products to Jendela Indonesia.

CONCLUSION AND RECOMMENDATION

Conclusion

Chinese tourists arrival from China in Manado through open charter direct flight give impacts to company performance of MSME in Manado, but not all MSME realized significant impact, it depends on the product or commodities. On the sales performance, there is increasing number of goods that sold and profit that Jendela Indonesia and MSME in Manado earn related to Chinese tourists arrival through open charter direct flight from China to Manado. On the number of customers indicator, there are increasing of visitors and buyers of souvenir in Jendela Indonesia related on Chinese tourists arrival. On number of employees, Chinese tourists arrival in Manado give impact to open jobs opportunities and most of MSME in Manado hire more employee to support business operation that affecting on demand of product by Chinese tourists. On tourists spending indicator, Chinese tourists give contribution on company performance of MSME in Manado that reflected on sales performance though number of goods that sold and profit. Chinese tourists spend lot of money on buying souvenir. On product development indicator, Chinese tourists arrival in Manado give small impacts to Jendela Indonesia in product development because usually Jendela Indonesia only sell existed product that MSME in Manado supply, but for MSME in Manado there are increasing percentage of impacts on product development affected by special request by Jendela Indonesia. Chinese tourist arrival in Manado are great opportunities for MSME in Manado to gain impacts on their company performance that still not optimal yet realized by MSME in Manado and become challenges for MSME to create innovative product to attract Chinese tourists to buy souvenir product.

Recommendation

Based on the result of this research, there are recommendations from the researcher, such as:

1. For MSME in Manado should took the opportunities of Chinese tourists arrival as a potential market share. It is big opportunity because of increasing the number of Chinese tourists that visit Manado and power of purchase of Chinese tourist is high.

2. In order to attract Chinese tourists, MSME in Manado should increase the product quality through creativeness and new innovation of product development.
3. For Government should provide good access, facility and infrastructure that support tourism sector in Manado that will make tourists especially Chinese tourist feel comfort to explore Manado.
4. Government with society should should take in action to preserving local culture that become symbol of tourism in Manado. Educates young peoples about cultures in Manado so the cultures will not extinct.
5. Government of Manado should give easiness for tourism business actors and MSME to develop through simplicity of bureaucracy as business permit.
6. Government should provide financial assistance to MSME in Manado to develop their business.
7. Government and Bank Institution should provide easiness to get loan or fund that can help MSME business operation.
8. The importance of cooperation between Government, tourism business actors and MSME to support tourism sector in Manado.
9. MSME must be take in action to protect environment with not damage the nature with business industry waste and reduce uses of plastic.
10. Future research, similar topic of research is necessary to expanding and explore more the current issue about impact of tourism to company performance of MSME.

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