



ANALYSIS OF COMPARATIVE STUDY OF TOURISM POSITIONAL EXCELLENCE BETWEEN BANDUNG AND GILI TRAWANGAN, LOMBOK AS AN IMPLICATION OF NATURAL RESOURCES AND DISTINCTIVE COMPETENCE

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ABSTRACT

Bandung became settlement and tourism area since the Dutch Colonial government in 1810. Bandung is a very strategic area as a tourism destination because it has some unique characteristics.

Geographically, Bandung's tourism attractions take place in the plateau region in central part of West Java which has some different characteristics with the northern part of West Java's tourism attractions (religious tourism) and the southern part of West Java's (beach tourism)

The research shows that Bandung has been on the list of cities that have positional excellence in Indonesian tourism sector. It is the result of the Distinctive Competence variable contribution of 66% and natural resources along with other components contribution of 34%.

Another phenomenon is tourism destination Gili Trawangan, Lombok, Nusa Tenggara Barat, which has been developed since 1990s. However, in 2011 the Ministry of Tourism and Creative Economy placed Lombok as The Most Favorite Destination City; it was ranked 4th, while Bandung was ranked 8th on the list.

This phenomenon becomes the author's research study to find out how is Gili Trawangan can outrank Bandung as The Most Favorite Destination City in Indonesia. This research will analyze the qualitative of the positional excellence of Gili Trawangan compared with Bandung.

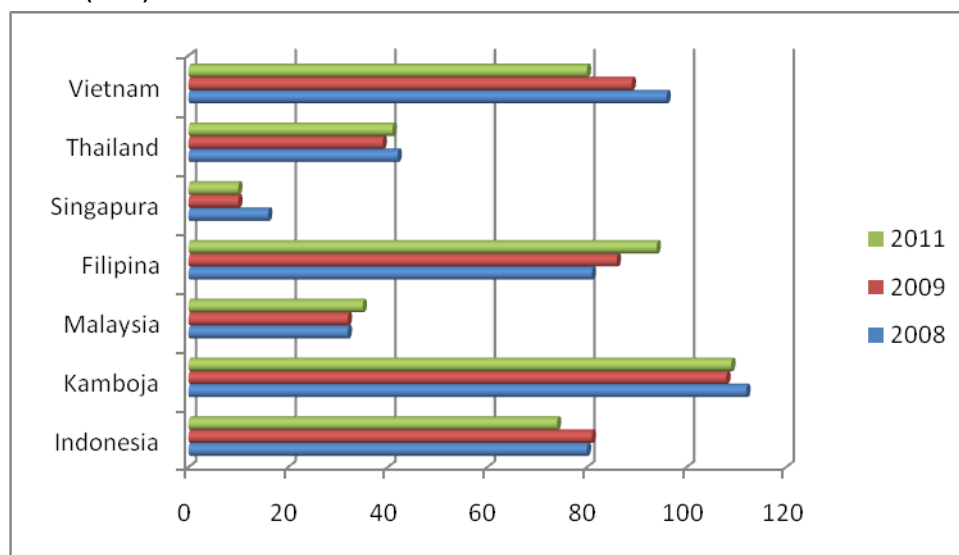
BACKGROUND

The tourism sector is one of the sub-sector that is become the most significant to be developed in order to improve the economy in many countries, the role of tourism service to the country's economy is very significant as the development of tourism can create business opportunities, jobs, and generate revenues, which further leads to the increasing of the citizen welfare. Some countries even have tourism as the major foreign exchange income. This statement is supported by the facts compiled by the World Tourism Organization (WTO, 2010) as follows:

- 1) Tourism is included in five major industry groups included in the export category at 83% countries in the world and 38% were the central component of tourism.
 - 2) The revenue contribution of travel and tourism in the world is able to reach US\$ 478 billion in 2000 and it is projected to reach US\$ 2.000 billion in 2020. It suggests a high spike in the level of revenue generated by tourism development.
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- 3) Contribution to employment integration in tourism is very significant so that it is able to anticipate socio-cultural issues, the WTO noted that tourism can absorb 3% of the total workforce in the world, moreover it is predicted in 2011 will increase to 9% (Ari Budiman 2007).

The development of tourism in Indonesia seems not achieve optimal results. This statement is the assessment of the World Economic Forum (WEF, 2011) which released the tourism competitiveness index or Tourism Competitiveness Index (TCI). In the index issued in 2011 in the Global Tourism Forum 2011 (GTF) held in Andorra, Indonesia was still in the "suffocating" position for the global level even in the Asia Pacific region. The new position of Indonesia is ranked 70 of 139 countries, a position that is not too far from Vietnam inter lock is in position 80. Other neighbor countries, such as Singapore is ranked 10, and Malaysia (35), Thailand (41), Philippines (94), and Timor Leste (134).



Picture 1.1

Tourism Competitiveness ranking ASEAN Countries

Source: The Travel and Tourism Competitiveness Report 2011 (World Economy Forum)

The under lying index of tourism competitiveness ranking is: the regulatory framework (policy and regulatory framework, environmentally sustainable, safe and comfortable, health and hygiene, prioritization of the T&T), the infrastructure and business environment T&T (air transportation infrastructure, land transportation infrastructure, tourism infrastructure, information and communication technology infrastructure, price competitiveness in the T&T industry); natural resources, culture, and human T&T (human resources, attractiveness for T&T, natural resources, resources culture).

The assessment result shows that although Indonesia is in a superior position in the priority criteria for tourism development, price competitiveness, and natural and cultural resources, but on average ranked Indonesia is still far behind because Indonesia has the lowest value in the business environment and infrastructure area. It



means that the tourism business environment in Indonesia does not have a good performance and therefore contributes to the competitiveness of the destination in general.

Of many tourism destinations in Indonesia, Bali is a major destination visited by tourists, while West Java as the closest area to the capital city is not a priority destination for the tourists. The tourism charm of West Java is still inferior to the other areas on the island of Java and Sumatra.

If it is seen from the other side, the tourism attractions in West Java offer a variety of tourist attractions that are supported by attractive tourist facilities and have advantages when compared to the tourism attractions in Indonesia, such as the highlands in the central region of West Java which is Priangan region. The low land region consists of beach in the southern part of West Java, religious tourism on the north coast such as the District and City of Indramayu and Cirebon, but due to lack of funding and attention from the local government to develop the tourism potential, the tourism industry in the area of West Java has been growing less than optimal.

Tourism center in West Java is Bandung which is actually the main destinations for vacation in West Java. Bandung has a very unique asset because it is different from the other big cities in Indonesia, but Table 1.2 shows that foreigners who visit Indonesia through the provincial capital of West Java is simply in an average of about 300 visitors per day, does not like the visitors of Denpasar Bali that can reach the average of about 7,600 tourists per day, or about 3,100 tourists per day through Batam.

Bandung is the largest metropolitan city in West Java and the capital of the province. It is located 140 km from the south east of Jakarta, and it is the third largest city in Indonesia after Jakarta and Surabaya. Bandung Raya is the second biggest metropolitan area in Indonesia after the Jabodetabek (Jakarta, Bogor, Tangerang, Bekasi), it was when the war in the independence period took place and where the Asia-Africa 1955 Conference was held, a meeting that voiced the spirit of anti-colonialism, even the Prime Minister of India, Jawaharlal Nehru in his speech said that Bandung is the capital of the Asia-Africa. In 1990, Bandung became one of the safest cities in the world by Time magazine survey.

Together with the rapid growth of the infrastructure as well as the availability of a toll road connecting the city of Bandung with Jakarta as the capital city; which is the center of national tourism, it makes Bandung become more unique. There is no provincial capital can be the same with Bandung, and with the changes in Husen Sastranegara Airport's services into an international airport, then the foreign tourists especially from Malaysia, Singapore have a direct access to the city of Bandung.

Bandung till now a days remain as the tourist magnet for many travelers. However, many people enjoy Bandung not only as are sort of the city, but also as a city of commerce and city of education. In order to further increase the number of tourists to Bandung, The Culture and Tourism Department has been prepared many agendas, including the establishment of tourist information center for the tourists' convenience. This establishment is prioritized on the road to airport priority



Sastranegara Hussein, Jeans Center in Cihampelas, train station, Shoes Center in Cibaduyut and Dago area.

Herman Muchtar (2011) mentions some of the problems faced by the sector of culinary and shopping among other things: the lack of areas and shopping center sande specialy local snacks corner for the travelers convenience, the lack of creativity and product innovation, which cause travelers' boredom towards the products, the lack of tourism promotion in shopping sector, the less of the optimization of the old tourist and shopping areas revitalization that cause the decline of visitors Cibaduyut and Cigondewah.

The problem of traffic jam is caused by the spread of shopping and culinary facilities. Further more it is caused by the utilization of the physical condition of nature and culture in the city of Bandung is not optimal yet. The existence of the forest park, protected conservation, and landscaping the city has not properly managed as a naturere creation facilities.

The facility that must be equipped to be a tourist city which is not owned by Bandung is the arrangement of transportation such as an adequate taxi service. Almost all taxi srvcies uses charter system with relatively high cost. The tourist information center often left empty by the officers, many kinds of information is supposed to be given, as it makes the travellers easier to travel, as a matter of fact, officers oftenly cannot give a clear information as they are not really familiar with the newest development in Bandung City.

The Ministry of Tourism and Creative Economy in 2011 rewards the Region and the tourism industry in Indonesia as appreciation to wards the City Sightseeing who provides services for travelers and its best performance since the arival until the departure time. The results are as follows:

Table 1.4
Indonesian Tourism Awards 2011

The Best Service Cities		The Most Favorite Destination Cities		The Most Favorite Destination Sites		
No	Nama	No	Nama	No	Nama	NPS (%)
1	Kota Malang	1	Raja Ampat	1	Pantai Waisai (Raja Ampat)	86.5
2	Kota Denpasar	2	Denpasar	2	Tanah Lot	57.6
3	Kab. Tanah Toraja	3	Bandung	3	Jatim Park	54.4
4	Kab. Raja Ampat	4	Lombok	4	Pantai Sanur	53.8
5	Kab. Bandung	5	Yogyakarta	5	Pantai Kuta	48
6	Kota Sawahlunto	6	Malang	6	Pantai Senggigih	39.7
7	Kota Bandung	7	Tanah Toraja	7	Ciwidey	38.7
8	Kota Surakarta	8	Bandung	8	Gunung Bromo	38.5
9	Kota Yogyakarta	9	Sorong	9	Malioboro	34.7
10	Kota Surabaya	10	Lamongan	10	Candi Borobudur	34.3

Des 2011 - 4 Jan 2012



Gili Trawangan is one of the most famous tourist destinations in Indonesia. It is located on the island of Lombok, precisely in the North Lombok. In North Lombok, there are 3 small islands; it is called Gili, who are crowded visited by tourists, both domestic and foreign tourists, namely Gili Meno, Gili Air and Gili Trawangan. These Gilies offer a natural beauty that is so delightful to enjoy, including the beautiful sea garden which is the habitat for variety of beautiful fish. It is one of the reasons those three Gilies are being visited by the tourists.

IDENTIFICATION, LIMITATION, AND SOLUTION OF THE PROBLEM.

Problem Identification

In the business World the ability to adapt with the changes in then vironment in order to minimize or dealing with uncertainty in order to achieve a degree of success in business competition is required. Together with the rapid process of globalization that affects almost all aspects of human life, it is seen service sector is growing.

Lovelock(2002, p.7) states that the service sector is the highest stage in the process of economic development. One of the industries that belong to the service secto is the tourism industry. As we all know that tourism is now inseparable from human life, the flow of tourists from one country to another rise dramatically.

It is alleged that there are problems ocured in the management system and leadership of the destination at every level, the lack of professionalism of human resources tall levels as well, the weakness of the international communication from Indonesia concerning the positive image of Indonesia. The image attached is still in a state of Indonesia as a terrorist state, state of infectious disease, natural disasters, and plane crashes. This was reported by the Asian Disaster Preparedness Centre (E-News January 2009) as the Disaster Mitigation Agency in Asia.

Positional excellence is a state where the company is in apposition of superior dimensions, position of comparative and cooperative position. In terms of positional advantage, it is suspected that there is a problem in terms of: The image of Bandung City, destinations that offer excelent benefits, unique destination, lower-cost, leadership cost in the industry, cooperation with various stakeholders.

Therefore, it is seen that it is necessary to do research on the comparison of the distinctive competence influence on strategic partnership and its implications for positional excellence.

Management of tourism businesses still have problems in terms of the development of the distinctive competencies include the organizational capabilities related to the organizational structure and its internal capabilities, and resource management that are both still relatively weak.

Problem Limitation



Based on the above explanation, it is interesting to study more comprehensively about the distinctive competencies and its influence on positional excellence in the tourism service industry in Bandung.

Solution of the Problem

Based on the background of the research and the identification of the above problems, the solution of the problem is as follows:

1. How does distinctive competency and positional excellence of tourism services in Bandung developed nowadays.
2. How tourism attractions in Gili Trawangan, Lombok, NTB.

RESEARCH PURPOSE

The purpose of the research is :

Revealing the results of a descriptive study of the distinctive competencies and positional excellence in the tourism service's industry in Bandung

FINDINGS

Distinctive Competence of Tourism Service Business in Bandung

Table 1.1
Recapitulation Scores and Results Achieved and Average Index of Distinctive Competence

Variable/ Sub Variables	Score Achieved (Actual)	Maximum Score (Ideal)	Percentage (%)	Average
<i>Sources</i>	6897	10000	0,69	3,45
The Magnificence of buildings /outlets where the company runs its activities	675	1000	0,68	3,38
The Strategic location of the outlet / store / building where the company runs its activities	703	1000	0,70	3,52
Company Comprehensiveness of infrastructure and facilities outlets / stores in carrying out its activities	690	1000	0,69	3,45
Comprehensiveness of production facilities / services within company's operations	711	1000	0,71	3,56



Variable/ Sub Variables	Score Achieved (Actual)	Maximum Score (Ideal)	Percentage (%)	Average
Company financial resources	685	1000	0,69	3,43
Unique and Rare products and services that isn't owned by another company	661	1000	0,66	3,31
Company reputation	710	1000	0,71	3,55
Employee qualification	692	1000	0,69	3,46
Customer complaints and concerns maintenance	659	1000	0,66	3,30
Trademarks of the products / services of the company	711	1000	0,71	3,56
Company Capability	3543	5000	0,71	3,54
The services provided	716	1000	0,72	3,58
Commitment to improve the performance of the company	695	1000	0,70	3,48
Constant innovation of products / services of the company	722	1000	0,72	3,61
Adjustment of internal organizational capabilities in the pursuit of market demands	710	1000	0,71	3,55
Utilization of the products / services that are not easily imitated	700	1000	0,70	3,50
Distinctive Competence	10440	15000	0,70	3,48

Source: Hasil Pengolahan Data Pariwisata Kota Bandung 2011.

Tourism service management's responses towards the distinctive competence can be seen in table 4.3

Wheelen and Hunger (2008, p.82) state that in order to measure whether the resources that owned by a company is a strength or weakness can be done by comparing it with the previously resources, the resources owned by the major competitor and the industry as a whole. Normally, the company's resources are classified into three categories; includes physical resources, human resources and organizational resources (Hit, Ireland and Hoskisson, 1999, p.21)



Hypothesis testing using the average for one sample with the following hypothesis:

H₀ : $\mu_i < 4$

Business tourism service in Bandung hasn't had a high distinctive competence

H₁ : $\mu_i \geq 4$

Business tourism service in Bandung has had a high distinctive competence

Based on the result of statistical test, t calculation $<$ t table, then H₀ is rejected which means business tourism services in Bandung has had a high distinctive competence.

Based on the result of data processing in the field regarding Distinctive Competence, it turns out that the company capability is considered to be better done by average index of 3,54, compared with the index resources with an average of just 3,45. It shows that the company's capability becomes an excellence of Tourism Service Business in Bandung in terms of Distinctive Competence.

Overall, the Distinctive Competence owned by tourism service business included in the category of reasonably to the average index of 3,48. It means that the Distinctive Competence owned by the management reasonable enough for Tourism Service Business in Bandung. This matter is in line with the opinion of Hill and Jones (2004, p.137) core-competence or distinctive competence is a unique strength that enables Tourism Service Company Business achieves superiority in the aspect of efficiency, quality, innovation and customer responsiveness, so that it creates superior value and competitive excellence. The company's ability to understand and develop continuously on these aspects is a prerequisite for the sustainability of the company concerned. Cravens and Piercy (2009, p.6) also state that to understand and consider the distinctive capabilities and connect it with the consumer demand is important in formulating a marketing strategy.

Next section describes each dimension of the following Distinctive Competence:

RESOURCES

According to Wheelen and Hunger (2008, p.106) distinctive or competence of resources in form of physical assets includes: land, equipment and location.

most respondent (59%) expressed the magnificence of the building / outlet where the company runs its activities is unremarkable and 33% responded magnificence. Overall, it indicates that Tourism Service Business tend to be less considered about the magnificence of the building itself.

In accordance with the opinion of Pearce, Robinson (2003, p.127) in terms of company's resources, the resources owned is far more important than the structure of industry in obtaining and maintaining the competitive advantage. The approach that sees organization as a set of assets and capabilities referred to as the resources based view. This opinion is recently appreciated significantly by 43% Tourism Service Business in Bandung, with its financial strength can be placed in the strategic location.



Other Tourism Service Business mostly targeting the middle to lower socioeconomic segment, so the main aspect is the functional aspect in the accommodation, transportation and culinary sector.

As shown in the chart above, the majority of respondents (43%) stated that the location of the outlet / store / building where the company runs its activities has been strategic. This is most likely the answer to the previous findings in terms of places, that strategic location is more important for managers compared to the magnificence of the building of tourism services business. The results of the study revealed that the financial terms are contributing to this situation.

Company Comprehensiveness of infrastructure and facilities

46% of respondents expressed that company's infrastructure and facilities are unremarkable and by the same percentage, the respondents expressed complete. It indicates the overall infrastructure and facilities in the business Tourism Services have been considered.

Company Financial Resources

On the other hand, the manager of tourism services is also considered that the products/services at the company is quite unique and rare and not possessed by other companies as stated by the majority of respondents (44%).

Pearce and Robinson (2003, p.126-131) explain about uniqueness that is not easy to imitate, namely: physical uniqueness, the uniqueness of the path(resources that cannot be obtained directly but requires a process with high cost and difficult to accelerate), the uniqueness of the causal (condition in which the competitors are in a difficult situation to understand how to create profit from the use of one or a combination of several resources), the uniqueness of the investment(a condition in which a large investment is needed to replicate the available resources).

Bandung is known as a city with its creative tourist stakeholders so that it has the image of the creative city tours, food, clothing, as a result, it is not easy for tourism stakeholders in other cities to compete that.

Distribution of the respondents' answers in response to management's assessment of the company's reputation. Mostly respondents (49%) expressed the company's reputation and 38% stated quite high. This indicates that managers of tourism services have not been serious in terms of improving the company's reputation.

Eiss, Anderson, and Mac Innis (1999) in *Cempaka sari and Yoestini* (2003) revealed that the company's reputation is the public view of the word of companies that are con: Very Low or bad that is seen globally over things like openness, qualities and others, so it can be said as the company steps.

Therefore, in order to establish an adequate corporate reputation, corporate tourism services requires the development of a specific competence by integrating the



managerial competence, competency-based resource, transformation competence, and competence of the output. The integration of these competencies will produce high-quality tourism products as required by customers.



The Effect of Distinctive Competence Towards the Excellence Positional Through Strategic Partnership

Structural Model	Parameter Estimation	F _{calculation} dan t-Value	R _{Square} (R ²)	Note
Distinctive Competence towards the Excellence Positional through Strategic Partnership	0,71	-	0,246	-

**significant at $\alpha=0,05$*

In the previous test result it is obtained simultaneously $F = 43,151$ value greater than 3.04 (F-table at $\alpha = 0.05$), whereas the partial test results showed all the calculation greater than 1.96 so it can be concluded that there is a simultaneous influence of either partial from Market Attractiveness and Distinctive Competence towards the Excellence Positional through Strategic Partnership.

The coefficient of determination R^2 of 0.398 shows that the effect of the Market Attractiveness and Distinctive Competence to excellence position in the amount of 39.8%, while the remaining 60.2% is influenced by other factors which are not included in this study, which means that compared to the effect of Market Attractiveness and Distinctive Competence towards the direct positional advantage, then the effect of Market Attractiveness and Distinctive Competence through Strategic Partnership contributes higher.

Among the three islands / Gili on the island of Lombok, Gili Trawangan is the largest tourist destination and most popular of the other two. It is one of the most beautiful islands in the northwest of Lombok; this small island has a beautiful beach with clean white sand and crystal clear waters. Its height above sea level is significant, this small island has a length of 3 km and a width of 2 km, the population is about 800 people.

Local people do not use motor vehicles as their main transportation, so travelers will find no motorized vehicles on the island. Bicycles are the common transportation used on the island, even for tourists, local residents provides bicycle rentals. In addition to the bicycles, there is a simple horse-drawn carriage that can be used by tourists to go around the island; this kind of transportation is known as *Cidomo*. Furthermore, to transport from Gili Trawangan to the other gili, people usually use motor boats and speedboats .

Gili Trawangan has much other value which makes it very interesting for the tourists. The island is very attractive, the underwater's view is very beautiful and also the island's residents are very friendly.

For the travelers who enjoy diving, Gili Trawangan is the right place to visit. The beautiful underwater's view will satisfy the tourists' experience of diving as it is so remarkable, its crystal clear water make the tourists can see the diversity of fish and beautiful coral reefs clearly, even without diving tourists can also see the view from the boat because the water clarity . In addition to its crystal clear water, beach on Gili Trawangan is also clean, the wide white sand stretches is very beautiful to look at.

Another reason is the absence of motor vehicles that makes this island is free from pollution and the people are also very friendly. Gili Trawangan also offers an



interesting night entertainment as well, all the nightlife activities here are beginning at 21:00 pm. Music is heard in all the bars around the Central, Central is a famous art market in Gili Trawangan, this area is shaped like a large street facing the Central Coast of Gili Trawangan. The excitement in the Central does not stop until late at night or even until the sun rises. Everyday all night throughout the year.

CONCLUSION

Business tourism services in the Bandung City has occupied the Competencies (in average index of 3.48), but it has not maximized yet. Business tourism services in Bandung city has gained benefit but not in the primary position.

SUGGESTION

1. Bandung tourism services should focus to a leading tourist attraction.
2. Improving the quality of tourism infrastructure in Bandung.
3. Oriented to the customer rather than the product.

NOTES

Some parts of this paper is a section in my dissertation for Padjadjaran University Doctoral Degree Majoring Economics, 2012. Furthermore, it has been presented and discussed in a National Seminar *Asosiasi Program Magister Manajemen Indonesia* (APMMI) in Mataram, 28-30 October 2013.

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