

**Conceptual Model of Tourism Destination,
Tourism Attraction, and Uniqueness of
Resources on Strategic Partnership: A Case
Study in West Java – Indonesia**

Erislan

University of Sahid Jakarta & College of Teacher Training
and Education (STKIP)

— *Review of* —
**Integrative
Business &
Economics**
— *Research* —

ABSTRACT

This conceptual article proposes a strategy of development of tourism destination through strategic partnership. A strategic partnership is considered as an important resource through learning and sharing so that the tourism destination will have competitive advantages in a strict business competition. Attraction is a gift from God relating to the wealth of natural resources, including human resources. The purpose of the combination of the three perspectives is to provide the dynamic for tourism destinations to increase competitive advantage, where the primary data are collected from managers and visiting tourists. The author has conducted separate studies on the concept of tourism attraction, uniqueness of resources, and strategic partnerships in the development of a tourist destination, and few researchers are linking these three concepts. This approach enables the synergy among the local community, managers of private sectors, and government as policy makers on tourism regulations.

Keywords: Tourism Attraction, Uniqueness of Resources, Strategic Partnership, Tourism Destination

1. INTRODUCTION

The interested parties, the local community, managers of private sectors, and government as licensor, should conduct a strategic partnership to improve tourism sectors. In reality, some tourist attractions in West Java, such as Tangkuban Parahu, have been experiencing prolonged problems in building partnerships. The chaotic management of Tangkuban Parahu held by the private sector with the government as the license holder since 2009 has resulted in the closure of the attraction. In addition, there were also protests conducted by the local community to the private provider, namely PT. GRPP, which have impacts on the destruction of the infrastructure facilities and attractions of Tangkuban Parahu. Such conflicts show how a partnership, instead of being a strategic alliance, actually hinders the development of the management of the destination.

Building a strategic partnership is a difficult and time-consuming task. Common problems in the partnership are varied, where partners can come from different professional culture, race, and ethnicity; have little experience in working together, skeptical of each other on the motivation, and are not used to sharing resources or power. However, problems also arise in a more homogeneous partnership, particularly among pro-service partners and compete with each other.

2. LITERATURE REVIEWS

2.1. Relationship of Tourism Attraction and Uniqueness of Resource

Vengeyasi and Mavondo (2004) states that there is a relationship between tourism attraction and the factors associated with human and reputation. It explains the positive relationship between tourism attraction and the quality of human factor and reputation of a tourist attraction, from the managerial perspective which describes the importance of role of local community on tourism attraction.

2.2. Effect of Tourism Attraction on Strategic Partnership

In his research, Richards (2010) emphasized the role of potential policy interventions in partnership development, product development, and marketing. The research of Shyan and Tsang (2012) explored that although Hong Kong and Singapore have no abundant natural resources to develop more diverse travel experiences, they have diverse cultural backgrounds. In this case, the public and private sectors can form strategic partnerships to increase the tourism attractiveness through marketing strategies.

2.3. Effect of Uniqueness of Resource on Strategic Partnership

Long and Ismail (2010) pointed out the main obstacles that hinder the HR professionals to play their strategic partnership roles in an organization is that they have no time to handle the administrative and strategic issues.

2.4. Conceptual Model of Tourism Attraction and Uniqueness of Resources on Strategic Partnership

Tourism attraction unquestionably needs an integrated management that is typically handled by an organization, either government or private organization. To manage a tourism attraction, the managers will make a series of strategies aimed at meeting the different needs of travelers so that they need to do the cooperation with other parties. The strategic cooperation or strategic partnership is the comprehensive efforts to meet the needs of the tourists that cannot be provided by the managers themselves. This strategic partnership will be a synergy that meets the various needs of the tourists. In other words, shortcomings and weaknesses in managing attractive tourism attraction requires cooperation with other parties.

According to Kreuter, Lezin, and Young (2000), partnership has many advantages for organization: funders, providers of supporting infrastructure, maintainers of tourism destinations, and others. All of them will be a part of resources owned by the tourism destination and be an integrated product of a tourism attraction. Kandemir, Yaprak and Cavusgil (2006) concluded that in the context of organizational capability, the partnership can be regarded as a strategic option conducted by company, where the company may use the strategic partnership to acquire and utilize the resource of partner to compete more effectively. The relationship among the organizations (managers) creates the opportunity to share the resources and capabilities when cooperate with partners and to develop the tourism attraction (Kuratko et al, 2001).

Based on the concept, the model of influence of tourism attraction and uniqueness of resource on strategic partnership can be illustrated as follow:

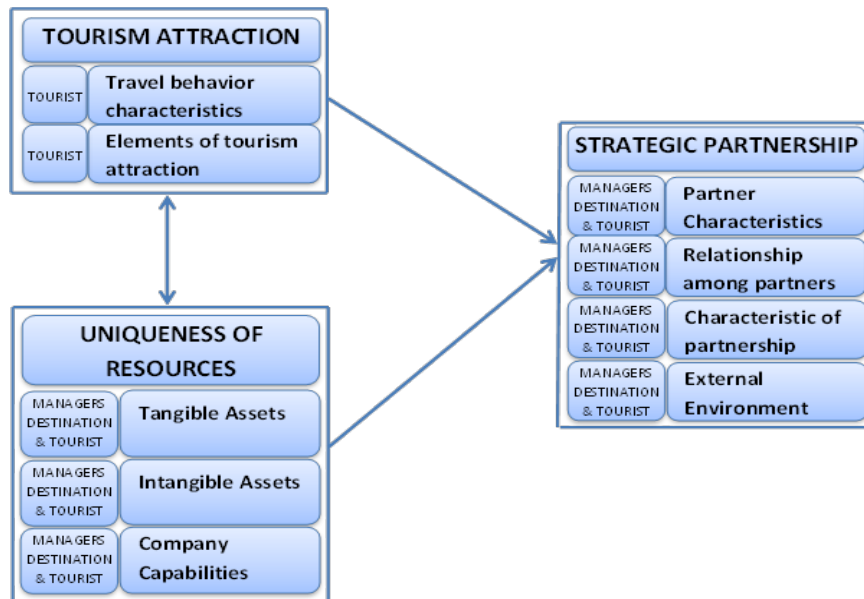


Fig 1.

Model of influence of tourism attraction and uniqueness of resource on strategic partnership

3. METHOD OF ANALYSIS AND DATA

The units of analysis of this research were 30 tourist attractions in West Java. The data were analyzed using primary and secondary data, gathered from two groups of respondents, namely: first, the managements of the 30 tourist attraction; second, the 384 tourists from 30 destinations. To test the hypotheses, Partial Least Square (PLS) was used.

Tourism attraction, with tourists as respondents, is explored in two dimensions: (a) travel behavior characteristic and (b) elements of tourist attraction (Erislan, 2016; Ritchie, 2003; Master and Prideaux, 2000; Kerstetter et al., 2001; Jin, 2002; Huh, 2006; Ko and Liu, 2011; Vengeyasi, 2003)

Uniqueness of Resources, with the managements and tourists as respondents, is explored in three dimensions: (a) tangible assets, (b) intangible assets, and (c) company capabilities (Erislan, 2016; Uddin, et al., 2011; Pearce and Robinson, 2003: 127; Wheelen and Hunger, 2008, 106; Bovaird, 2004; Marti, 2004).

Strategic partnership, with the managements as respondents, is explored in four dimensions: (a) Partner characteristics, (b) Relationship among partners, (c) Characteristic of partnership, and (d) External environment (Johann, 2014; Gracia, 2013; Kincl, 2012; Pansiria, 2012; Kreuter, et al., 2000; Mitchell and Shortell 2000; Lasker, Weiss, and Miller, 2001).

4. RESULTS AND DISCUSSION

This part will analyze the objective of the research: to examine the effect of tourism attraction and uniqueness of resources on strategic partnership in tourism destinations in West Java

4.1. Partial Effect

Below is the output of PLS of the partial effect of the construct of tourist attraction and uniqueness of resource on strategic partnership.

Table 1
The coefficient of partial effect on Strategic Partnership

Path coefficients (Y2 / 1):										
Latent variable	Value	Standard error	t	Pr > t	f ²	Value(Bootstrap)	Standard error (Bootstrap)	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
X1	0.340	0.186	1.834	0.078	0.125	0.349	0.187	1.823	-0.071	0.789
X2	0.387	0.186	2.083	0.047	0.161	0.388	0.187	2.063	-0.236	0.703

Source: *Output XLSTAT* version 2011.3.04.

Based on the table above, partially all constructs have positive path coefficient, which means have positive effect. An increase in the value of constructs in the exogenous variables will be followed by an increase in the endogenous variable constructs. In accordance with the path coefficient values in the table above, partially the construct of tourism attraction has influenced 0.340 (34.0%), and the construct of uniqueness of the resource has influenced 0.387 (38.7%) the strategic partnership.

The results of the above studies show that partially uniqueness of the resource has greater and stronger influence on the strategi partnership in the area of tourist destinations in West Java compared to the tourist attraction. Therefore, if the tourist destinations in West Java want to increase the value creation for its tourist destination, then they should focus on improving the uniqueness of the resources of its tourist destination. Tourist attraction by the perception of visitors has a weak influence on the value creation of tourist destination in West Java. This is due to the abundant number of tourist destinations in West Java that have nearly identical attractiveness either in travel behavior characteristics or in elements of tourism attraction.

Weakening of tourist attraction to the value creation of tourist destination in West Java was allegedly also influenced by aspects of travel behavior characteristics and elements of tourism attraction, especially on the aspect of travel agencies. By involving the role of interested parties, especially the travel agencies, it will give visitors more facilities through the offered tour packages. In addition, cooperation with partners can be done by seeking additional facilities in order to have the diversity and variation of travel experiences, such as sports facilities and shopping centers, which are integrated in one location.

To enhance the uniqueness of resource to create value, tourism destinations in West Java should improve the intangible assets and company capabilities, especially associated with the reputation, technology, organizational culture, communication, competence of human resources, and adjustment of internal capabilities. Allegedly due to management tied to government regulations, the reputation of popular tourist destinations in West Java has not been good. In addition, managers of tourist destinations that should optimize the use of the role of technology, through the use of information technology about the company and products that can be delivered widely to tourists without being limited by place and time. On the other hand, considering that the manageability of tourist destination is still managed by many state companies similar to business entities, it might often have problems in terms of organizational culture and communication.

4.2. Simultaneous Effect

PLS calculation results with XLSTAT 2011 show the following output.

Table 2.
The Coefficient of Simultaneous Effect on Strategic Partnership

R ² (Y2 / 1):							
R ²	F	Pr > F	R ² (Bootstrap)	Standard error	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)
0.429	10.147	0.001	0.478	0.188	2.284	0.138	0.870

Source: *Output XLSTAT* version 2011.3.04.

Based on the output, the F-stat is 10.147 (bigger than 2.00) and p-value is 0.001 (p-value $0.000 < 0.05$). It can be concluded that simultaneous construct of tourism attraction and uniqueness of resource have a significant effect on strategic partnership.

This research found that the effect of tourism attraction and uniqueness of resource, based on the tourists' perception on strategic partnership in the tourist destinations in West Java, was bigger than other factors beyond the tourism attraction and uniqueness of resource. If the tourist destinations in West Java want to increase strategic partnership, the destinations have to improve tourism attraction through the aspects of travel behavior characteristic and elements of tourist attraction, and uniqueness of resource through the aspects of tangible assets, intangible assets, and company capabilities, simultaneously.

4.3. Direct, Indirect, and Total Effects

It is found that the tourism attraction has a positive influence on strategic partnership in the tourist destinations in West Java. Nevertheless, it is found that the influence of tourism attraction on strategic is not significant. It means that the tourism attraction may not optimally improve the strategic partnership.

The construct of uniqueness of resource has a significant influence on strategic partnership. It means that the uniqueness of resource gives influential effect on the creation of strategic partnership in tourist destinations in West Java. It is in line with the theory building framework and the hypotheses formulation.

Tourism attraction unquestionably needs an integrated management that is typically handled by an organization, either government or private organization. To manage a tourism attraction, the managers will make a series of strategies aimed at meeting the different needs of travelers so that they need to do the cooperation with other parties. The strategic cooperation or strategic partnership is the comprehensive efforts to meet the needs of the tourists that cannot be provided by the managers themselves. This strategic partnership will be a synergy that meets the various needs or demands of the tourists when they visit an attractive tourist destination.

5. CONCLUSION

Strategic partnership in tourism destinations in West Java is not profitable. It is due to the limitation of those destinations in managing strategic partnership, particularly relating to concerns among partners, conflicts between partners, joint strength,

leadership, management, governance, community characteristics and the openness of the organization.

Partially, the dominant aspect in strategic partnership is the uniqueness of resource for this variable gives bigger contribution than tourism attraction. The dimensions of the uniqueness of resource that need more attention are intangible assets and company capabilities, especially relating to the technology and commitment to improve performance. Simultaneously, in order to improve the strategic partnership in tourism destinations in West Java, the tourism attraction and the uniqueness of resource must be simultaneously improved.

REFERENCES

- [1] Bovaird, T. (2004), "Public Private Partnerships: From Contested Concepts to Prevalent Practice", *International Review of Administrative Sciences*, 70 (2): 199-215.
- [2] Erislan. (2016), "Tourist Attraction and the Uniqueness of Resources on Tourist Destination in West Java, Indonesia", *Review of Integrative Business and Economics Research*, 5(1), 251-266.
- [3] Gracia, Sonya. (2013), "Collaboration and Partnership Development for Sustainable Tourism", *International Journal of Tourism Space, Place and Environment*, Volume 15, Issue 1. pages 25-42.
- [4] Huh, Seung, Hyeon. (2006) "A Forecast Based NAIRU Measure Of The US", *Applied Economics Letters, Taylor and Francis Journals*, vol. 13(3), pages 177-182.
- [5] Johann, Maria. (2014), "The Relationship Building Strategy With Partners In Tourism Market", *European Journal of Tourism, Hospitality and Recreation*, Special Issue, pp.95-105.
- [6] Jin, J. (2002) "Tourist Satisfaction with Cultural/Heritage", *Virginia Polytechnic Institute and State University*, master thesis, pp. 27-39.
- [7] Kandemir, Destan, Attila Yaprak, & Cavusgil, S., Tamer. (2006) "Alliance Orientation: Conceptualization, Measurement and Impact on Market Performance", *Journal of the Academy of Marketing Science*, 34 (3), 324-340.
- [8] Kerstetter DL, Confer JJ, Grafe AR. (2001), "An Exploration of the Specialization Concept within the Context of Heritage Tourism", *J. Travel Res.*, 39(3): 267-274.
- [9] Kincl Tomas, Lusticky Martin. (2012), "Tourism Destination Benchmarking: Evaluation and Selection of the Benchmarking Partners", *Journal of Competitiveness*, Vol. 4, Issue 1, pp. 99-116.
- [10] Ko, Pen-Fa & Liu, Yung-Lun. (2011), "A visitor-focused study of tourism attraction in Taiwan: Empirical evidence from outbound Chinese tourists", *Journal of Hospitality Management and Tourism*, Vol. 2(2) pp. 22-33
- [11] Kreuter, M., W., N.A. Lezin, & L. A., Young. (2000), "Evaluating Community-Based Collaborative Mechanisms: Implications for Practitioners", *Health Promotion Practice*, 1:49-63.
- [12] Kuratko, D., F. Ireland, R., D., & Hornsby, J., S. (2001), "Using entrepreneurial actions to increase firm performance: Insights from Acordia", *Inc. Academy of Management Executive*, 15:in press.

- [13] Lasker, D., Roz, Weiss, S, Elisa & Miller, Rebecca. (2001), "Partnership Synergy: A Practical Framework for Studying and Strengthening the Collaborative Advantage", *New York Academy of Medicine*.
- [14] Long, Choi, Sang & Ismail, Wan, Khairuzzaman, Wan. (2010), "Readiness of Malaysian human resource professionals to be a strategic partner", *Intangible Capital*, 2010 – 6(1):26-50 – ISSN: 1697-9818.
- [15] Marti, Jose, Maria, Viedma. (2004), "Strategic Knowledge Benchmarking System:a knowledge-based strategic management information system for firms," *Jurnal Knowledge management*, 2004-8-6 page 31.
- [16] Master, H. & Prideaux, B. (2000), "Culture and Vacation Satisfaction: a Study of Taiwanese tourists in South East Queensland", *Tourism Manage*, 21: 445-449.
- [17] Mitchell, S., M., & Shortell, S. M. (2000), "The Governance and Management of Effective Community Health Partnerships: A Typology for Research, Policy and Practice", *Milbank Quarterly*, 78(2):241–89.
- [18] Pansiria, Jalon. (2012), "Collaboration and Partnership in Tourism: the Experience of Botswana", *Tourism Planning & Development*, Volume 10, Issue 1, pages 64-84.
- [19] Pearce. A., John & Robinson. B., Richard. (2003), "Strategic management: formulation, implementation, and control", *Business week*, Irwin/McGraw-Hill.
- [20] Richards, Greg. (2010), "Critical Review Increasing The Attractiveness Of Places Through Cultural Resources", *Tourism, Culture & Communication*, Vol. 10, Pp. 000–000.
- [21] Ritchie, Brent J., R. & Crouch, I., Geoffrey. (2003), "Competitiveness And Tourism", *World Tourism Education & Research Centre*, University of Calgary, Canada.
- [22] Shyan, Horng, Jeou and Tsang, Tsai, Chen. (2012), "Exploring Marketing Strategies for Culinary Tourism in Hong Kong and Singapore", *Asia Pacific Journal of Tourism Research*, Volume 17, Number 3, 1 June 2012 , pp. 277-300(24).
- [23] Uddin, Mohammed, Belal & Bilkis, Akhter. (2011), "Strategic Alliance And Competitiveness: Theoretical Framework", *International Refereed Research Journal*, Vol.– II, Issue –1, January 2011.
- [24] Vengesayi, S., Mavondo, F., T. (2004), "Aspects of reputation and human factors as determinants of tourist destination attractiveness," *Marketing Accountabilities and Responsibilities: Conference*, 29 November 2004 to 01 December 2004, ANZMAC, www.vuw.ac.nz/anzmac, pp. 1-6.
- [25] Vengeyasi, S. (2003), "A Conceptual Model Of Tourism Destination Competitiveness And Attractiveness", *ANZMAC 2003 Conference Proceedings Adelaide*, 1-3 December 2003.
- [26] Wheelen, Thomas, L. & Hunger. J., David. (2008), "Strategic management and business policy: Concepts", *11th edition*, Pearson/Prentice Hall.