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The Development of Sustainable Destination Marketing Model: An IPA Result of Tanjung Lesung Tourism Area

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ABSTRACT

Recently, Tanjung Lesung is known as one of the top 10 priority destinations in Indonesia. The Indonesian government has designated Tanjung Lesung as a priority destination with high tourism potential and needs to be increased in popularity along with Toba Lake, Tanjung Kelayang, Mandalika, Wakatobi, Morotai Island, Thousand Island, Borobudur, Bromo Tengger Semeru and Labuan Bajo. The purpose of this study is to conduct the Interpretative Phenomenological Analysis (IPA) to explore the possibility of several attractions which can become competitive tourism product of Tanjung Lesung. Focus Group Discussions involving representatives from the stakeholders (government, managers, tourists, business groups and local community) was conducted in September 2021. The results show that: (1) Tanjung Lesung has certain potential or prospects, and the advantages and opportunities are very rich; (2) development of sustainable tourism destination requires the joint efforts of all stakeholders, (3) internal weaknesses such as lack of cultural uniqueness and air transport facilities need to be overcome, (4) proper disaster management is needed because Tanjung Lesung is an area that has a history of tsunamis.

Keywords: destination marketing, IPA, competitive tourism product

1. INTRODUCTION

Along with the progress of tourism around the world, the tourism industry brings a positive side to people's lives. In some cases, tourism activities have a significant negative impact, become an inhospitable habitat for groups of people, create unusual products and experiences, create dependency for some tourism communities, and lead to low-wage, seasonal and unsustainable working conditions in long-term.

The negative effects caused by the development of the tourism industry can be minimized by applying the concept of sustainable tourism. UNWTO (The World Tourism Organization) defines sustainable tourism as tourism that takes full account of current and future economic, social and environmental impacts, meeting the needs of visitors, industry, the environment and host communities. A number of research and tourism industry observers argue that sustainable tourism is a concept that needs to be widely applied as a strategic step to save the tourism industry itself and still pay attention to the benefit of various parties.

In the concept of sustainable tourism, tourism destination managers must make optimal use of environmental resources which are key elements in tourism development, maintain important ecological processes and help preserve natural heritage and biodiversity. Furthermore, tourist

destinations must maintain the socio-cultural authenticity of the community of origin, preserve cultural heritage and traditional values, and contribute to intercultural understanding and tolerance. In addition, tourism destination managers must ensure viable and long-term economic operations, provide socio-economic benefits to all stakeholders that are equitably distributed, including stable employment and income-generating opportunities and social services for the host communities, and contribute on poverty alleviation.

Apart from the current crisis that has hit the world as a result of the COVID-19 pandemic, the Indonesian government through the Ministry of Tourism and Creative Economy has made the tourism sector one of the cornerstones of being able to immediately restore economic conditions when the pandemic ends. Therefore, it is necessary to conduct comprehensive and implementable research in the management of tourist destinations in Indonesia, especially in tourist destinations that are a priority by the government. This research will be conducted in Tanjung Lesung which is one of the ten priority destinations designated by the Government of Indonesia as the "New Bali".

The tourism industry sector is one of the priority sectors of the Government of Indonesia [1]. The tourism industry experienced significant growth until early 2020. This sector is the second largest foreign exchange earner after palm oil

and is projected to be the largest in the next five years. The government is targeting the number of foreign tourists visiting as many as 30 million by 2024 through the creation of ten priority destinations called "New Bali" namely: Lake Toba, Tanjung Kelayang (Bangka Belitung), Tanjung Lesung, Thousand Islands, Borobudur Temple, Bromo-Tengger-Semeru, Mandalika, Labuan Bajo, Wakatobi (Southeast Sulawesi) and Morotai Island (North Maluku). Tanjung Lesung as one of the government's priority destinations is a tourist area that has begun to be visited by tourists in the last 10 years. The location of Tanjung Lesung which is located on the island of Java and is about 4 hours' drive from the capital city, makes this destination potential to be developed as one of the new primadonna of tourism in Indonesia. However, as the impact of the COVID-19 pandemic that is hitting the world throughout 2020, the government needs to reorient its strategy, including the tourism management strategy.

The Tanjung Lesung area is located in Pandeglang Regency, Banten Province. Located at the westernmost tip of Java Island, namely Pandeglang Regency, Banten, Tanjung Lesung SEZ is the first Tourism Special Economic Area (Kawasan Ekonomi Khusus) and was inaugurated to operate in February 2015. Tanjung Lesung KEK has a strategic location and easy access, which is 170 km from the capital city of Jakarta and can be taken by road for 2.5 - 3 hours. This distance is relatively not too far to be reached by tourists both on the island of Java, especially the Jakarta and surrounding areas as well as from outside Java which can be accessed via flights to Jakarta and continued by road trips to this destination.

Currently, the government is building toll road access to the Tanjung Lesung KEK location. Serang-Panimbang Section 1 Serang-Rangkasbitung toll road has been inaugurated this year, following the construction progress of Section 2 Rangkasbitung-Cileles, and Section 3 Cileles-Panimbang is projected to be completed in August 2023. The two sections have achieved construction progress of 75 percent and 64.21 percent respectively. If the toll road access has been fully completed, the distance from Jakarta to the Tanjung Lesung area is estimated to only take 1.5 hours. Thus, it is hoped that tourist visits to this destination will increase given the ease of access it has.

The Tanjung Lesung KEK has an area of 1,500 hectares with various tourism potentials, including the natural beauty of the beach, the diversity of flora and fauna and the richness of exotic culture. The Tanjung Lesung KEK is also close to other Banten tourist attractions such as the Banten Old Zone, Bedouin and Debus Culture, Ujung Kulon National Park, Mount Krakatau and island tourism. Derived from the word "lesung" which is a traditional rice pounder, Tanjung Lesung has the shape of a coastal plain that juts into the sea and looks like a mortar. With beaches with white sand and clear seas, Tanjung Lesung KEK has attracted both national and international tourists. The Tanjung Lesung KEK is projected to attract an investment of Rp. 92.4T and is projected to absorb 85,000 workers by 2025.

Minister of Tourism Regulation (Permen) Number 14 of 2016 concerning Guidelines for Sustainable Tourism

Destinations, the commitment of all stakeholders, both the central government, regional governments, business actors, as well as local communities and tourists who visit, are also very necessary to realize sustainable tourism [2]. Therefore, it is necessary to conduct research to determine the appropriate resilience strategies implemented in tourist destinations as an effort to achieve sustainable tourism for priority tourist destinations in Indonesia.

This research was conducted to identify strengths, weaknesses, opportunities, and threats to the management of sustainable tourism destinations in Tanjung Lesung. In addition, research was also conducted to identify the factors that shape Tanjung Lesung's competitive advantage.

2. LITERATURE REVIEW

[3] explains that tourists can be used to compare aspects of the performance of competing destinations and are an obvious source of external ideas. This shows the main strengths and weaknesses of a destination from a visitor's point of view, although there is debate, tourist satisfaction can accurately measure the competitiveness of a destination. According to the consumer's view, quality is what is perceived by consumers, so tourist evaluation is considered an appropriate tool to evaluate the competitiveness of tourist destinations [4].

Research [5] on four main market segments in Germany, Russia, the UK and the Netherlands has been carried out to determine what are the most important competitive attributes of a tourist destination. It is known that adequate accommodation facilities are an important attribute that is considered when tourists evaluate a tourist destination. The results of their research also show that activities at night, the presence of museums and galleries have a low priority for tourists. Safety and price are also important attributes for all respondents, although each respondent has a different assessment of the priority of a tourist destination.

Furthermore, [6] conducted research to produce tools to measure destination performance with a special focus on comparative analysis of importance and performance (Important Performance Analysis). In respondents of tourist destinations in Slovenia, it was found that the most important issues for tourism stakeholders are those related to sustainable development and climate change, followed by tourism education, marketing, innovation and product development. The largest gap between interest and performance was identified with regard to tourism education.

Another study has also been conducted by [7] who examined thermal tourism destinations in Turkey. In natural hot spring tourist destinations, good local transportation links, the availability of adequate accommodation, hygiene standards for hot spring spas, as well as public interest in health recreational activities are important competitive factors for thermal tourism destinations.

Referring to studies mentioned above, this research activity is also aimed at analyzing the level of importance and performance of tourist destinations, in this case the Tanjung

Lesung area, to determine the important factors that can become the competitiveness of this tourist destination. Furthermore, the Interpretative Phenomenological Analysis (IPA) will then be carried out to find the factors that are strengths, weaknesses, opportunities and threats for the Tanjung Lesung area. A preliminary survey conducted by the research team shows that the Tanjung Lesung area has considerable potential as a tourist destination in the Banten area, and can be developed into a leading tourist destination targeting domestic and foreign tourists.

2.1. Sustainable Tourism

For decades, researchers have examined tourism as a larger system than just a simple process of economic exchange between businesses and consumers. The tourism industry displays supply (tourism businesses and tourism resources) and demand (tourism markets) sides, as well as relationships with other components such as transportation and marketing communications [3]. Research is also conducted to determine the effects of tourism in various fields, minimize the negative impacts due to the exploitation of tourist destinations, and optimize the benefits of tourism by implementing the concept of sustainable tourism [4][5][6][7].

Referring to [8], the guidelines for sustainable tourism development and management practices apply to all forms of tourism in all types of destinations, including mass tourism and various special tourism segments. It was further explained that the principle of sustainability refers to the environmental, economic, and socio-cultural aspects of tourism development, and an appropriate balance must be established between these three dimensions to ensure its long-term sustainability.

Sustainable tourism development requires informed participation of all relevant stakeholders, as well as strong political leadership to ensure broad participation and consensus building [9]. Achieving sustainable tourism is an ongoing process and requires constant monitoring of impacts, introducing necessary preventive and/or corrective actions at all times. Sustainable tourism should also maintain a high level of tourist satisfaction and ensure a meaningful experience for tourists, increase their awareness of sustainability issues and promote sustainable tourism practices among them [10].

[11] argues that tourism should be understood and managed within the broader context of sustainability. In addition, a strategic approach to shifting to an adequate approach to tourism and recreation is essential if sustainability is to be achieved. However, the development of sustainable tourism is comparatively a new approach in developing countries, which has a positive impact on the implementation of sustainability practices. It also has a positive economic and monetary impact on business performance by fostering and maintaining economic and operational stability.

2.2. Important Performance Analysis

There are so many forces and factors that influence the competitiveness of a tourist destination which determining salient factors that determine its competitiveness. Likewise, it is difficult to improve competitiveness without the ability to identify, understand and measure strengths, weaknesses, and priorities. Importance Performance Analysis is one of the methods commonly used to determine competitive strategies, including in the management of tourist destinations [12][13][14]. The Importance-performance analysis is a simple marketing tool commonly used to identify the main strengths and weaknesses of a value proposition [15]. However, according to [16], improving competitiveness is difficult unless there is an ongoing assessment of strengths and weaknesses, destination possibilities, changing requirements and performance.

3. METHODOLOGY

We conducted an examination of the factors that are considered important and form a competitive advantage for the Tanjung Lesung area. At this stage, the researchers first distributed questionnaires to a number of respondents, including tourists, SMEs, managers of the Tanjung Lesung area, and the government. There were 320 respondents involved in this survey, consisting of 65% women and 35% men. The majority of respondents are tourists who visit Tanjung Lesung (85%). The average monthly expenditure ranges from Rp. 20 million to Rp. 30 million with an undergraduate education background. Respondents have at least visited the Tanjung Lesung area once for the purpose of vacation, exercise, or MICE activities.

In this stage, we identify a number of MSMEs that have the potential to be developed and can support the performance of the Tanjung Lesung area as a tourist destination. A number of these MSMEs produce regional specialties around the Tanjung Lesung area and have the potential to be appointed as souvenir icons typical of the Tanjung Lesung area. These MSMEs include MSMEs that produce handicrafts from wood, handicrafts from pandanus, honey, batik, chips, and ikat weaving. Figure 1 displays the documentation of these MSME products. Figure 1 shows the head of the research in the middle of the MSMEs exhibition.





Figure 1 MSMEs Product Exhibitions

In the next step, Important Performance Analysis were then carried out to identify the factors that are considered as strengths, weaknesses, opportunities and threats of the Tanjung Lesung area as a tourist destination. We distributed online questionnaires to visitors and the community around Tanjung Lesung KEK. There were 102 participants involved in filling out this questionnaire.

Table 1 Important Competitiveness Factors of Tanjung Lesung KEK

Construct	Indicator
Main resources and attractions	Culture uniqueness
	History and heritage
	Natural beauty
	Museum and gallery
	Tourism activities
Demand	Accommodation price
	Transportation cost
	Foreign exchange
Supporting Facilities	Shopping facilities
	Health and wellness facilities
	Air infrastructure (routes and airlines, flight frequency)
	Land infrastructure (land public transport)
Destination Management	HR Development
	Supply chain structure, system and tourism capacity
	Development of tourist destinations (diversification, differentiation and uniqueness of products)
	Foreign language translation service
	Crisis management

Urbanization	Legal environment
	Urbanization
	Aesthetics of urbanized areas (building design, road access design)
	Activities at night
	Urban facilities (sanitation, clean water, telecommunications, electricity)
Qualifications	Security
	Awareness /image/ brand positioning
	Climate
Complementary Facilities	Geographical location of major cities or regional capitals
	Service
	Friendliness
	Climate
	Geographical location of major cities or regional capitals
	Service
	Friendliness

4. RESULTS AND DISCUSSIONS

The last stage in this research is to finalize the research results. In this stage, researchers conducted FGDs involving representatives of tourists, MSMEs, managers of Tanjung Lesung and the Pandeglang Regency Government to confirm the results of IPA that had been generated in the previous stage. This FGD was attended by 10 participants from various background and it can be concluded that the important factors that become Tanjung Lesung's competitive advantage include:

- The beauty of nature
- Tourism activities
- Accommodation prices
- Transportation costs
- Shopping facilities
- Accommodation facilities
- Land infrastructure
- Aesthetics of urbanized areas
- Urban facilities
- Security
- Service
- Friendliness.

Factors that need to get the improvement include:

- Cultural uniqueness
- History and cultural heritage
- Air infrastructure
- HR Development
- Supply chain structure, system and tourism capacity
- Development of tourist destinations
- Geographical location of major cities or regional capitals
- Activities at night.

Meanwhile, the factors that are considered less important for tourists are as follows:

- Museums and galleries
- Foreign currency conversion

- Health and wellness facilities
- Foreign language translation service
- Crisis management
- Legal environment
- Urbanization
- Climate.

From the grouping above, we propose some recommendations for the Tanjung Lesung KEK management. First, there are a number of potential investments in the Tanjung Lesung KEK:

1. Investment in accommodation and MICE (Meeting, Incentive, Convention and Exhibition): Exclusive Beach Resort Villas, Exclusive Residential Villas, Exclusive Beach Hotels, Retirement Homes and MICE facilities;
2. Food and beverages sector: restaurants, bars and cafes;
3. Entertainment and relaxation areas: Shopping Area, Amusement Parks/Theme Parks, Beach Park, Future Commercial Development, Golf Course, Spa/rejuvenation facilities;
4. Adventurous tourism sector: Nature trail, outdoor adventure, ecotourism and sports/watersports facilities, diving tour;
5. The arts: Creative and performing art and music activities, cultural attractions, souvenir sites;
6. Education sector: Training and educational center in tourism, Tourism School/University;
7. Supporting infrastructure: Marinas & Marine Center, regional roads.

Secondly, we suggest the Tanjung Lesung KEK management to increase the performance of several factors such as cultural uniqueness, history and cultural heritage, air infrastructure, and some other competitiveness which were considered as need improvement. Research can be done to develop strategy to increase cultural tourism awareness of the local community, promoting authentic dance as a tourist attraction, increasing tourism activities by opening gardens as an alternative to tourism and preserve the status of a traditional village that still in its origins [13]. Lastly, there are some factors which were considered as less important for tourists. Tanjung Lesung KEK management does not need to pay too much attention to factors such as climate, foreign exchange rates, the existence of museums and galleries, Foreign-language translation service, crisis management, legal environment, as well as urbanization. However, it does not mean that these factors are then ignored altogether to result in a bad image for management. Therefore, investment in these factors is still even though it is not a top priority.

5. CONCLUSIONS

The following conclusions are drawn from the study; items such as price of accommodation and price of transportation were low in importance but relatively high in performance. Based on the research results, it can be concluded that

Tanjung Lesung KEK management needs to increase the performance of several factors such as cultural uniqueness, history, cultural heritage, air infrastructure, and some other competitiveness which were considered to need improvement. Research can be done to develop a strategy to increase cultural tourism awareness of the local community, promote authentic dance as a tourist attraction, increase tourism activities by opening gardens as an alternative to tourism and preserve the status of a traditional village that is still in its origins. The management of the Tanjung Lesung KEK management needs to pay attention to the main priority of investment.

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