

Community Based Tourism Concept : a New paradigm of City Marketing (A case for Bukittinggi)

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Abstract

As tourism becomes a main contributor to country revenues it is important to review the problem aroused in the strategic concept of marketing one city. One of the most interesting issues in the tourism market is the involvement of the community and stakeholders to participate in city marketing. The basic question arising worldwide on the high degree of city competitiveness is how to bridge the lack of synergy between the government as policy maker and the community as a basic foundation in enhancing the tourist market in a region. This study's purpose is to give an overview of the external and internal environment mapping to generate a grand strategy for the tourism sector in Bukittinggi as one of the top destinations in West Sumatera, Indonesia. Qualitative research was employed of 29 samples respondents including government, private, society and visitors.

Key word: *tourism, city marketing, community participation*

- a) Doctoral Degree (DR) Padjajaran University; field of study, marketing; research interest, (marketing, health service industry)
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I. Background

The contribution of the tourism sector to the Indonesian economy is ranks third after oil and fuel exports and manufactured and textile exports. The tourism sector plays an important role in community economic growth, both in the service sector and handicraft goods (Himawan, 2004). The government is now striving to develop the tourism sector as one of the country's key revenues and consequently leading to significant economic growth in Indonesia. Currently, there are some challenges facing the tourism development sector in Indonesia. As Meutia (2001) stated:

- 1) Tourism sectors frequently face challenges from the tastes of foreign tourists and investors that are not compatible with the objectives of the local people's culture.
- 2) The fact that the value-added of economic and tourism development has a much greater affect on foreign investors than local people.
- 3) There one-way mindsets regarding communication between the host (local government) and guest (tourist and investor). On the other hand there should be two way communication, leading to " reciprocity".

1.2 Why Marketing Bukittinggi ?

The government of West Sumatera and particularly Bukittinggi have developed many natural tourist attractions, and special cultural and tourism areas have been formed. Research conducted by Ratni and Yanti (2005) stated that, based on tourist perception amongst tourism destination place in West Sumatera , Bukittinggi and Padang are interesting place (93,6 %). The geographical characteristics of West Sumatera consist of the combination of mountains and valleys, loaded by many natural tourist attractions which offer beautiful scenery. Moreover, the region is filled with historic sites, rich culture, folklore and various handicrafts. For example, the Clock Tower (Big Clock) which became the icon of this city, Sianok Canyon, Fort Fort de Kock, and the Japan tunnel. In addition a number of interesting shopping attractions are also found as embroidery handicrafts, various types of

local food . Some of them have been exported to various countries such as Brunei, Malaysia, Singapore and the countries of Europe and the Middle East.

Several issues emerged in term of marketing a city. 1) Recently there has been a change in consumer-behaviour patterns in tourism worldwide. Tourists are not only focusing on rest and relaxation in sun-sea and sand. The pattern has changed to include more tastes of cultural creativity, as well as heritage and eco-tourism sites from each country (Beni, 2008) by which West Sumatera demonstrates as the most valuable assets to tourism activity in term of its culture and heritage. 2) The issue of hospitality in offering service. These problem reveals as obstacles of city brand building. Therefore the government plays a strategic role in establishing a similar vision and mission through community participation. The supporting factors of tourism have not been well-managed professionally. This problem can be a barrier in developing potential West Sumatera tourism growth, which is integrated with the welfare of the West Sumatera people. For example, most hotels offer services below international standards. Also crime rates have risen in transportation services, particularly at the airport. Many tourists claim that some of the cabs in many cities have no standard price . 3) Price setting. This mostly occurred for souvenirs and traditional cuisine product, which frequently sets a higher price for tourists.

According to the basic issue aroused in developing the tourism market in West Sumatera , there are several factors should be highlighted to be investigated. Hence the problems of Tourism management strategic should be overcome by involving entire effort to restructure several factors as :

1. An unclear grand design strategy of West Sumatera tourism which figure a weakness of long term planning milestone.
2. The strategic planning of strategy and tourism program have not involved the role of entirely stakeholders and communities.
3. The role of stakeholders in behaviour and human resources management point of view are not fully optimum.
4. Uncoordinated marketing strategy and tourism program .

1.3 Problem Identification :

- 1) How to map changes in the external environment (opportunities and threats) in Bukittinggi tourism?
- 2) How to map changes in the internal environment (strengths and weaknesses) in Bukittinggi tourism?
- 3) How to improve Bukittinggi's tourism strategy to enhance regional competitiveness?

1.4 Research Objective

- 1) To find the map of external environmental changes in Bukittinggi tourism.
- 2) To find the map of internal environmental changes in Bukittinggi tourism.
- 3) To determine the Bukittinggi tourism strategy in order to enhance regional competitiveness.

1.5 Research Benefit

- 1) To develop a concept of tourism strategy.
- 2) As a contribution in designing a strategy and tourism program in order to upgrading competitive advantages of West Sumatera and Bukittinggi Tourism Departments to attract investors, visitors and trade sectors.

II. Literature Review

2.1 Tourism Strategy

Tourism sector has a strategic role and provide great benefits to the government or society such as: the development of tourism facilities, expand the market of local goods, a positive impact on labor because it helps the development of a region if it has a tourist attraction, therefore, it is necessary to identify the various factors before planning and creating strategies to develop the tourism sector to achieve the target. People who are in charge in tourism need to understand the process, hence the prominent strategy can be designed to achieve a predetermined target. A strategy is a number of actions coordinated, integrated and to explore the competencies and gain a competitive advantage (Hitt, et.al: 2005), while Hunger & Wheelen (2002) stated that strategy is the formulation of a comprehensive plan on how companies achieve the mission and objectives, and policy is to provide broad guidelines for decision-making organization as a whole.

Strategy formulation process begins with the analysis of both the environment external environment (opportunities and threats) and internal environmental analysis (strengths and weaknesses) to design a strategy. Hax and Majluf (1996 of Atty, 2007) states there are four sources of corporate competitiveness competence, sustainability, ability to utilize the potential (appropriability) and time (opportunism). Strategic thinking and acting will lead the organization to provide comprehensive attention to the various activities of the company, which will affect the organization's performance in the long term.

Referring to the above concept, to develop tourist destination, it will take an appropriate strategic planning and analysis begins with the external environment (opportunities and threats) and internal (strengths and weaknesses), therefore a marginal increase for local revenue (PAD) and the welfare of society can be created.

Environmental analysis includes analysis of external and internal environment. External environment include economic environment, technological, political-legal and socio-cultural and interest groups, communities, markets, competitors, suppliers and government. The internal environment includes the resources, the resources of the organization. Analysis of external and internal environment using TOWS analysis (Hunger & Wheelen, 2002).

2.2 Regional Marketing

Regional marketing is a new science, as the application of concepts in marketing that is used to make an interesting area. At least there are three platforms in the marketing region (Kertajaya, 2005), namely, 1) Be a good house: the attempt to attract and acquire customers (customer acquisition), 2) Treat your guests properly: the attempt to satisfy their (customer satisfaction), 3) Building a home sweet home: the effort to maintain their (customer retention).

Kertajaya (2005) recommends that the marketing concept known as the Strategic Triangle Place (Nine Elements of the Regional Marketing), namely;

- 1) Segmentation is a way to see the creative market, because it can be referred to as segmentation mapping strategy or strategies to map the market.
- 2) Targetting an effort to choose which market segments will be addressed. Another definition of targetting is as a way to allocate resources effectively through regional elections the right target market (fitting strategy).
- 3) Positioning a definition as an attempt to place the brand a region or territory in the minds of customers (consumer's mind.) In this stage the efforts made to define the existence of regional marketer of products and services in the minds of the target market.
- 4) Differentiation is an effort to distinguish themselves with regional competitors in terms of content, context and infrastructure.
- 5) Marketing Mix (the mix) that is integrating the product, pricing, distribution channels and local promotions.
- 6) Selling is an effort to sell the potential of the region by conducting long-term relationship with TTI (Trader, Tourist, and investors) and TDO (Talent of quality human resources, developers of the developer and organizer of event organizer)
- 7) Brand or Brand as a value (value) indicators, ie indicators that describe how sturdy and solid value or the value offered to customers. Because the brand has to offer illustrates the value and become a key tool for setting TTI_TDO choice.
- 8) Service is a paradigm of the region to always meet the desires, needs, and expectations of customers, or referred to as value enhancers.
- 9) The process is an effort for the region that enables it to give the best value for customers through a series of activities both inside and outside the chain of their activities. The process is a value enabler for the region.

III. RESEARCH METHOD

3.1. Method Used

This research uses science approach which emphasized on strategic management and marketing management concept. The nature of research is based on exploratory and descriptive research. Qualitative methods are employed as a research method. Techniques of observation and in-depth interviews were used to the stakeholders directly

involved in tourism issues in order to obtain the complexity of the practical concept. Qualitative methods in this study is designed to be able to provide in-depth explanation about the theme or problem which is refer on how to model an effective tourism development or in accordance with the pattern and the potential possessed by inhabitant based on the perception of stakeholders (government, private, community and tourists itself both domestic and international) in Bukittinggi.

Scope of time (time horizon) are reflecting the cross sectional images of a situation at a particular time of the year 2009. The unit of analysis is the tourism stakeholders of West Sumatra Province. TOWS analysis and thematic analysis (thematic analysis) were employed as a tool of analysis.

3.2. Operationalization Variable

Operationalization variables were determined as follows :

Table 3.2
Operationalization Variable

Variable / Sub-Variable	Definition	Indicator
External Environment	Factors that comes from outside and usually not associated with the operational situation of an organization	<ul style="list-style-type: none"> •Social and Cultural •Demographics •Politics and Law •Government Policy •Technology •Competitor
Internal Environment	Factors that comes from inside and ussualy associate within organization activities.	<ul style="list-style-type: none"> • Financial • Physic • Human Resource
Tourism Strategy	Comprehensive formulation of tourism department on how to achieve mission and objective	<ul style="list-style-type: none"> • SO Strategy • ST Strategy • WO Strategy • WT Strategy

Source : developed by author (2009)

3.3. Data Collection Techniques

Primary and secondary data used in this study. The primary data obtained through in-depth interviews and observation, while the secondary data and documents obtained through the study or review of the literature. In addition, secondary data, is a data obtained from the second party in this form of data from the Central Bureau of Statistics (BPS), Bukittinggi Local Government, Department of Tourism and Culture City of Bukittinggi and other related documents were used in this study.

3.4. Sampling techniques (Selection of Participant)

Technique of sampling is based on a sample or objective criteria in qualitative research namely Criterion-based or purposive sampling (Ritchie, Lewis, and Elam 2003), the samples taken from the parties directly involved in tourism programs and was considered as the most who are in charge to know of current issues, in this study sample was deemed appropriate as government, private, community and domestic and international tourists.

3.5 Respondents

There were sampling of 29 respondents devided into four group (government, private,society and visitors). They are as follows :

No.	Respondent	Occupation / Level	Sample Size
1.	GOVERNMENT		
a.	Government of Bukittinggi	Major City	1
b.	BAPPEDA	Chairman	1
C	Tourism Departement of West Sumatera	Chairman	1
d.	Tourism Departement of Bukittinggi	Chairman	1
e	Sanitation and Gardening Departement	Sanitation- Chief	1
		Gardening – Chief	1
f.	Bukittinggi Trading Departement	Chairman	1
		SME'S Manager	1
g.	Health Departement	Chairman	1
h.	Police Departement	Chief of Society SAMAPTA	1
2	PRIVATE		
a	Investor	Investor	1
b	Business	Hotel General Manager	1
c	Employee	Restaurant labor	1
		Jam Gadang – Parking man	1
		Doctor	1
d	Trader	Bukittinggi Trader	3
3	Society		
a.		Bundo Kandung	1
		Humanist	1
		Public Society	3
4.	Visitor/ Tourist		
		Domestic	3
		International	3
	Total		29

3.5. Data Analysis Tool

Data analysis tool used is the TOWS analysis technique equipped with document analysis, where the results of this analysis will then be used to determine the grand design of the tourism strategy of West Sumatera Province

IV. FINDING AND DISCUSSION

4.1 Bukittinggi Tourism Strategy

4.1.1. External Environment Analysis of Bukittinggi Tourism

1. Tourism Development Opportunities in the City of Bukittinggi

Bukittinggi has a unique culture which is reflected through the customary religious based on Moeslem life foundation .Cultural and religious events coalesce into an interesting event as Qatam the Qur'an. The level of hospitality of communities are considerably high, hence these may become the strenght component to serve the visitor in visiting the city of Bukittinggi. A readiness of the community to see the importance of the tourism as an aspect of life should be improved as aim to generate an awareness of people about the benefit of tourism. Therefore it is urgently required to community to participate in maintaining security. Furthermore, according to economics issue, Indonesia macro economic conditions (inflation, economic growth, economic crisis, purchasing power, and so forth) showed a low influence of tourist visiting level to Bukittinggi. There also a contribution of tourism to support the welfare of the local people due to the emergence factor of business opportunities in tourism sector e.g business travel, hotels, restaurants, handicrafts and so on.

In term of Political conditions, it is showed that a neglected affect appears to the major attractions of West Sumatra Province, and in particular to Bukittinggi. This can be seen based on the activities demand in Bukittinggi as in weekend the city shows more a high traffic .These condition is supported by Political commitment to national security and tourism development efforts as this come from the Central, Provincial Government and City of Bukittinggi West Sumatera.

The traffic flow in mode of air and road transportation to and from various regions to Bukittinggi seem as an opportunity to develop tourism in West Sumatera. The frequency of direct flights from Singapore, Kuala Lumpur, Jakarta, Medan and Batam to Minangkabau International airport is significantly high. The true is also for road transportation as bus which are come from neighbour province.

2. Threat of Tourism Development in Bukittinggi

In term of information access it is found that there is insufficient tourism information sources (website; flier; brochures; bulletins; information screens in public places; as well as tourism publication frequency and variations in mass media). The other finding is a minimum exposure of Information about tourism activities (related to the cultural and organization issue). Last , schedule of cultural events which normally implemented in developed country are not available,hence the information of activities are not well-informed. Thus, the Tourism development of other regional and other countries on the otherhand can be seen as an opportunity thus positioned as a threat for Bukittinggi. Travelers will have more choice to visit tourist attractions.

From the description above it can be concluded tourism development opportunities Bukittinggi as follows:

- 1) The city has a unique culture
- 2)Tourism can be act as core sector for Bukittinggi
- 3) Society of Bukittinggi has good hospitality.
- 4) The condition of Indonesia's economic impact is not too tourist visit to the City of Bukittinggi.
- 5) The potential business opportunities that support the tourism sector such as business travel, hotels, restaurants, handicrafts and so on.
- 6) High of both supports and political commitment to national security and the effort for tourism development . This come from the Central of Government, West Sumatera Govefrment and Bukittinggi it self.
- 7) The level of traffic flow for air and road transportation to and from various regions to the City of Bukittinggi

The threat of Bukittinggi tourism development can be summarized as follows:

- 1) The limitation of tourism information access . (website; flier; brochures; bulletins; information screens in public places; as well as tourism publication frequency and variations in mass media.
- 2) Time schedule of culture events are not available.
- 3) The development of regional tourism and other countries.

4.1.2. Internal Environmental Analysis Bukittinggi Tourism

Internal Environmental Analysis Bukittinggi Tourism

1. Strenght of Bukittinggi Tourism

In term of potential main tourism sector that could be developed in the future are its has a good landscape and natural , unique culture and cuisine , accompanied by its commodity such as embroidery,(sulam dan border) and various handicrafts. Meanwhile other private parties such as hotels and restaurants and travel have began to utilize the potential for MICE tourism (Meetings, Incentive, Conference and Exhibition) both for domestic and international in the future. These condition are familiar for public society, trader and visitor as Bukittinggi known for its natural beauty, unique cultural, culinary, various handicrafts and, embroidery .

The trend of tourism product development in Bukittinggi is considerably increase. Another supporting tourism product has also been available as tourist accommodation which consists of many 3-4 stars hotels , while a business as restaurant and handycraft shop offered traditional unique product or cuisine as well as tourist accommodation that available in every capital city or region.

The price to enjoy the tourist attractions, transportation and accommodation costs is affordable. Therefore, the public can enjoy the tour in West Sumatera and Bukittinggi.

Bukittinggi community has good hospitality, this condition are appropriate to offer excellent services for visitors. Moreover , Bukittinggi communities have realized that their city is devoted as destination or tourism place, therefore they have an awereness to provide good service and hospitality for visitors.Last condition, Bukittinggi is a popular main destination place in West Sumatera.

2. Weaknesses

In term of its vission, it is found that there is no one unity vision about where and how to focus the development of tourism in Bukittinggi. This is evident based on the programs and activities designed to develop tourism which lack of synergy between related parties, and the difficulty of coordination in the field .

A limitation of financial resources for tourism development Bukittinggi was also observed. The past data examines that previous financial source for development of tourism are funded from local budget followed by investors (this condition are subject to profitable condition) and last was sourced by local budget from neighbourhood region . It is difficult to expand the border area particularly those factor related to budget and land acquisition.

In term of human resources quality it is found that there is still a factor of minimum tourism skill and knowledge . This can be seen by tourism education background performed by its human resources. These condition above are significantly affected to the readiness of workforce to prepare a process of tourism service. In addition, there will be inappropriate placement of the people who manage the tourism development program due the reason of insufficient knowledge, skills and experience in planning and transform it into programs and activities, therefore the previous action is just about routinely, less creative and overlapping.

Related to the business climate, currently there is a tendencies of business people to raise any product or service price for visitors.It is found that tourism promotion is still low, further this condition supported that promotional tools in particular media and tourist information are not accessible by the public on an ongoing basis. There is still a limitation of supporting facilities of tourism place, as a simple example ; it is rarely found an availability of adequate public toilet.

In term of tourism management it is found that there is still poor management. The Government authority are play as dominant executer while in contrast the participation of local communities and private parties are very low.This condition lead to ignorance of many tourism facilities which already established , as a result these tourism object do not impressed as a clean and tidy place. Besides, in many ticket and parking place frequently impressed by thugs actions.

Lack of synergy between planning and tourism development has also created difficulty of coordination among the relevant parties, both between SKPD in government, and between government and private sector and the community , therefore the expected participation is hardly implemented. As almost all mentioned by Government unit (SKPD) and hotel businessman that coordination in the field of tourism programs are less lasting only done in once a year. The coordination with a tourism management merely for data information an access, and have not formed a regular and routine coordination. The results of this study is also supported by the West Gate of research studies (BAPPEDA, 2008) that showed the synergy between provincial governments and district and between districts / cities was still weak.

Activities undertaken to develop tourism are still a lot of overlapping, they are not integrated and the results less optimal, such as efforts to develop the handicraft industry, Trading Departement, Tourism Departement, Cooperative Units, and Private Party were done in the same activity and the same object, resulting inefficient and lacked the limited scope and unsuistanable, repetitive impressed lacked of follow up action.

From the description above it can be concluded strengths and weaknesses of Bukittinggi tourism as follows:

Strenght of Bukittinggi Tourism

- 1) Main Sector in Bukittinggi that could developed in ttourism is a fascinating landscape natural, unique culture and cuisine accompanied by the potential strenght of commodity such as embroidery(both sulam and border)and various handicrafts.

- 2) Potential of MICE tourism (Meetings, Incentive, Conference and Exhibition) both for domestic and international.
- 3) The developing a tourism product in Bukittinggi. Supporting tourism product has also been available as tourist accommodation which consists many of star hotels and the tourism business as restaurant which offer traditional food and souvenir shops which offer unique product .
- 4) Affordable product and service price to enjoy tourist attractions, transportation and accommodation. By this condition public can enjoy the tour of West Sumatera and Bukittinggi.
- 5) Good hospitality of Bukittinggi's society .
- 6) Bukittinggi is a core tourism area of West Sumatra, which positioned as the main destination place amongst other area in West Sumatera.

Weakness Bukittinggi Tourism:

- 1) No unity vision about the focus of the development of tourism in Bukittinggi.
- 2) Limited financial resources for tourism development Bukittinggi. The past data examines that previous financial source for development of tourism are funded from local budget followed by investors (this condition are subject to profitable condition) and last was sourced by local budget from neighbourhood region.
- 3) Still difficult to expand the border areas particularly if those factor related to funding and land acquisition.
- 4) Human Resources (HR) qualities in Bukittinggi is quite low.
- 5) Inappropriate placement of people who manage the tourism development programs, they are lack of knowledge, skills and insufficient experience in designing plans, thus they were unable in transforming plans into programs and activities, as a result previous action seem as routine, less creative and overlapping.
- 6) Related to the business climate, currently there is a tendencies of business people to raise any product or service price for visitors.
- 7) Weak tourism promotional tools and media. Further , tourist information are not accessible by the public on an ongoing basis.
- 8) Poor supporting facilities at tourist as limited public service tools as clean toilets.
- 9) Poor tourism management. Management has been dominated to govement action meanwhile ther's less participation from local communities and the private sector.
- 10) Poor maintenance of tourism place.
- 11) Lack of synergy in tourism development . As a result it creates difficulty to have coordination among the relevant parties, both between government SKPD, and between government with the private sector and the community.
- 12) Many previous Activities undertaken to develop tourism were overlapping, they are not integrated and have minimum results

Figure 4.1
Development Tourism Strategies for Bukittinggi

<p><i>INTERNAL FACTOR</i></p>	<p><u>STRENGTH</u></p> <ul style="list-style-type: none"> • Leading sector in Bukittinggi that potential to be developed for tourism is the natural landscape, unique culture and cuisine accompanied by the strength in its commodity such as embroidery (both sulam nd border), and various handicrafts. • Potential of MICE tourism (Meetings, Incentive, Conference and Exhibition) both for domestic and international. • The emergence of tourism product in Bukittinggi. Supporting tourism product has also been available as tourist accommodation which consists of many of star hotels and the tourism business and a restaurant including unique and souvenir shops. It is also found that Tourist accommodation is now available and restaurant with a Bukitinggi taste. • The price to enjoy the tourist attractions, transportation and accommodation costs is affordable. This condition may attract tourist to enjoy the tour in West Sumatera and Bukittinggi. • Community Bukittinggi has good hospitality. • City of Bukittinggi is a core area of West Sumatera tourism, which is the main destination of West Sumatra. 	<p><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> • It has no one strategic vision about the direction of tourism development goal in a future . • lack of financial resources for tourism development. The past data examines that previous financial source for development of tourism are funded from local budget followed by investors (this condition are subject to profitable condition) and last was sourced by local budget from neighbourhood region . • Still difficult to develop the border areas particularly in funding and land acquisition. • Human resources : Lack of tourism skill and knowledge . This can be seen by tourism education background performed by Bukittinggi’s human resources. • Inappropriate placement of people who manage the tourism development programs, due the the reason of factor as insufficient knowledge, skills and experience to design a plan and transform it into programs and activities. Therefore the previous development show as a merely routine, less creative and overlapping. • current condition of the current business tendencies raise prices for tourists. • Poor promotion of tourism. Media promotion and tourist information are not accessible by the public on an ongoing basis. • Lack of supporting facilities in tourism object, as an example inadequate standard and clean public toilet.
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<p><i>EXTERNAL FACTOR</i></p>		<ul style="list-style-type: none"> • Poor tourism management . It is dominated by f the government while the participation of local communities and the private sector is low. • Poor maintenance of tourism place. • Lack of synergy regarding the development of tourism, as a result it create the difficulty of coordination among the relevant parties, both between unit (SKPD) in government, and between government with the private sector and the community. • Previous action shows that several activities undertaken to develop tourism were overlapping, not integrated and have minimum result.
<p><u>OPPORTUNITIES</u></p> <ul style="list-style-type: none"> • Bukittinggi has a unique culture. • Bukittinggi society determine tourism as a main sector • Indonesia macroeconomic condition have not really affected on the level of tourist visiting.. • The emergence of business opportunities that support the tourism sector such as business travel, hotels, restaurants, handicrafts and so on. • Adequate support and political commitment to national security and tourism development efforts .This starting from the Central government, West Sumatera and Bukittinggi government. • High traffic flow of many types of transportation as road and air mode from and to Bukittinggi. 	<p><u>SO STRATEGY</u> (<i>Strenght and Opportunities</i>)</p> <p>STRATEGY SO ((Strenght and Opportunities)</p> <ul style="list-style-type: none"> • Utilizing main and supporting tourism sector in Bukittinggi by enhancing government support. • Empowering the potential of MICE (Meeting, Incentive, Conference and Excebition) by utilizing the benefits of tourism Bukittinggi. • Empowering of the potential tourism products which has been growing in Bukittinggi. Supporting tourism has also been available as tourist accommodation consists many 3-4 star hotels and also tourism business which offer traditional product or services as restaurant and souvenir shops. • Setting affordable price for tourism product and service therefore it can attract 	<p><u>WO STRATEGY</u> (<i>Weakness and Opportunities</i>)</p> <ul style="list-style-type: none"> • Enhancing the unity of vision about the goal and objective of future tourism development by utilizing tourism main sector and business opportunities in Bukittinggi • Increasing financial resources for tourism development Bukittinggi by utilizing tourism main sector and business opportunities in the city of Bukittinggi. • Overcoming the difficulties to develop the border areas particularly about funding and land acquisition to take advantages of the benefits of tourism and business opportunities in Bukittinggi. • Empowering the development Human Resources (HR) in Bukittinggi to take advantages of the benefits of tourism and business opportunities in the city of Bukittinggi. • Conduct an appropriate job placement to whom are in charge in tourism development program, to take advantages of the benefits of tourism and business

	<p>visitor to the tour in West Sumatra and Bukittinggi.</p> <ul style="list-style-type: none"> • Enhancing the hospitality of Bukittinggi community. • Empowering City of Bukittinggi as a core area of West Sumatra tourism, which lead to main destination of West Sumatra. 	<p>opportunities in the city of Bukittinggi.</p> <ul style="list-style-type: none"> • Minimizing the business trends to raise a tourism product and service to take advantages of the benefits of tourism and business opportunities in the city of Bukittinggi. • Improving tourism promotion to take advantages of the benefits of tourism and business opportunities in the city of Bukittinggi. • Improving the facilities of tourism object to take advantage of the benefits of tourism and business opportunities in the city of Bukittinggi. • Increasing of tourism management and stakeholders the participation to take advantages of the benefits of tourism and business opportunities in the city of Bukittinggi. • Enhancing the synergy and improving coordination in in tourism development planning between the relevant parties ; both between unit (SKPD) in government, and between government with the private sector and the community, to take advantage of the benefits of tourism and business opportunities in the city of Bukittinggi. • Increase the integration of activities to develop tourism to take advantage of the benefits of tourism and business opportunities in the city of Bukittinggi.
<p><u>THREAT</u></p> <ul style="list-style-type: none"> • Insufficient and the limitation of tourism information (website; flier; brochures; bulletins; information screens in public places; and the in mass tourism advertising media. • Time Table Activity / Event of Culture are not available. 	<p><u>ST SRATEGY</u><i>(Strenght andThreat)</i></p> <p>Utilizing main and supporting tourism sector in Bukittinggi to overcome the development of other regional tourism and countries.</p> <ul style="list-style-type: none"> • Utilizing the potential of tourism of MICE (Meeting, Incentive, Conference and Exhibition) to cope with the development of regional tourism and other countries. • Strenghten tourism products to address the 	<p><u>WT STRATEGY</u> <i>(Weakness and Threat)</i></p> <ul style="list-style-type: none"> • Enhancing the unity of vision about the goal and objective of future tourism development by utilizing tourism main sector and business opportunities in Bukittinggi • Improving tourism promotion to take advantages of the benefits of tourism and business opportunities in the city of Bukittinggi by designing an appropriate marketing plan through benchmarking to others developed countries.

<ul style="list-style-type: none"> • The development destination place in other regions and countries 	<p>other regional tourism development and countries.</p> <ul style="list-style-type: none"> • Setting an affordable prices to enjoy tourist attractions, transportation and accommodation to overcome a potential threat development of other regional tourism and countries. • Empowering hospitality of Bukittinggi society to deal with the development of other tourism regional and countries. • Empowering Bukittinggi as the core area of West Sumatra tourism, as a main destination place of West Sumatra to cope with the other regional tourism development and other countries. 	
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V. CONCLUSIONS AND RECOMMENDATIONS

External environmental analysis of West Sumatera tourism generates opportunities and threats. The opportunities can be describe as follows:

1. West Sumatera province has a unique culture.
2. The tourism sector significantly contributes to the society's welfare by generating income based on tourism activities, the emergence of business opportunities.
3. High Political commitment support to the national security as well as their effort to the tourism development . It is proved by the commitment and supporting from federal of government, and West Sumatera government.
4. West Sumatera's government places the tourism sector as its main development priority.
5. Neighbourhood provincial governments have been developing their tourism sector This has generated an opportunity in the development of West Sumatera's tourism development.
6. A middle upper income nomads group from West Sumtaera has a strong relationship with their relatives and home villages. It is indicated by the high traffic flow of visits from relatives to their hometowns for long-term holidays. This can be a big opportunity to develop tourism in West Sumatera.
7. High traffic flow in transportation (air and road mode).

Threats can be described as follow :

1. Insufficient tourism information (websites; flier; brochures; bulletins; information screens in public places; and the in mass tourism advertising media
2. Schedules of Events of Culture are not available.
3. Neighbouring provinces also determine tourism sector as one of their development priority and aim to take their area as the main destination in Sumatera Island. It is supported by their effort to establish several tourism objectives.
4. The growing Information and Technology as tourism supporting products in neighbouring cuntry .

Internal Environment Analysis lead to generate tourism strength and weakness in West Sumatera. The strength can be described as follow :

1. West Sumatra has an interesting variety of type of tourism, namely: nature tourism, cultural tourism, conference tourism, culinary tourism, shopping tourism, historical tourism , and event tourism.
2. The tourism sectors are developing considerably. There are several tourism types developed as natural tourism and cultural tourism and it had formed as tourism areas and core tourism regional.
3. The emergence of tourism sectors in Bukittinggi. Supporting tourism sectors has also been available as tourist accommodation which consists of many of 3-4 star hotels and the tourism business and a restaurant including unique and souvenir shops. It is also found that Tourist accommodation are now available and restaurants with a original local taste.
4. The price to enjoy the tourist attractions, transportation and accommodation is affordable. This factor may attract tourists to take advantage of West Sumatra and Bukittinggi.
5. There is an International Airport, BIM, and the flow of road transportation to and from West Sumatera is considerably high. Besides, the high traffic, there are direct flights to Padang from Kuala Lumpur, Singapore, Medan, Batam, and Jakarta increasing the number of visitors .
6. The existence of government support in the development of tourism.

The Weaknesses can be described as follow :

1. There is a seperated action to form tourism vision and mission (no integrity) in each institution, therefore the tourism aspect have not been manifested in tourism program and activities without integrity and synergy. Each party made based on sectoral perceived.
2. There is no optimal working and networking system between the operational planner and executor. Frequently in the implementation they seemed to work seperatly rather than complement each other, as a result the monitoring were not useful to upgrade the system.
3. The difficulties to conduct coordination in the operational field between related parties (SEKDA) can not facilitate or act as middle party to conduct meeting regarding operational field)
4. Low quality of human resources (education, placement, and working experience).
5. Current condtion to set higher tourism product price to visitors.
6. Poor tourism promotion tool. Promotion media and tourism information are not accessible.

7. Poor tourism management. The decisions taken were dominated by government while the level of stakeholders participation were considerably low.
8. Poor tourism objects maintenance. The tourism place have been established are less impressed to be tidy and clean as it seem to be ignored.
9. No action taken to develop existing tourism objects regarding its lay out and place design, supporting facilities as restaurant, toilet and souvenir .They seems to ignores aesthetics elements and hygiene.
10. Lack of coordination between tourism activities and events of social and religious held by Bukittinggi community.No suistanable action of government activities to integrate these two things.
11. Insufficient accesibility of inner city tranpostation to tourism place

The proposed action should be considered in West Sumatera can be seen as follows :

1. SO STRATEGY (Strenght and Opportunities)

- 1) Upgrading the utilisatition of potential tourism place. These include type and supporting tourism products, affordable price to take advantage of the unique culture of West Sumatra.
- 2) Upgrading the utilizatition of potential tourism place. These include type and supporting tourism products, affordable price to take advantage of support and political commintment , national security, government support in the process of developing West Sumatera Tourism
- 3) Optimal utilizatition of potential tourism place. These include type and supporting tourism products, affordable price to take advantage of tourism patner network in other province and Minang people who live outside West Sumatera.

2. WO STRATEGY (Weakness and Oppportunities)

- 1) Synthesizing of vision and mission for each institution in order to to integrates and synergizes the activities planning
- 2) Establish an optimal cooperation between operational planners and executers to take advantage of potential tourism .
- 3) Minimizing the difficulties between field operational action and related parties .
- 4) Improving tourism management and community participation to take advantage of potential tourism.
- 5) Empowering the quality of human resources (Regarding the education, job placement, working experience) by using the government's role.
- 6) Overcoming the tendencies of entrepreneur action to raise price of tourism product to visitors by using governments commitment.
- 7) Improving tourism promotion program by utilizing the culture uniqueness.
- 8) Improve of tourism object maintanances by utilizing the roles of stakeholders.
- 9) Upgrading the tourism place in term of its quality of layout and standardization of supporting product facilities as restaurant, toilet, and souvenirs
- 10) Improve the coordination of social and religious events which held by community by utilizing government roles.
- 11) Upgrading the quality of supporting transportation services.

3) ST STRATEGY(Strenght andThreat)

- 1). Utilizing of potential tourism place in term of its types, product, supporting product and affordable price to overcoming the impact of the development of others tourism place in other countries and regions.
- 2)Utilizing the potential of tourism of MICE (Meeting, Incentive, Conference and Exhibition) to cope with the development of regional tourism and other countries.
- 3) Strenghten tourism products to address the other regional tourism development and countries.
- 4) Setting an affordable prices to enjoy tourist attractions, transportation and accommodation to overcome a potential threat development of other regional tourism and countries.
- 5) Empowering hospitality of Bukittinggi society to deal with the development of other tourism regional and countries.
- 6) Empowering Bukittinggi as the core area of West Sumatra tourism, as a main destination place of West Sumatra to cope with the other regional tourism development and other countries.

4) STRATEGI WT (*Weakness and Threat*)

- 1) Enhancing the unity of vision about the goal and objective of future tourism development by utilizing tourism main sector and business opportunities in Bukittinggi.
- 2) Improving tourism promotion to take advantages of the benefits of tourism and business opportunities in the city of Bukittinggi by designing an appropriate marketing plan through benchmarking to others developed countries.

The roles of stakeholders on human resources point of view are to have the similar vision to upgrade the West Sumatera tourism. They can be seen as follows :

1. The similar affiliated perception building : potential , competitive advantage and priority to develop regional tourism.
2. The role of major city is really important as the main contributor in tourism sector development.
3. The role of Tourism and Culture Department required an integrated planning and corporation with others affiliation parties.
4. The development of tourism requires a systematic and integration amongst all stakeholders.
5. Each stakeholders need to know about their role and function to support the development in tourism sectors.
6. The development of tourism sectors requires an involvement and commitment from executive parties and legislative parties in order to improve the planning and field execution . These condition should be supported by distinctive roles, policies, and budget.
7. The high quality of human resources regarding their creativity and innovation. Therefore it is easier to understand , realizes and have optimal actions to provide service and hospitality and also to run the policies of tourism program.

The well planning Tourism programs of West Sumatera can be developed thorough society empowerment as follows :

1. Planning and producing handycraft product and food to support tourism.
2. Help SMEs and traders in term of labelling, branding and packaging.
3. Empowering SMEs.
4. Upgrading human resources quality , hospitality to serve guests. This is particularly needed and relying on the tourism sector, therefore many coaching had been done to upgrade the quality of human resources.
5. Merchant vendors should be well managed, in order to attract visitors to purchases their product. This condition are expected to raise their income.
6. Upgrading SMEs varians products and quality by facilitates business loan and coaching from related instution.
7. Facilitating market trader in bridging with loan services provided by Cooperative Unit.
8. Establish corporation with private party to develop tourism market.
9. Website developing with regard of promotion and data information to external tourist.
10. Arrange event cultures and activities time table.

Further Suggestions.

1. Department of tourism and art should conduct intensive communication and coordination with stakeholders.
2. All of stakeholders are expected to know the potential of tourism market.
3. It is highly needed to plan integrated tourism planning and corporation by others parties.
4. It is important to determine the roles and functions of each stakeholders in supporting the development of tourism market.
5. It is important to improve the roles of major city as main contribotur in tourism development sector.
6. The development of tourism is required to have participation from governments, entrepreneur and community.
7. Improving involvement and commitment from executives and legislative parties therefore the planning and field execution can be supported by policies, rules and fix budget .
8. It is important to upgrade the quality of human resources in term of their creativity and innovation in order to have well interpretation , to realize and have optimal action to provide excellent service and running the policies and tourism program.
9. It is important to upgrade the tourist object maintenance and development as well as its infrastructure.
10. It is important to establish socialization program in developing of tourism stakeholders mindset, improve the importance of tourism.

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