The Development of Attraction Potency to Improve the Quality of Denpasar City Tourism

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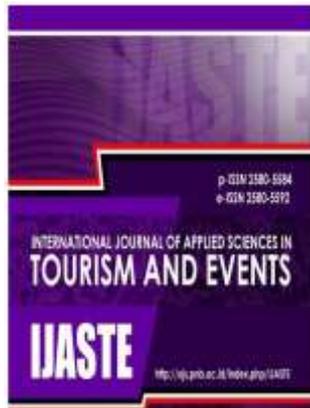
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Abstract

Purpose: The purpose of this study is identifying and mapping to select pre-existing potential and the management of tourist attraction which have been developed both from attraction and supporting facility on all tourist attraction in Denpasar city.

Research methods: This research used qualitative method with technique of participant observation collecting data, comprehensive interviews and documentation.

Results and discussions: The results of this research are recommendation of tourist destinations equally considered for development using Integrated Model of the destination competitiveness model created by Dwyer and Kim (2003). The final results of development strategies are based on the analysis of SWOT.

Conclusion: In order to be able to focus on the competitiveness of a destination, a macro business perspective is required for the entire tourism industry, meaning that all stakeholders should work with each other by focusing on the common benefits of destination rather than on opportunistic objectives.

Keywords: *tourism development, destination competitiveness, potential attractiveness of tourism, innovation, SWOT analysis*

INTRODUCTION

The tourism sector in Bali is growing rapidly from year to year. Almost all regions in Bali are engaged in this industry. Denpasar, the capital of Bali, is not spared from this trend, and has since become one of the main destinations for tourist visit in Bali. Denpasar city has prioritized the development of tourism city based on Balinese culture. The potential and advantage of Denpasar city in attracting the attention of foreign visitors has been gradually improved by developing and create better facilities through supported infrastructures for visitors. Even though the tourism attraction and a number of alternative tourism destination within Denpasar city has been developed, it needs to be stressed that knowing the characteristic or attributes considered to be important and desirable in a region with Potency and Tourist Attraction Destination insignificantly about the development and improvement of infrastructure, but also how the development and improvement of pre-exiting potential are done according to the target and current issues so that tourism activity would goes smoothly in the future. The sustainability of tourism development is not guaranteed and will depend upon official action and commitment, the acceptance and exercise of its responsibilities by the tourism industry

and the maintenance and enhancement of stability in economies and domestic and international politics (Henderson: 2015).

In order to be able to focus on the competitiveness of a destination, a macro business perspective is required for the entire tourism industry, meaning that all stakeholders should work with each other by focusing on the common benefits of destination rather than on opportunistic objectives. Consequently, a stakeholder approach seems to be appropriate to analyse the complexity of the destination competitiveness issue (Hildebrandt & Isaac, 2015). Building a sustainable tourism is a process that integrates all elements available within a region, requires the involvement of all parties. The support from the government and the people with consistent and continued implementation of planning and developing in managing the sector, along with ensuring that the development will bring benefits while simultaneously suppressing the social and environmental impacts. According to Aqueveque (2017) The analysis of the complex phenomena of destination competitiveness development from a supply-side perspective in a developing country. Despite the importance of the issue, this perspective and setting has been scantily studied by previous research in the field of tourism. Second, our findings show that different from established destinations in developed countries where a large amount of research has been conducted, awareness and promotion of the destination is extremely relevant for destinations in emerging economies, and therefore future analyses of destination competitiveness in developing countries must include this aspect. The indicator for measuring the effectiveness of management and the promotion for certain tourist destination can be gauged from tourist visiting absorption of the destination. The attractiveness of tourism in Denpasar city cannot maximally absorb tourists are due to several reason, but the most prominent are: the lack of tourist knowledge regarding tourism destination in Denpasar, lack of promotion, travel agencies which unplay the role to help promoting the tourism, the improperness of some tourism destination alongside a slew of other reasons that needs to be reviewed. So far there are 26 tourism destinations that have been listed in Denpasar's tourism agency. Related to this condition, there is a need for identification and mapping to select pre-existing potential and the management of tourist attraction which have been developed both from attraction and supporting facility on all tourist attraction in Denpasar city.

According to Abreu-Novais, Ruhanen, and Arcodia (2016), studies on destination competitiveness which have gained scholarly attention in the early 1990s, are still significant due to the tough competition amongst tourism destinations. Competition is inherent to societies and tourism destination territories are not an exception. It is assumed that a competitive advantage requires the management's ability to balance the multidimensional components of the tourism system (Perna et all, 2018). A destination's competitiveness depends on its ability to increase tourists' expenditure and visitors' arrivals by providing them with satisfying and memorable experiences (Wong: 2015). Pike and Masson (2011) opinions is about branding is regarded by many researchers as an important tool to increase the competitiveness of a tourist destination. In Azzopardi and Nash (2015) opinion Although competitiveness on tourism-specific attributes is necessary to maintain tourism destination competitiveness (TDC), it is not sufficient to ensure overall tourism success. Business and management considerations play a major role in achieving tourism growth. Without a distinctive value proposition that is tourist-centric in perspective, it is difficult to exploit the destination's comparative advantages and create the competitive advantages to distinguish the destination from competitors. For small island destinations, marketing and accessibility represent the lifeline to tourism. Long-term marketing strategies are critical to putting the destination on the world map; creating images, emotive bonds and relationships; and communicating the destination to potential markets. The success of a tourist attraction or destination on the global market depends on advantages value) of the tourist attraction. For a tourist attraction to be able to compete and succeed there needs to be a comparative profit. This comparative profit is rated based on its natural resource, historical values, and cultural values supported by economic, human, knowledge and conceptual factors which become the cumulative foundation of an infrastructure desired by tourists and could attract them to visit. The dimensions of tourism destination competitiveness investigated in this study can be

sequenced in decreasing order as follows: destination management, tourism resources, tourism superstructure, infrastructure, and destination-supporting factors (Wang, 2012). Market segment of the economic growth is an indicator for consideration based on its relation with the accessibility of tourist attraction and tourist destination which are grouped with the indicator of cultural heritage. Many destination competitiveness studies (Chen et al: 2016) took into account assessment from international tourists to gain objective evaluations of various tourism experiences. Based on Dwyer and Kim (2010), since existing and potential tourism flows to any destination are inextricably linked to that destination's overall competitiveness there exists the need to develop a framework and indicators of destination competitiveness. The development of a set of competitiveness indicators can serve as a valuable tool in identifying what aspects or factors influence tourists in their decision to visit other countries. Dwyer and Kim started their research since 2003 and found 83 indicators of competitiveness attributes within four major groups and it known by Integrated Destination Competitiveness Model. The result of this model that final goal of tourism destination competitiveness is to attract visitors in order to maintain and increase the socioeconomic prosperity of a destination. Based on the continues research, besides shorten the competitiveness into 55 indicators, it also measures specifically the indicator of supporting resources and management of destination about the forwardness of internet support and also the utilization of information technology in manage the destination (Dwyer and Kim, 2014). This research using 18 indicators. The indicators measure the level of uniqueness, cleanliness, availability, the quality of foods and beverages, number of activities, available information and local guide, comfort, the diversity of shopping centers, event/festival availability, supporting facilities (ATM, Wifi, Money Changer, *etc*), Parking facility, security, accessible location, integrated location with other destination, quality of service, Collaboration between government and private company in managing the destination, training and development of human resources related to tourist attraction, the influence of tourist destination to business environment around it, optimal used of technology and information and number of visitors visit.

Environment of a business is the pattern of all the external and internal conditions and influences that affect its survival, growth and development. Hence, it is important on the corporate strategist to keep abreast with the factors of the business environment. Furthermore, the analysis of business environment is the appraisal and examination of opportunities and threats inherent in the environment. Consequently, external analysis examines threats and opportunities that exist in the environment while internal analysis examines strength and weakness within the business (Ndife, 2014). The suitable management used of SWOT analysis as a shorten form of Strength (S), Weakness (W), Opportunities (O) and Threats (T). The analysis of Strength, Weakness, Opportunities, and Threats then formulated in SWOT matrix. It clearly describes the overcome Opportunities and Threads (Extern Factors) and then suit to the strength and weakness (intern factors) of a tourist destination. Thus, the program and right strategy can be formulated and implemented in a destination.

RESEARCH METHODS

The research is conducted in tourist attractions located in Denpasar city, from August until October 2017. Several authors have suggested employing qualitative methodologies in tourism as they can help researchers to have a deeper understanding of specific topics through the voice of participants (Banki & Ismail, 2015). The used methods are qualitative research by using descriptive through participant-observation data collecting technique, comprehensive interviews and documentation. The informants are: The management of the tourist attraction, the visiting tourists, and locals with experience and knowledge of the tourist destination. This research also records the experience of the locals and people who are directly involved with the tourist attraction. Focus group discussion is focused on people and figures who have involved with the tourist attraction in Denpasar city. These informants who live and interact directly in developing tourism on each tourist attraction, in a focus group discussion, will fill in any missing information and correct a group who may take the wrong or misleading information. The obtained data result from on-field collecting and from focus group discussion then will be analyzed during discussion and will be associated with theory or

literature review. The data will be explained and discussed before drawing conclusion and recommendation that is considered to be appropriate with the research's result. This research focuses on newer tourist attraction deemed suitable for development to add to Denpasar's tourism value. There are four stages which are collecting data, reduce data, data presenting and drawn conclusion.

RESULT AND DISCUSSIONS
### The potential and assessment of tourist destination
Associated with this growing competition are the substantial changes that are taking place globally, influencing the kinds of experiences that tourists seeks, Dwyer et all, (2014) argue that a key element of a successful tourism industry is the ability to recognize and deal with change across a wide range of key trends and the way these trends interact, "a destination is competitive if it can attract and satisfy potential tourists and this competitiveness is determined both by tourism-specific factors and by a much wider range of factors that influence the tourism service providers" (Traditionally, previous studies regard destination competitiveness as a static concept. The grouping or Mapping of Tourist Attractions/destination in Denpasar city is divided into 4 regions, those are North Denpasar, East Denpasar, South Denpasar, and West Denpasar.

There are 18 indicators used on this research i. e level of uniqueness, cleanliness, availability and quality of food and drinks, diversity of activities at the destination, availability of information and local guides, comfort atmosphere, diversity of shopping centers, festival/event availability, supporting facilities, parking facilities, security level, ease of achieving location, ease of location to be integrated with other destinations, service quality and hospitality of personnel, collaboration with government and or private, HR training and development, the influence of the destination on the surrounding business environment and optimization of the use of technology by management. The range for each indicators is 1- 5, the very low competitive level rated by 1.00 – 1.80, low level of competitive advantage rated 1.81 – 2.60, when a competitive advantage has enough level, the rate was 2.61- 3.40, the good advantage competitiveness on rated 3.41- 4.20 and the very good level of competitive advantages around 4.21 – 5.00.

Grouping Based on the Value of Tourism Attraction Excellence
The tourist attractions in the city of Denpasar after being grouped according to the assessment based on aspects of the requirements or eligibility of a destination or tourist attraction from the calculation of the assessment that has been done on each tourist attraction in the city of Denpasar can be clustered into 3 (three), namely Appropriate tourist attraction, tourist attraction that can be considered and tourist attraction that is not feasible. The three clusters are obtained from the grouping of tourist attractions that have good and very good ratings including Decent clustering, assessment of tourist attraction with sufficient value entered in the clustering can be considered, and assessment of tourist attraction in the city of Denpasar with very low and low value entered in the clustering Inappropriate tourist attraction.

There are 73 research sites located throughout the city of Denpasar. Based on the data that has been processed, there are 9 places that are considered appropriate (12%), 41 places considered (56%) and 23 places (32%) are not feasible as can be seen in the following diagram:

Tourist Attraction in Denpasar

12%
(9 places)

32%
(23 places)

56%
(41 places)

- considered appropriate
- considered
- not feasible
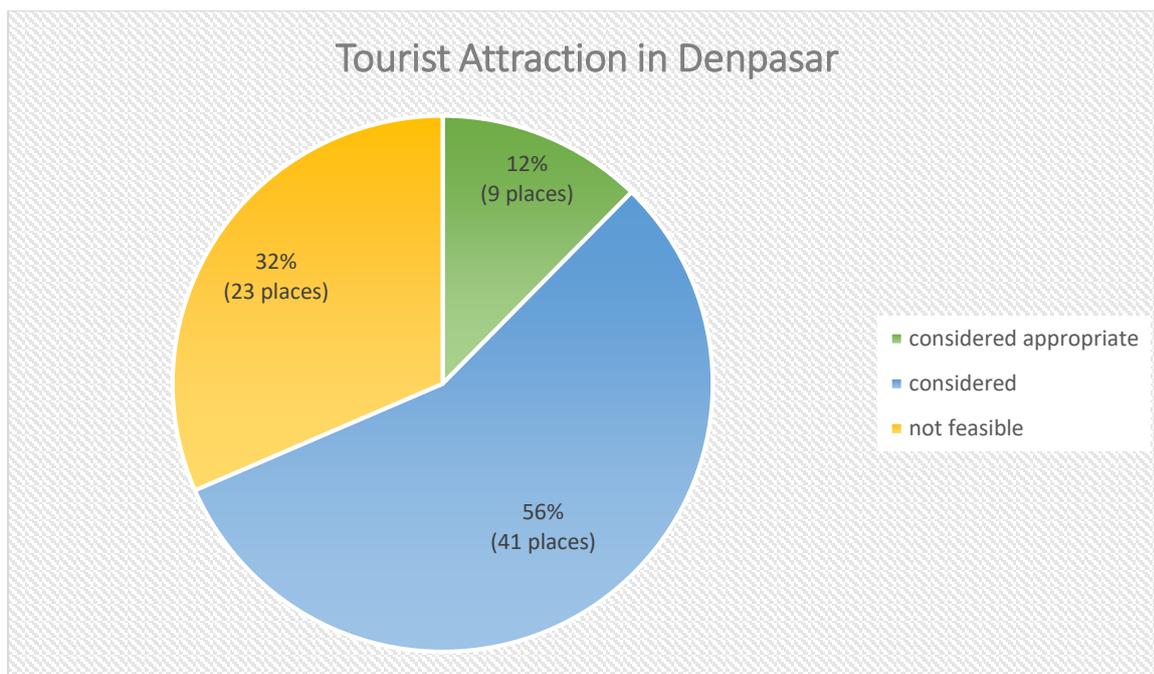
The tourist attraction included in the appropriate clustering in the future has the potential to increase and develop in terms of management, supporting facilities and an increase in creative and innovative tourist attractions. So by maximizing the management and development of tourism attractions that are already feasible in the city of Denpasar it can contribute or have a positive impact on increasing local revenue in terms of tourism. Clustering, which includes attraction that is considered, is a category of tourist attraction that still needs an evaluation of the ability of a tourist attraction to attract tourists. Aspects or feasibility of a tourist destination already owned in the group of tourist attractions considered in the city of Denpasar, but these aspects have not been maximally implemented or developed for their use. The next clustering is inappropriate is a tourist attraction in the city of Denpasar which is included in the category of tourist attraction that has a low advantage/very low so it is not feasible to proceed because some aspects as a tourist attraction are not owned by a tourist attraction and cannot be forced for example in terms of inadequate accessibility, inadequate tourism support facilities, lack of carrying capacity of the community (manager), contrary to current tourism trends which lead to friendly tourism and care for the environment of a tourist destination visited, the absence of attractive tourist activities and characteristics the unique characteristics of a tourist attraction do not yet exist.

Strategy of Managing Tourist Destination
Every tourism area in Denpasar have its infrastructure repaired and maintained, while also increasing its promotional activity. Tourism region in Denpasar city other than having physical potential also have non-physical potential. Non-physical potential in this case is everything that could attract the interest of tourist such as local culture, behavior and tradition that functioned as its own attraction. According to the tourist destination allotment in Denpasar with the internal environment and the overall external tourist destination, generally as follow:
1. Condition of Internal Environment
    a. Human Resources
       Human resources in this term is an important factor in managing a tourist destination since it has significant role in planning, managing, develop, control and as a center of making sustainable decision of tourist destination (sustainable tourism). The Human

Resources also has role in developing innovation and creativity in packaging the tourism potency become an unique destination to attract the tourists.

b. Amenities in each destination in Denpasar

Except having an endowed resources, naturally or inherited, a tourist destination should has supporting factors and resources, such as adequate infrastructure to attract the tourist and enjoyable for them. The provided amenities in every destination and it is adjusted with the condition of the place.

c. The frequency of Tourist Visit

In order to attract the tourist and increase their visit in a destination, the government, in this case is tourism department of Denpasar should have a suitable and effective strategy to attract them.

d. Hygiene of a tourist destination in Denpasar

The hygiene of a destination is one of the determined factors the frequency of tourists visit, so they can enjoy and revisit those destinations.

2. Condition of External Factor

a. Political factor

Political development in a region will affect the tourist destination development, since it directly related to the decided policies regarding construction process of a region including tourist destination.

b. Economic factor

Tourism sector can increase a region's economy

c. Social Cultural Factor

The support from the communication is very influetial toward the destination development, the support and culture in a specific destination would increase the quality of destination.

The SWOT analysis of tourist destination to obtain the strength, weakness, opportunity and threat that will be overcome in developing the destination in Denpasar.

Strengths

1. The tourist destination in Denpasar has a various attraction such as nature, cultural heritage and each artificial uniquenesses.
2. Having attraction of Cultural destination and local food
3. Every destinations in Denpasar is close and accessable
4. The partnership with tourism partners in managing the destination, such as ASITA, PHRI, and etc.

Weakness

1. The amenities mantenance of tourist attraction in Denpasar is insufficient and inoptimal, such as dirty and broken public toilets and minimal parking space.
2. Support, awareness and knowledge of community is less toward developing and managing the tourist attraction in their region
3. Inoptimal utilization and packaging of tourism potency in Denpasar
4. Inoptimal promotion carried out in an integrated manner, conventionally or digital from the management or government.

Opportunity

1. The destination's location in Denpasar is strategic and some of them are an access to other Region's destination and it is close to the Airport
2. Denpasar tourism potency is various and packaged as a new destination
3. Denpasar tourist attraction can increase the economy and community's prosperity
4. The level of visit to Bali is increasing every year and it will be an opportunity for visiting other destination in Denpasar

Threat

1. The development of other tourist destination outside Denpasar to compete
2. Lack of public awareness in destination about the importance of the tourist destiantion toward waste management
3. The lack of merchant discipline in selling around destination.

Then, according to Strength, Weakness, Opportunity and Threat by SWOT analysis. The strategy that can be used for managing every destination in Denpasar in order for the sustainability of the destination, as follow:

1. **Strategy S-O (Strength-Opportunity)**
   The study followed the rationale that a destination should strengthen its competitive position by surpassing competitors in meeting tourists' needs (Pansiri, 2014).
   The strategy which optimalize the strength to utilize the oppotunity, such as:
   a) Developing and packaging tourist attraction by accentuate the uniqueness and authenticity every destination in Denpasar
      The recent expected attraction is the authenticity which can devise it with other place, by this characteristic a destination automatically will attract tourist to come
   b) Increasing the role of society to develop and manage the destination. The development of a destination needs the role of local society in order to sustain the destination forth, since the one who know and need this destination is the local society itself.
   c) Optimalizing the partnership with stakeholder related to tourism in managing and developing tourism. This activity can be done related to this thing is marketing strategy and developing tourism trend for better management.

2. **Strategy W-O (Weakness-Opportunity)**
   The strategy which minimalize the weakness to have an opportunity such as:
   a) Increasing and repairing the infrastructure in destonation in Denpasar
   b) Developing and increasing the various tourist destination by package it in interesting and more attractive way and also eco-friendly.
   c) Increasing the human resources talent and skill in managing tourist destination through training and coaching involving support from stakeholder of managing a destation particularly from marketing factor.
   d) Fully involving society role around destination in planning, managing and developing tourist destination.

3. **Strategy S-T (Strength-Threats)**
   Obtained strategy to create power in avoid threat can be done by :
   a) Accentuate the uniqueness and authenticity of destination in competition
   b) Socializing to society about the benefit and importance of destination it that area
   c) Providing place and train the merchants in serving good and service adjust the standard of tourism activity, so automatically the economy will be increased in Denpasar.

4. Strategy of W-T (Weakness – Threats)
   This strategy aimed at minimalizing the weakness and avoid the threat by:
   a) Increasing the human resources quality (hardskill and softskill) professionally through socializing and training in planning and managing tourist destination in Denpasar city in order to compete with other region's destination.
   b) Giving comprehension to society to bring them to the importance of tourist destination mainly about the waste management.
   c) Arranging, developing, maintain and controlling the provided and yet provided facilities in every attractive destination in Denpasar.

   The application of right strategy in developing and managing the exellence of each destination in Denpasar, then it will be able to compete with other destination in which providing similar product, in forthcoming the sustainability of the destination will be assured.

CONCLUSION

According to Chin (2015) Since Bali is a small, but mature, destination with interrelated problems, by systematically analysing where its problems and challenges lie, it is now possible to begin to make a destination more competitive and allow it to compete more effectively. This

should, in turn, significantly assist both the tourism industry and the host community. This research obtained SWOT matrix analysis toward each tourist destination in Denpasar. The strategy produced aimed at sustainablity of a tourist destination and make it able to compete for destination in Denpasar. Then, according to the result of esearch above, it can be concluded as follows:

1. The implementation of management strategy in every destination in Denpasar need to increase the role of local society in its planning, managing, control and developing.
2. The amenities and promotion in every tourist attraction in Denpasar is unoptimal, it needs to develop the facility and marketing strategy in conventional or digital
3. The majority of tourist attraction in Denpasar is unoptimal to give significant impact toward social economy development of local society.
4. The various tourism potency in Denpasar is yet optimally packaged and developed to become a tourist attraction.

In order to be able to focus on the competitiveness of a destination, a macro business perspective is required for the entire tourism industry, meaning that all stakeholders should work with each other by focusing on the common benefits of destination rather than on opportunistic objectives. Consequently, a stakeholder approach seems to be appropriate to analyze the complexity of the destination competitiveness issue (Hildebrandt & Isaac, 2015). Suggestions for the management of the new tourist attractions are more exploring the potential tourism possessed, maintain quality and also utilize the technology such as creating a special website containing details of activities, promotion of attractions to make potential tourists traced easily.

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