

Sustainable Competitive Advantage Strategies of Tourism Products in Pangandaran District

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ABSTRACT

This study aims to identify strategies for tourism products in Pangandaran District through sustainable competitive advantage strategy. Furthermore, the relevant strategies will be applied to tourism products in Pangandaran District. This study was conducted by focusing on many tourism products, tourist attractions, and the development of tourism products by people in Pangandaran District. The method used in this study was qualitative method supported by a quantitative approach. The data collection was conducted through document study, interview, observation, and questionnaire. The data were analyzed by using Sustainable Competitive Advantage (SCA) technique and Valuable, Rare, Imitated to Cost, and Organized (VRIO) parameter. The results show that the tourist attractions in Pangandaran District need to be grouped and classified based on beach, river, cultural heritage, and caves. Based on the SCA method and VRIO parameter, there will be three leading tourist attractions for each category in Pangandaran District.

Keywords: tourism product, tourist attraction, sustainable competitive advantage

1. INTRODUCTION

Tourism movement in Indonesia keeps developing to a positive trend. It is not far from the role of technology development in which it is used to easily spread information and spirit of people interest to go for a tour as an entertainment or education escape. In 2015, the Ministry of Tourism of Indonesia recorded that tourism sector in Indonesia underwent an increase of destination number and it opens to investment. The ministry set the tourism sector into the business core of national economy in terms of export income, job vacancy creation, company development, and local infrastructure development (Indonesia Sustainable Tourism Award, 2017:6).

A couple of regions in Indonesia with their own tourism potentials are competing to plan, manage, and package their tourism to be a leading tourism not only national scale but also international class. At least, it can be a source of prosperity improvement for the local community. It also happens in the youngest district in West Java, namely Pangandaran.

Since officially separated from Ciamis District based on the Constitution Number 21 in 2012, Pangandaran was born as a new district with its stunning tourist attraction potentials. Pangandaran District through its new government has more power bureaucratically in planning and running their tourism policy than when they were together with Ciamis District. Even based on PP Number 50 in 2011 RIPPARNAS 2010—2025, Pangandaran District is one of the main tourist destinations in Indonesia and it is also known as the National Strategic Tourism Area (KSPN).

The tourism potentials in Pangandaran District are supported demographically by earning a bonus for the high number of “people in productive age (15—64 years old) that reach 70% of the total of the people...” (RPJMD Pangandaran District, 2016:14). It surely

becomes an advantage because people in productive age will be able to become a human resource who develops themselves and their environment in various fields of life. It includes running the tourism so that it increases the people's prosperity through economic activities.

However, with the number of attractions and their kinds of tourism in Pangandaran District, the number of visits to each attraction has not been prevalent. The tourism activities in Pangandaran District still focus on one area, which is Pangandaran Sub-district. It can be seen from the level of population density in Pangandaran Sub-district which places the highest level leaving other sub-districts. "The highest population happened in Pangandaran Sub-district is 1,276 people per square kilometer. It is understandable because Pangandaran Sub-district is the center of tourism activity and economy." (RPJMD Pangandaran District, 2016:13).

The most popular tourist attraction for both domestic and overseas tourists is centralized in west and east beaches. The tourists' mindset and interest about Pangandaran are always to the beach. In fact, many tourist attractions are not less exciting.

The tourism activities being centralized in Pangandaran Sub-district could happen due to several things. One of them is an insufficiency of information technology utilization used for tourist attraction promotion and publication activities. There are new tourist attractions popping up as an alternative, but those attractions are remote and less popular than the beach tourism that has been developing since long time ago. Another thing is an obstacle in development fund for the tourist attractions. Because of the lack of information related to new tourist attractions in Pangandaran, investors have not been interested yet to invest. On the other hand, the local government also has a limited budget.

Pangandaran District has many kinds of tourism potential. There are natural tourism, cultural tourism, and special interest tourism. Based on the data collected in RPJMD Pangandaran District (2016), the number of natural tourist attractions reach seventy-one, cultural tourism does sixteen attractions, and special interest tourism does ten attractions. It can be concluded that the majority of tourist attractions in Pangandaran District is natural tourism. The natural tourist attractions are beach and natural preserve-based tourist attractions.

However, with those kinds of tourist attraction in Pangandaran District, there come obstacles. They become urgencies to bring about a necessity of doing an equalization of a crowd in tourist attractions. First, many tourist attractions are not legal yet. They have not been officially opened and taken care by the government. Those attractions have a huge potential. They have a lot of time invited tourists' curiosity to visit but in fact, only the local community who looks after and manages them with limited services. Second, not all tourist attractions in Pangandaran District have adequate supporting facilities, such as accommodation, praying spot, easy access, management, and professional guides, and etc.

Besides giving positive impacts, the demography bonus owned by Pangandaran District has negative impacts as well. Lots of the local community just become a trader, parking officer, ticket officer, or lifebuoy rental. In fact, the abundant human resource potential has to increase its quality and capacity related to the tourism so that the local community will empower themselves optimally along with the development of the tourism. As what the local government of Pangandaran District has planned, "A significant population growth in Pangandaran District will encourage the availability of the human resource to support developing tourism service and management industry. The number of the population has to empower their quality to keep increasing and developing so that they could give a huge encouragement to the tourism development" (RPJMD Pangandaran District, 2016:16).

Therefore, an effort to break down the crowd of tourists to be prevalent in each tourist attraction in Pangandaran District is necessary. It can be done by using Sustainable Competitive Advantage technique through analyzing and comparing the whole tourist

attractions based on their kinds of tourism. Then, the researchers decided which attraction from each kind of tourist attraction that fulfills the element of Valuable, Rare, Imitated to Cost and Organized (VRIO) analysis.

2. LITERATURE STUDY

Sustainable Tourism

According to Weaver and Lawton (2014), the concept of sustainable tourism has been popular in the 1990s after a report by Brundtland was released and it became a continuous concept embraced by the entire tourism industry.

Sustainable tourism is a tourism that considers the impact of the economy, social, and environment at the moment and in the future and fulfills the need of visitors, industry, environment, and the local community. It can be applied to all forms of tourism activity at all kinds of tourism destination, including mass tourism, and other types of tourism activity (Indonesia Sustainable Tourism Award, 2017:9). Then, another explanation mentions that sustainable tourism "...in this context, is tourism that meets the needs of present generations without compromising the ability of future generations to meet their own needs" (Weaver and Lawton, 2014:322).

Some things or strategies that can be done to realize a sustainable tourism have been elaborated at glance in A Guidance Booklet of Sustainable Tourism Destination Awards (2017). The booklet covers a development of accessibility a tourist attraction, amenities inside and around an attraction, tourism activities inside and around an attraction that considers capacity and environment carrying capacity, economic growth, social issues, cultural heritage, health quality, safety, and aesthetics. They surely refer to a sustainable standard which regulates important aspects, such as tour area management, hotel, homestay, tour operation, and etc.

Weaver and Lawton (2014) also explain that to realize a sustainable tourism can be done through some ways, like "...not exceeding the environmental, sociocultural, or economic carrying capacity of a given destination, and related environmental, sociocultural and economic cost are minimized while related environmental, sociocultural and economic benefits are maximized."

They are attempts so that tourism activities in a tourist attraction can develop through a management of available resources optimally and it can last for a long time. In a line with the previous statement about how to manage a sustainable tourism, it is better to refer to a guidance and the management practice of sustainable tourism development according to UNWTO. Based on UNWTO quoted by the Ministry of Tourism and Creative Economy (2012), sustainable tourism should utilize environmental resources by looking after the process of ecology, respecting the authenticity of the host socio-culture as well as ensuring a long-term operation run by giving socio-economic benefits to all stakeholders distributed fairly.

Strategy

The concept of strategy is initially used in the field of the military. However, nowadays business terminology uses the word 'strategy' to describe step by step taken by a company to achieve purposes and mission. The term 'strategy' comes from a Greek word 'strategia' (*stratus* = military; *ag* = to lead) which means an art or knowledge to become a general. Strategy can also be defined as a plan for a distribution and use of military and material force in particular areas to achieve certain aims.

According to Porter (1985), strategy is a very important tool to reach competing excellence. Furthermore, Porter states that:

1. Strategy is the creation of a unique and valuable position, involving a different set of activities. The essence of strategic positioning is to choose activities that are different from rivals.
2. Strategy is making trade-offs in competing. The essence of strategic positioning is choosing what not to do.
3. Strategy is creating fit among a company's activities. The success of a strategy depends on doing many things well, not just a few, and integrating among them.

Based on Porter's statements above, it can be seen that Porter mentions that strategy is how to position a company to become something unique and valuable by making up choices what to do and what not to do, and strategy makes a fit from the entire activities of a company.

Each field, both in service and manufacture, in running their business always needs a strategy that is able to position a company to the best place. Strategy is one of the key factors to determine the success of a company in achieving purposes. A proper strategy can be a tool in facing a company's external changes and empowering what a company owns.

The result from a study conducted by Dr. M. Mohd. Rosli entitled "Competitive Strategy of Malaysian Small and Medium Enterprise: An Explanatory Investigation" shows that a company's management, marketing, and human resources have a high influence on small and medium enterprises while innovation has a moderate influence. The study was done to 212 small and medium enterprises in the field of F&B and T&C industry. The result also shows that there is a significant difference between two industries in terms of innovation and global orientation.

John A. Parnell has done a study to 334 managers in the United State of America, 398 in Mexico, and 314 in Peru. The study is entitled "Comparative Strategy and Performance in Mexico, Peru, and the United State". The study results that innovation strategy has a positive relationship with performance in those three countries. A relationship between low-cost strategy and performance is negative in Mexico but positive in the United State of America. Companies in Mexico are more innovative while in Peru, the companies are more emphasizing on cost.

According to Rangkuti (2000:6—7), principally strategy can be classified into three types of strategy, namely: (1) management strategy which covers what a management could do with the orientation of strategy development in macro, for instance: the strategy of product development, price fixing, acquisition, market development, and etc.; (2) investment strategy which is a set of activities orienting to investment, for instance: whether a company wants to do an aggressive growth strategy or attempts to do market penetration, surviving strategy, restructure strategy for a new division or devastation strategy, and etc.; and (3) business strategy which is also called functionally business strategy because this strategy is the functions of management activities-oriented, such as marketing strategy, operational or production strategy, distribution strategy, and etc.

VRIO Analysis

Sustainable Competitive Advantage (SCA) is common to use to analyze a sustainable potential of a company or institution in any field. In doing the analysis and its comparison, SCA uses indicators or parameter called Valuable, Rare, Imitated to Cost, and Organized (VRIO). Further analysis on this condition will result how much resources owned by a company which is able to give a sustained advantage, temporary advantage, and disadvantage. In order to refer to sustainable competitive advantage, resources or ability has to be valuable, rare, imitated, and organized. VRIO framework is the basis of internal analysis.

According to Barney (2012), VRIO analysis can be used to see a comparison regarding strength and weakness of the internal condition of a company. VRIO test and evaluation based on questions for each condition can be formulated herein under:

1. Question for Valuable. Does the condition encourage a company to exploit an external opportunity and/or neutralize the external threat?
2. Question for Rare. Is the condition controlled by a handful company or is it rare to be owned by other companies?
3. Question for Imitated to Cost. Is the condition hard to be imitated or replicated by other companies?
4. Question for Organized. Is the condition supported and managed by a company properly?

Destination Development

Tour destination is identified with an area or geographical region either in the form of country, city, island, or any particular area. In Indonesian context, tour destination is an area bordered by other areas which control the location or the coverage of the area. Based on the definition above, Indonesia, actually, can be considered as a tourist destination.

Same as province and district or city that build Indonesia as a tour destination, islands in an area are also a tourist destination. This definition is in a line with Tourism Constitution Number 10 in 2009 of the Republic of Indonesia which states that a tour destination (tour area) is "a geographical area in one or more administrative area that has tourism attraction, public facilities, tourism facilities, accessibility, as well as local community which get related each other and complete the realization of tourism" (Constitution Number 10 in 2009 article 1 verse 6). So, each area bordered by administrative areas and having tourism matters is called tour destination.

Tour destination according to Richardson and Fluker (2004:48) is defined as "a significant place visited on a trip, with some form of actual or perceived boundary. The basic geographic unit for the production of tourism statistic". Destination runs based on the evolution cycle which consists of introduction, growth, maturity, decline, and rejuvenation. The main purpose of the use of destination lifecycle model is a tool to understand the evolution of tourism product and destination. Richardson and Fluker (2004:51) add that destination lifecycle model is "a model that characterizes each stage in the lifecycle of a destination (and destination areas and resort area) including introduction, growth, maturity, and decline and/or rejuvenation". Meanwhile, according to Butler (1980) in Richardson and Fluker (2004:53), destination lifecycle model consists of exploration, involvement, development, consolidation, stagnation, and post-stagnation (decline and/or rejuvenation). One of the destination lifecycle model being observed is development in which foreign investors start to be interested to invest their capital to build many kinds of tourism facility in a destination area along with the development of destination area marketing.

Besides bringing about positive impacts, the activities of tourism development also cause negative impacts on environments, both natural tourism attraction environment and surrounded socio-cultural environment. Negative impacts on nature generally occur as an improper management of natural tourism attraction, such as tourism activity development which does not pay attention to environmental carrying capacity and lack of knowledge, awareness as well as education for public and tourists towards environmental preservation.

According to I Gede Pitama (2009:134), there are some techniques in developing tourism, such as Carrying Capacity, Recreational Carrying Capacity (RCC), Recreational Opportunity Spectrum (ROS), Limits of Acceptable Change (LAC), Visitor Impact Management Model (VIMM), Visitor Experience and Resources Protection Model (VERP), Visitor Activity Management Program (VAMP), and Tourism Opportunity Spectrum (TOS).

Tourism Product

The definition of tourism product is all kinds of product, both goods and services, which are tourism commodity. Based on this limitation, tourism product is any form of service enjoyed by tourists from they leave their home until they go back. The elements of tourism product in the form of an unseparated package are:

1. Tourist attractions in tourist destinations which become an attraction for people to come to that area.
2. Facilities needed to get to the destinations, like accommodation, restaurants, bars, entertainment, and recreation.
3. Transportation that connects tourists' origin to the destination, such as transportation at the tourist attractions.

The features of tourism product are:

1. Tourism products cannot be separated.
2. Consumers-to-be cannot taste the product to buy.
3. Tourism products cannot be hoarded.
4. Tourism products highly depend on human force.
5. Tourism products do not have an attraction standard or size.
6. The role of the intermediary is not necessary except travel agent or tour operator.
7. From business ownership side, the provision of tourism product needs a huge amount of money, high risk, and sensitive demand.

Tourism product is an integrated product order which consists of a tourist attraction, transportation, accommodation, and entertainment in which each element is prepared by each company and offered separately. However, there are things to consider. As a tourism product, natural tourism area also needs a development. Wiendu Nuryantie, the Chief Committee of World Conference Culture, Education, and Science (Wisdom, 2010), says, "Without new products, we will have product fatigue, so it is hard to lift up (the number of) tourists. Therefore, besides a vigorous promotion, the development of destination quality is more important."

3. RESEARCH METHOD

Research Method

The method used in this study was based on qualitative method. According to Merriam (2009:13), a qualitative research is a study which attempts to describe, discover, introduce, and interpret a particular social phenomenon happening naturally on the meaning side, not frequency.

Data, Data Collection Technique, and Data Source

The data sources were differentiated based on primary data and secondary data. Primary data is an object or original-material raw document from an actor which is also called "first-hand information". The data collected from an actual situation when an incident happens is called primary data. It is an object gained directly from the field by researchers. Usually, it can be gained through an in-depth interview. In this study, the primary data were gained from an interview with the community who inherit spoken tradition. Silalahi (2009) says that secondary data are gained from a second hand or other sources which are available before a

study is conducted. So, secondary data are not gained by researchers directly. Usually, the secondary data related to this kind of study are documents.

The data source chosen for this study was done by non-probability sampling technique, namely purposive sampling. Through purposive sampling, the researchers utilized their knowledge regarding some groups to determine the subject represents the population. This consideration was taken after the researchers doing a field investigation into some groups to ensure that the informants to be used are competent in explaining the implementation of sustainable competitive advantage strategy of tourism product in Pangandaran District.

Data Validity, Process, and Analysis

The researchers did triangulation, either from the side of an informant, data source, data collection technique, or research instrument. In data collection technique, triangulation is defined as a technique to collect data which has a characteristic to combine various data collection techniques and available data source. "Triangulation is a term originally more common in surveying activities, map making, navigation, and military practices". Denzin (1978) in Moleong (2004:178) states that there are four types of triangulation that are usable, namely:

1. Source triangulation
2. Method triangulation
3. Investigator triangulation
4. Theory triangulation

The data collection technique done by the researchers is based on Huberman and Miles' statement as follow, "Data analysis can be defined as consisting of three concurrent flows of action: data reduction, data display, and conclusions and verification". Based on the three steps, the order of analysis gained by the researchers in relation to this study is elaborated herein under:

1. Data reduction
2. Data presentation
3. Concluding and verification

From the result of interview and document study regarding the community participation in managing the sustainable and competitive products in Pangandaran District, the result will be interpreted to be the useful data and information for this study.

SCA Technique and VRIO Parameter

To reach the expected result, which is leading tourism design and pattern in Pangandaran District, the researchers used Sustainable Competitive Advantage (SCA) technique.

Porter (1980) states the necessity of strategy known as generic strategy which is a basic way for a company to earn profitability above the average of an industry by having a sustainable competitive advantage. Porter furthermore explains a scheme that covers three types of generic strategy that is normal to use by a business unit. The generic strategy consists of three types of strategy, namely:

1. Overall cost leadership strategy
2. Differentiation strategy
3. Focus strategy

The next step was the implementation of SCA technique using Valuable, Rare, Imitated to Cost, and Organized (VRIO) analysis. It is an indicator or parameter used in SCA technique. From each tourist attraction which has done qualitative and quantitative actions, the researchers then used VRIO analysis to determine which tourist attraction that is in a line with its base that has a sustainable competitive level.

The result then becomes an input for the district government to be discussed and included in the Regional Medium Term Development Plan (RPJMD). Furthermore, it becomes the priority of tourism development program in Pangandaran District.

4. DISCUSSION

This study has been started since March 2017. The steps done until July 2017 are in an initial study. The initial research activities are to introduce, discover, and understand the environmental phenomenon or the objective condition of the tourist attractions in Pangandaran District. Then, the researchers also analyzed what urgencies that can be analyzed from each tourist attraction visited.

Pangandaran Eastern and Western Beach.

On March 16th, 2017, comprehensively there was a visit and observation to Pangandaran Eastern and Western Beach tourist attraction. This tourist attraction is included into beach-based natural tourism. Pangandaran Beach is the center of crowd and tourism activity in Pangandaran District. There is no place as crowded, busy, and hectic as Pangandaran Beach. There are a huge number of people, vehicles going back and forth, and a full house beach so there is no time for taking a selfie.

From an accommodation to the beach, there are hotels, hostels, or even homestays rented. Souvenir shops are easy to find. They sell clothes, accessories, and seafood. There are also tour and travel service until temporary tattoo. However, the shops sometimes are full of people. It is also common if they are quiet without consumers.

That common condition is acceptable if it is seen from the demography of Pangandaran District. The population density of Pangandaran Sub-district is the highest than other sub-districts.

"The highest population happens in Pangandaran Sub-district at the number of 1,276 people per square kilometer. It is understandable because Pangandaran Sub-district is the center of tourism activities and economy." (RPJMD Pangandaran District, page 13).

The density is surely due to Pangandaran District becomes a strategic location for the economic activity. For those who want to run hotel, accommodation, food, and beverage, or cloth business, Pangandaran Sub-district becomes the main destination because it has been a long time becoming a tourist attraction for both domestic and overseas tourists. It is different to current tourist attractions. They are still empty and not as crowded and potential as Pangandaran Beach. That condition brings about growing housing and buildings or shops.

The earlier excellence, which is Pangandaran Eastern and Western Beach, has been opened as a tourist attraction since a long time ago. It causes people's mindset and interest towards Pangandaran District is identical to Pangandaran Beach. The access taken to go to the beach is very easy with a good condition of the road. The various kinds of accommodation with the different price makes tourists have lots of choices. The accommodations are also near the Western and Eastern Beach. Naturally, Pangandaran Beach serves three natural shows at the same time. They are the waves, sunrise, and sunset.

The shows are rare to be found in other locations. If they do have, they will only have one out of three.

However, Pangandaran Beach cannot be avoided from problems. If the tourists still think about Pangandaran Beach and even increasing years by years, the risk of the social problem will raise more complicated followed by an increase in population density as well as the buildings. The condition of beach sand becomes the highlight because every year, the amount of organic and non-organic waste increases and also, tourists' behavior is harder to be concerned because of the number of the tourist. Besides, the most striking one is the existence of street vendors (PKL) in almost along the coast.

Cukang Taneuh (Green Canyon)

Cukang Taneuh or Green Canyon (*Ngarai Hijau*) is one of the tourist attractions in West Java located in Kertayasa Village, Cijulang Sub-district, Ciamis District, around 31 km from Pangandaran. Besides Pangandaran Eastern and Western Beach, another tourist attraction considered as having a systematic management by the local government of Pangandaran District is Cukang Taneuh. According to Head of Division of Program, Pangandaran District Tourism and Culture Agency, Dudung Cahyadi, Cukang Taneuh is the second most visited tourist attraction.

Prior to entering the area, the tourists are greeted by souvenir sellers managed carefully around a parking lot. Across the parking lot, the tourists will pass the ticketing area and go straight to the location of the canyon by boat through the river. This mesmerizing tourist attraction is actually the stream of Cijulang river that passes through a cave.

The main feature of this tourist attraction is the canyon full of the beauty of stalactite and stalagmite. This area is also flanked by two hills as well as rocks and lush trees. They give a description and a natural painting that is so unique and challenging to explore. The tourism activities they have are various. The tourists could go shopping, do culinary stuff, sightsee, swim (river tubing), and go into the stunning river alleys because of the streaks of sunlight that come into the gaps of cliffs.

In contrary to the beauty of Cukang Taneuh, another view that the tourists might see if they are thorough enough to see is garbage heaps. They could be an organic waste, like the waste of tree, trunks, branches, leaves and so on or non-organic waste, like construction waste, cardboard, household equipment, and plastics which are about to be fired. Additionally, the tourists also have to pay additional charges besides the ticket. They include boat rent, guide, and rain bag. The tourists would be happy if they pay the overall charge when they enter the tourist attraction.

Wonder Hill Jojogan

On March 17th and May 24th, 2017, the researchers conducted a visit and an observation comprehensively to Jojogan tourist attraction. Based on the naming system, Wonder Hill, the Jojogan tourist attraction is surely classified into natural tourism that utilizes a geographically beautiful landscape. This tourist attraction is located in Gunung Tiga Sub-village, Cintaratu Village, Parigi Sub-district, Pangandara District. The location is 12 km to the north part of the center of the district capital and it takes 20—30 minutes to be there.

Wonder Hill Jojogan tourist attraction is located at an altitude of 1,000 mamsl (meters above mean sea level). Along the way to the tourist attraction, tourists will see a green and vast expanse of rice field, plantation, and local community houses. A few meters to the place, the tourists will go through a steep incline road. The first view the tourists could enjoy when they enter the tourist attraction is hills and green cliffs full of plants, Pangandaran Beach from a distance, and the sound of a waterfall and the wind. At the

beginning, Jojogan only led to two locations, namely Kedung Bunder and Curug Jojogan (Tourism Agency, Perindagop, and UMKM, TT, page 7). Now, there are more tourism products to offer such as, Goa Lawang, Kali Numpang, Kedung Cilik, body rafting, orchid garden, Bebentang Jojogan, and Jeep off-road adventure.

Until now, Wonder Hill Jojogan is not one of the tourist attractions managed by the district government. However, they can develop themselves by working together with Cintaratu Village, consortium, and the local community, so Wonder Hill Jojogan could be an alternative tourist attraction for visitors who want to sightsee hill tour or high land with cool temperature in Pangandaran.

Compared to the old tourist attractions in Pangandaran District, Wonder Hill Jojogan still has weaknesses that need to be solved together. The access and parking lot become the highlight. The tourists could go to the location at least by a small van. Additionally, there is no sufficient parking lot so it makes the visit limited. Besides the access, Jojogan does not have a particular tourism product yet, such as a cultural or culinary tour. Those two ideas could increase the attractiveness of Jojogan.

Bojong Salawe Beach and Culinary Center

On July 22nd, 2017, the researchers have done a visit and an observation comprehensively to Bojong Salawe Beach and Culinary Center. Actually, this tourist attraction is more memorable because of its seafood. Located in Karangjaladri Village, Parigi Sub-district, Pangandaran District, the beach is not far from Batu Hiu Beach. The latest information the researchers got is that the harbor construction plan in Bojong Salawe Beach has just been started. There has seen the road foundation that connects the coast to the port.

If tourists go into Bojong Salawe area, they will be greeted by lots of seafood restaurants. They are near the coast so that the tourists could enjoy the sea while eating their meal, like grilled fish, crab with oyster sauce, or crispy squid. The restaurants are very popular in Bojong Salawe because of its taste. If the tourists come down from the restaurant and walk to the beach, the beach and the sea would wait for them. The district government takes an advantage of the situation to become the main capital to develop Bojong Salawe Beach as an alternative tourist attraction beside Pangandaran Eastern and Western Beach. In other words, Bojong Salawe Beach has a leading tourism product.

Bojong Salawe Beach might be less popular than other beaches in Pangandaran District. There are heaps of garbage along the beach line, either the waste of wild plants or food leftover. The facility of hotel or accommodation, parking lot, and entertainment have not been sufficient. In a line with the idea of constructing the new harbor, it should be an important momentum to start lift up and manage the beach area seriously. In the future, the location would be full of harbor activities, besides the activity of tourists eating seafood at the restaurants in Bojong Salawe Beach.

Pangandaran Natural Preservation

On July 26th, 2017, the researchers conducted a visit and an observation comprehensively to Pangandaran Natural Preservation. It is located in Pangandaran Village, Pangandaran Sub-district, Pangandaran District. The location is at the end of Pangandaran Eastern and Western Beach on ± 37.7 Ha of land. Pangandaran Natural Preservation is under the authorization of Perhutani.

Prior to entering the Pangandaran Natural Preservation area, tourists should pay a Rp16,000 ticket. After that, they will climb lots of stairs, up and down, and then they will enjoy the beauty of Pangandaran Natural Preservation. The environmental condition in this area is very fresh and less garbage. There are only dry leaves which beautify the area.

From the observation, Pangandaran Natural Preservation has various natural tourism products. There is a natural tourist attraction which is also a historical-cultural tour, like Batu Kade Site, Lanang Cave, Japanese Cave, beach, and Cirengganis Cave as well as the animal captive breeding area. Usually, an officer or a guide will take the tourists to the Lanang Cave through Batu Kalde Site, and they will end up in Parat Keramat Cave which is also through the captive breeding area. Along the way out from the preservation, the tourists will find animals like monkeys, deer, and various types of bird.

However, the potentials Pangandaran Natural Preservation has is not comparable with the management and the service for the tourists. It is hard to see a professional manager or guide. Many officers in the preservation are ticketing officers and cleaners. They never know exactly the information or knowledge about the sites or the locations in Pangandaran Natural Preservation, either from the perspective of geology, biology, anthropology, or history. The real education function has gone. The tourists only sightsee, take some pictures, and eat together with their family. In other words, they only go for a holiday. In fact, the spots at Pangandaran Natural Preservation keep heaps of stories which have moral issues as a part of being educated. That sort of education activity will be experienced by the tourists if there is a professional guide whose full of knowledge.

Besides, the management of Pangandaran Natural Preservation is like losing their creative ideas. Not all road from one place to another place use paving block and leave rocky road which is quite dangerous if tourists fall down. There are no direction boards and the caves' name. There is no place to have some rest like a bench with a table under a roof. Since the tourists will take a long way to one place to another place, they will need a place to rest. It is more important if it rains because to be able to get to the ticketing or the captive breeding area, the distance is not close.

Next Step of Planning

Listing and Classifying Tourist Attractions

The first step to do by the researchers starts from listing all the tourist attractions in Pangandaran District based on various sources. It could be from the district government, community data, or tourism organizations, such as Tourism Mover Association (Kompepar), Indonesian Guide Organization (HPI), or Pangandaran Sailors Organization (OP3), and so on.

After the researchers get the list, they classify the data into three types of tourist attraction: (1) the tourist attractions managed and funded by the district government, (2) the tourist attractions managed by consortium, Perhutani, and local community support legally opened by the district government and it is open for visitors, and (3) the tourist attractions managed by self-help community but illegal or unofficially opened by the district government. Then, the tourist attractions are divided into four types of tourism, namely beach-based tour, river-based tour, cave-based tour, and natural preservation-based tour.

The researchers will then conduct an analysis data using mix method: qualitative and quantitative. The qualitative method is done by conducting an observation to the government side related to condition and development of each tourist attraction. The researchers also conduct an observation by visiting and observing directly to the tourist attractions in Pangandaran District. Meanwhile, the quantitative method is done by spreading a questionnaire to tourism actors, tourists, and reviewers in each tourist attraction.

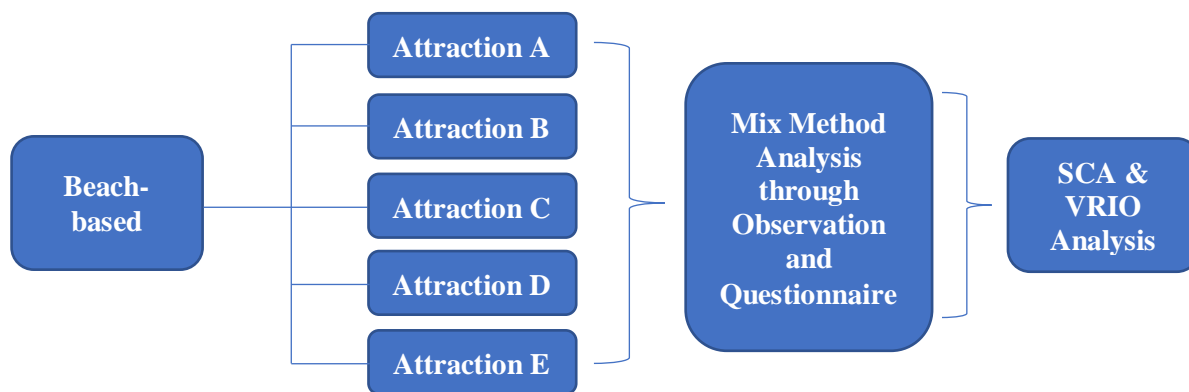


Figure 1

Steps to Determine the Leading Tourist Attraction

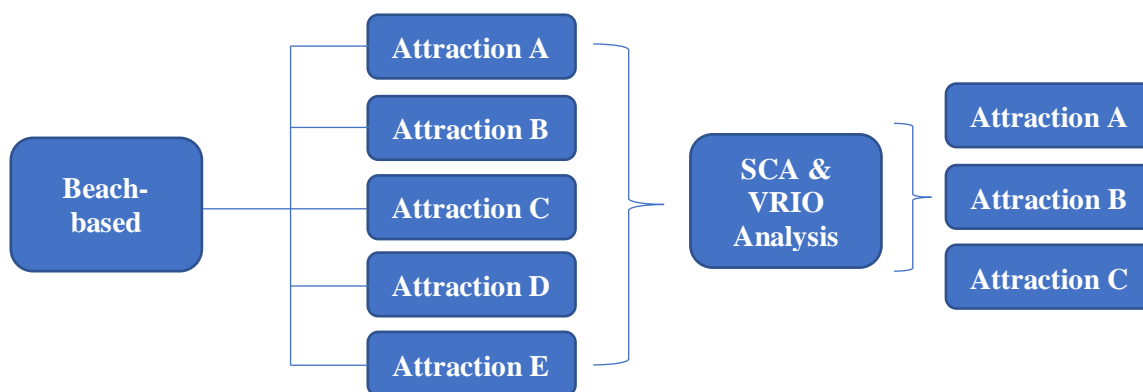


Figure 2

An Example of Final Description of Top 3 Leading Tourist Attractions

5. CONCLUSION

Conclusion

The tourism potentials owned by Pangandaran District are very promising. The potentials are in both natural resources and human and cultural resources. However, the tourist attraction commonly visited by tourists is only Pangandaran Eastern and Western Beach and Green Canyon (Cukang Taneuh). Therefore, there has to be a crowd-breaking alternative. The main purpose is to level the prosperity of Pangandaran District people which comes from tourism activities. Then, the district government has to be able to determine which tourist attraction that has potentials and sustainable competitiveness. That attraction would be the priority of tourism development.

In the attempt to solve the problem above, the researchers used Sustainable Competitive Advantage (SCA) technique and Valuable, Rare, Imitated to Cost, and Organized (VRIO) parameter to analyze which tourist attraction that has potentials and the possible ability for sustainable competitiveness.

The first step done by the researchers is an initial observation in the act of discovering and observing activities to each tourist attraction in Pangandaran District. The

next plan, first, classifying the tourist attractions into four types, namely beach-based tourist attraction, river-based tourist attraction, cave-based tourist attraction, and natural preservation-based tourist attraction. Secondly, data collection comes from observational treatment (qualitative) and questionnaire (quantitative). The instrument arranged refers to VRIO parameter and is handed to tourists, tourism actors, and reviewers at each tourist attraction in Pangandaran District.

Suggestions

The first step of study has been done, namely initial observation. After going through the initial process, the researchers bring up some suggestions that might smoothen the process of the next study.

1. There should be a surveyor as an actor to find data in the field. It is because the number of legal tourist attractions in Pangandaran District is ±102 tourist attractions.
2. The government could work together with the researchers, as in an ease to collect data from the district government or access to each tourist attraction.

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