REPOSITIONING TOURISM IN INDONESIA USING CONCEPTUAL MODEL OF STRATEGIC MARKETING

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ABSTRAK

Tulisan ini mengetengahkan suatu model untuk mereposisi sektor pariwisata di Indonesia dengan menekankan pada pengembangan strategi pemasaran. Pengembangan model ini lebih melihat pada aspek kontekstual strategis. Bahasan terfokus pada repositioning pariwisata dengan menggunakan tiga tahapan strategis: analisis situasi saat ini, proses dan implementasi. Beberapa teori pemasaran seperti differentiation, segmentation dan positioning digunakan sebagai pendekatan untuk mengidentifikasi persepsi dan preferensi konsumen terhadap produk dan service yang dihasilkan oleh sektor pariwisata. Paradigma 'cultur base' yang melandasi teori ini menggunakan pendekatan konsep experience marketing yang menekankan pada sisi keatraktifan dan keunikan dalam menciptakan competitive advantage. Model ini diharapkan dapat bermanfaat dalam memecahkan problem sektor pariwisata secara komprehensif.

Kata kunci: culture base, repositioning/positioning, strategic marketing, tourism.

One of the principle goals of nation today is to achieve strong and steady economic growth. In countries where the tourism resources are significant, tourism has an important role in the economy of the nation both in domestic and international respects. Futurists and analysts state the tourism is arguably the biggest business in the world today. It is widely considered as one of the fastest growing industries and is likely to be a prime mover of the world's economic in the 21 st century. Based on the WTO (The Worlds Tourism Organization) research, tourism is currently categorized as the biggest sector in supporting world economic growth, which stands at 10,4% of global GDP. It provides employement opportunities for 8,1%, export 12,2%, and global investment 9,4% (Parawisata Indonesia, 2006)

In 1998, UN-WTO predicted that the world's tourist mobility reach 808 million in 2005, this number will grow 1.6 billion at 2020, and that the Asia Pacific would become the world's most popular destination compared to other tourist destinations. The fast growing of this sector due to the increasing of countries in the world to take challenge opportunities for global market potential. Futurist and analysts have stated that the forms for travel in the future will undoubtedly change greatly. Many holiday makers will seek to move up – market, value for money will play important role, visi a vis low price. Variety of target markets will affect the differences of customers profiles. Naisbit cited in Suwantoro (1997) states that if tourism business cannot anticipate changes in customers needs and wants they will not survive. In this situation conventional ways to detect and understand customer behavior needs to be adjusted in order to face the changing mechanism of tourism demand and supply.

In Indonesia, the tourism sector has become one of the main participant and is expected to be the 'prime mover' in the nation's economy. Tourism is one of the strategic development sectors which has shown good performance in the last ten years and has proved to strengthen national economic development (Kusworo, 2000). Development in the field of tourism receives continous attention from the government through improving facilities, increasing resources, and improving human resource skills. Marketing programs also have been set up to build a strong position by launching 'Sapta Pesona' (Seven Magic); 'Zamrud Khatulistiwa' and 'Bali: the Island of Paradise'. These efforts have had a tremendous impact and by 1993 Indonesia succeeded in positioning it self at the rank of 28 in list of world's top 40 tourist destinations. In 1997, the tourism sector experienced further fast growth and succeeded in becoming the third biggest sector in the Indonesian economy, second only to the oil and gas and textile sectors. It provided $ AUS 5.4 billion in revenue and contributed to 9.61% of GDP, providing employment opportunities for 6.6 million people (Wisata Pasar, 2002). The good performance of tourism sector has made the government rely on this sector. It is expected to provide contribution for the country's deficit as a substitution for the oil and gas sector in 2004.

Unfortunately, the performance of tourism has been adversely affected by some issues such as terorism (Bali and JW Marriot booming), tsunami disaster, flood, high crime and other negative information erod its global reputation and has led to a reduction in the size of the tourism sector over the past two years. The number of tourist came to Indonesia only 4 million 2006 (from 5 million target), comparing to 2004 (4,54 million) and 2005 (4,07 miliion) it has decreased by 8,79%. In order to empowering tourist industry, Indonesian goverment currently developing program called 'ultimate diversity'. Unfortunetaly the branding position cannot build strong position due lack of promotion and supporting fund. Comparing with Malaysia with its branding position 'Trully Asia' has spent $50 million, and succeed in attracting 17 million tourist and get income $ US 180 billion. However Indoesia still left behind Malaysia, with only $ US 6 million for promotion, Indonesia only can attract 4.6 million tourist and obtain income less than Malaysia which is $ US 45 billion. The negative image of tourism in Indonesia also has worsened through a lack of good diplomacy and public relations on the part of government has failed to counter any stories or reports likely do damage the tourist sectors.

In the strategic level, the government does not provide enough support for the strategic roles of this sector as a means to recover from the economic crisis. In fact, tourism sector has proved to increase earning for foreign currency, employment opportunities, equitable earnings to various sectors of the society enganged in this venture as well as, prosperity overall in under developed regions of the country such as: Bali, Lombok, Bintan, Bukittinggi and North Sulawesi. The Indonesian government often underestimates this sector, as it cannot penetrate direct income. They consider this sector mainly can provide direct benefits to all parties in business, while the government only gets an advantage through taxation.

Although private sectors have tried to be optimistic, the government does not provide enough support to set up adequate policy. This is weakened by a lack of community awareness and attitudes in maintaining tourist facilities. Also due to problems related to standard of service, infrastructure, information and domestic flights reservations, the industry's performance has been weakened. Meanwhile, tourism policies set up by the government have been weak in their implementation and management due to lack of coordinating among institutions. Perhaps private sectors could do a much better and more professional job in managing the tourism sector compared to the government. The

private sectors seems more suited to build the tourism industry as it is 'perishable' and not too bureaucratic.

A part from the factors mentioned so far, the Indonesian tourism to some extent still far from below the standard of quality offered by neighboring countries such as Malaysia, Singapore and Thailand. These countries have been successful in attracting large numbers of tourist by launching programs such as 'Malaysia Is A Trully Asia', 'Amazing Thailand' and "Singapore Mega Sale Carnival". The success is influenced by delivering tourist value orientation and providing high standards of service quality (Mc Carthy, Perrelaut, & William, 1999) that provide a total impressive experience to tourists. These successes have strengthened the tourism positioning of those countries. Although a large amount of money has to spent to support these programs, they all succeeded in attracting foreign tourists to these countries, Approximately 17 million people visited Malaysia and 1.3 million travelled to Singapore. And surprisingly China succeeded in attracting people to travel 20.2 million. The good performance of tourism sector in neighbouring countries is due to the strong support of stakeholders involved, such as government, the private sector, and local communities.

These problems that hamper tourism performance can create inefficiency in country's service and cause doubtful positioning (Kotler & Keller, 2006). As a result it fails to create strong differentiation and best advantage from other tourism destinations. Indonesia could be considered as one of them. It fails to be seen as a fascinating destination for tourists as it lacks a reputation for good service, safety and so on, as previously mentioned. This can be partly contributed to the Indonesian government's poor public relation records. Doubtful positioning can be negatively affect the word of mouth and contribute to a situation where the negative image prevalent in the minds of many customers makes the task of retriving a more positive image of the country more difficult for marketer.

In line with that, Murphy's (1995) argue that predominant developing world image is one exotic people and places. Indonesian tourism sector has failed to position itself as "a country rich in tourism resources" with 17.000 islands, plenty of beautiful beaches and "a fascinating destination for tourist". Indonesia has also failed to deliver the strong image in terms of attraction and hospitality. It is beleived that when a country is associated with a negative reputation, it may lose credibility.

Considering this situation, a model of repositioning has become one of the most vital areas for marketing tourism in Indonesia. There is an urgent need for an advanced and professional model of repositioning tourism. This represents the best method to improve tourism performance which can thereby provide opportunity to help balance the economic base as well as community welfare. In terms of the economy, it can improve tourism performance, which is determined by an increasing number of tourist destinations and facillities. It also emphasizes an increase in the prosperity and welfare of local community.

Based on these arguments, applying a new paradigm – emphasizing culture seems to be the most appropriate approach. The repositioning by using a culture-based paradigm based on experience marketing concept will provide more opportunities for each region to create and optimize its capacity. This also in line with the government plans to provide an autonomy policy for each region which build future expectations of the country's sustainable economic development.

Supporting this, Soekidjo (2000) considers tourism to be unique and unusual business which has multi-sectoral linkages. The success of this sector is obviously determined by delivering products and services that can build the image and total experience of tourists. Active involvement of stakeholders (the government, community and private sectors) in each region to reposition tourism development is needed to position Indonesia as a world leader for tourism.

Indonesia is comprised of 17,000 islands making it the world's largest archipelago. Its location closed to the equator makes for a tropical climate and due to its prehistoric land and linkages with Australia and Asia, the flora and fauna are quite diverse. Cultural diversity also an important attraction which has received substantial development attention from the government (Kusworo, 2000). The number of tourists visiting Indonesia had increased, approximately 4 billion people were visiting in the country between 1993-1997. However since then the number of tourists visiting Indonesia have been decreased steadily, currently the number of international tourist visiting Indonesia approximately 3.7 million people. The number of local tourist currently reach 10.9 million which is expected to grow in the future in line with the increasing prosperity and lifestyles.

The world and in consequences tourism, is in transitional period in socio-economic and demographic which has been made tremendeous influence to lifestyles and values. As an example: the changing occurence in social pattern as a result of the changing toward knowledge-based economy which will affect the desire of business and leisure. The advent and improvement in knowledge and technology, especially in travel, transportation, telecomunication and information technology making previously-considered faraway places within easy reach travellers the world offered. This sector undoubtedly will be growing in the future.

In order to take the opportunity of the growing tourism sector, Indonesia has to put more efforts to compete in the world market of tourism. It is projected in the year 2009 (The Five Year Development VIII) the number of tourist will reach 9 million. This prediction is considered normal if we compare Indonesia to other countries succeeded in developing tourist sector such as Hawaii, China, and Spain. Tourist came to China has reached 20 million in 2006 and travelled to Malaysia about 20.1 million. Compared to these nations, Indonesia is more potential in terms of cultural diversity and vastness.

The tourism is seen as a prospect for the countries economic recovery. Since 1997 Indonesia has suffered from a crisis which has resulted in lower income per capita. Poverty increased from 51% to 56% meaning that about 56.4 million people are poor. The inflation rate is also high reaching 12% per year moreover, the unemployment rate has increased with total number of the workforced being reduced from 85 million to 36 million. Although the government has already done some efforts to improve the condition, economic recovery is still away. Currently Indonesia still has to face with economic problem such as high proverty and unemployment. The number of poor people increase from 35.10 million in 2005 (16%) to 39.05 million (18%) in 2006. It is caused by increasing unemployment rate from 5.6 million in 2000 (6%) to 10.9 million in 2005 (10,3%). (Biro Pusat Statistik, 2006). This situation indicate that Indonesia is still left behind compared to the other South East Asian countries like Thailand and Malaysia. The Indonesian government is in a difficult situation due to increasing pressure to find means of achieving sustainable economic development which is not easy given the large population base of the country.

To increase the flow of tourists to Indonesia, involving all parties enganged such as government, private sectors, and community in this sector are required to develop national tourism program. However some problems still exist in tourism which has created negative image which has to be solved quickly. Tourism products and services in Indonesia have failed to deliver customer satisfaction. On the supply side, it has failed to create a positive reputation. These have affected the image, identity, and personality of tourism in Indonesia. The negative image is mainly influenced by issues such as safety including rioting, natural disasters, terorism, flooding, and so on. Meanwhile a lack of identity is caused by an inability to provide customer satisfaction as a result of a lack of facilities and barries of information access. A negative reputation and weak identity have resulted in

personality weaknesses. There has also been a failure to show synergy among stakeholders involved in managing the tourism sector.

On the demand side, the tourism industry has failed to create a positive perception for customers. According to Peter dan Olson (1999), there are four factors that could determine a customer's perception: knowledge about product and service past experience, expectations about product and service, and customer encounters with a company. In regards to this view, the tourism sector still cannot provide a strong influence capable of building positive image. It has failed to deliver percieved value to fulfill customer needs, wants, and expectations compared to other competitors. In other words, tourism product and service image consistent with the relevant self-image of customers. It has failed to deliver a sense of distinctiveness and uniqueness, which means that do have a sense of attractiveness are seen as the most desirable destinations.

Failure to provide ultimate customer satisfaction will have a large impact through word of mouth communication. It cannot ensure repeat business and will tarnish Indonesia's competitive edge in tourism products and services. Its position will therefore be weaken because it fail to build a strong perception and as a result will face difficulties in competing with other tourist destinations. In response to those situations, repositioning has to be done in order to survive despite highly competitive pressures. Repositioning can be seen as a strategic effort to adjust with the new economy and as a means to adapt with market change. Al Ries and Trout (1998) said that positioning is the heart of strategy.

The development of repositioning model has to consider some changes that might occur in the future. Another important thing that the model has to emphasize is a more comprehensive view that considers the significant variables involved. This model applies the certain way of thinking (paradigm) that is suitable with the characteristic of tourism industry. The proposed model will emphasize finding the best reposition strategy in tourism sector. This model is complemented by segmentation and differentiation strategy in order to build a sense of unique and distinctive culture. By applying this model, it is expected that tourism products and services can be developed which could in turn deliver unique 'total experience' thereby building a competitive advantage. Aaker (1998) state *"to survive in the 21st century firms must not only provide goods and services to the customer efficiently but should posses sustainable competitive advantage"*.

The focus of this study is to identify and measure positioning of tourism in Indonesia. The main theory and concept strategic marketing in this study is positioning (repositioning). It also involves two important marketing concepts: segmentation and differentiation. These two concepts converge to position the company products and services, and this has implication for marketing mix strategy. The discussion of general concept of these theories will be briefly discussed here.

Concept of Positioning

Positioning was firstly introduced by Al Ries and Trout (2001), *"Positioning starts with a product. A piece of merchandise , a service, a company, an institution or even person, but positioning is not what you do to product. Positioning is what you do to the mind of aspects".* This concept is widened by other marketing experts like Kotler and Keller (2006) who defined positioning as*:"the act of designing the company's offering and image so that occupy meaningful and distinct competitive position the target customers minds".* Extensive discussion can be found in Boone and Kurtz, (1999); Belch and Belch, (2001), they conclude that although the definitions are varied positioning has an important point of view: *image or perception that products and services have in the mind of customer in relation to competing offering*.

The positioning concept answering the critical question: how can busniness position is offered so that customers in the target market perceive it as providing the desired benefits, thereby giving it an advantage over current and potential competitors. It means that positioning market needs to understand customer buying criteria and recognizing the performance of each competitor on each of the evaluative criteria identified (Bradley, 1995). There are two aspects of positioning. The first deals with customer and the second deals with competitors. Pride (1995) noted that the ability of a company to compete effectively in the market is determined by its success in positioning its products and services appropriately relative to this needs of selected market segments and relative to competing products and services. The process of market positioning is based on an integration or synthesis of customer and competitor analysis.

In positioning products and services customer needs and wants, concern rests with introducing product and service to fill identified gaps in the market, altering product and service positions already in the market and altering buyer perceptions of the benefit sought. This means focusing on changing the importance that customers accord the benefits, and identifying or emphasizing benefits previously not recognized. Positioning must also account for what competitors are doing. It is essential that the company know who its current competitors are and who are new entrants to the market might be. By analyzing competitors will help company to identify the principal competitive advantage and weakness of each competitor in each position. This helps to determine how each competing product is positioned relative to each other and to customer needs, wants and perceptions.

A key to positioning products and services effectively in the perception of consumers (Bradley,1995, Mc Carthy, Perrelaut, & William, 1999). They assert that in determining brand's position and the preferences of customers, companies obtain three types of data from consumers: first, evaluation of the importance attributes for products and services class. Second, judgment of existing brands with the important attributes. Third, creating of an 'ideal' brand attributes. From these data, it is possible to develop perceptual map, a means of displaying or graphing in two dimentions or more the location of product and service in the mind of customers.

Effective positioning is essential to product and service success. If the company does not conciously position its product or service, consumers will be confused.

Repositioning

Market position are not, however set in stone; they are established relative to competing products and customer needs/wants, both of which may change, necessity a change in the company's positioning strategy. Changing the position of product and service or repositioning can be done regularly by changing elements of the marketing mix such as products and services, price, communication, and distribution. Some companies reposition to take market share from competitors represent a deliberate attempt to attack other company's product or service, while others do it to avoid direct competition by moving into alternative market segments which are attractive. Repositioning usually occur because of declining and stagnant sales or because of anticipating opportunities in other market position.

Using price to stimulate customers to 'trade up' or 'trade down' is a form of positioning based on price. The images created by television advertising may also be used to reposition products and services. However, repositioning may also involve on the side aways moves in which price and quality remain little changed, but modifications are made to the product and service images or benefits. The aim of to enhance its appeal to different types of consumers or for alternative end-uses.

Companies sometimes reposition their products and services to serve emerging needs/wants. This may require retargeting on new customer groups.

Bradley (1995) asserts that there are dangers in repositioning, especially when the company moves too far from the original position. A repositioning strategy should not confuse the consumer. Repositioning is often difficult to accomplish because of entrenched perceptions about attitudes toward products and services.

Segmentation Concept

Positioning is basically concerned with segmentation. To position products and services successfully require to analyze the market, to segment it and to select segments to serve. Al Ries and Trout (2001) view positioning as a creative undertaking whereby an existing brand in an overcrowded marketplace of similar brands can be given a distinctive position in the mind of targeted prospects.

Market segmentation is aggregating prospective consumers into groups that have common needs and wants and will respond similarly to a marketing action. Marketing variables are often used to represent customer needs and wants in the market segmentation process such as region, metropolitan statistics area, age, income, benefit sought and usage rate. Mc Carthy, Perrelaut, and William (1999) suggested three approaches in determining market segment: demography, psychography and geography.

Differentiation Concept

A key to positioning product and service effectively in the perceptions of the customers is intended to deliver distinctive value proposition for each market segment pursued by company. So that the winner is to be the one who can build a competitive edge by considering two main things: distinctive - unique and specific market segment (Kotler & Keller, 2006). When a company offers product and service commercially, a critical decision to its long term success is how to position it in the market. According to Boone and Kurtz (1999), there are two approaches to build positioning: head to head positioning and differentiation positioning. Head to head positioning involves competing directly with competitors on similar products attributes in the same target market. Differentiation positioning involves seeking a smaller market niche that less competitive.

In order to deliver distinctive, an experiential positioning concept could be the best option.This concept related to the experience marketing concept introduced by Bernd Schmitt cited in Peter and Olson (1996). He asserts that emotional factor will influence in making decision. Schmitt suggested five elements: sense, feel, think, act and relate (perception). In order to deliver experience toward products and services, the connectors could be in the form of: variety of products, sounds, smells which could provide unique and distinctive.

Positioning/Repositioning Strategy

The choice of market position is a strategic decision with implication not only for how firm product or service is should be designed but also for detailing the other elements of the strategy marketing program. Each of the marketing mix elements is capable of making a contribution to the positioning product or service. The positioning strategy indicates how and why the products and services mix is to be positioned for each target market. This strategy includes:

- The product or service strategy, including how it will be positioned against competitors
- The distribution strategy to be used

- The pricing strategy, including the role and positioning of price relative to competition
- The communication strategy, advertising and sales promotion to be used, the objective these components are expected to achieve, sales force and direct marketing to be used.

Clear positioning has resulted marketing mix can be blended better to achieve the desired objectives to create competitive advantage. Product and service positioning depends on image created by promotion, pricing, and distribution, in addition to the intrinsic products and services benefits. By conciously positioning a product or service, the company accurately addresses the needs of customers and thereby avoids confusion in clustered markets, in which precisely positioned competitive products or services are more likely to enjoy success.

To create a position for a product or services a number of positioning strategies might be employed. Aaker, Shansby, and Myers (cited in Belch & Belch, 2001) suggested six strategies: positioning by product attributes, price/quality, use, product class, users, competitor and cultural symbol. These strategies are essential to differentiate product and service from competitors. In optimizing positioning strategy implementation, company must consider factors such as existence position, money to occupy and hold position, consistency and creative approach to match positioning strategy (Al Ries & Trout, 1998).

Further Belch and Belch (2001) noted that by having explored the alternative positioning strategies available, the marketer must determine which strategy is best suited for the products and services and begin developing the positioning platform. The development of a positioning platform can be broken into six steps: identifying competitors, assessing consumer's perception of competitors, determining competitor's position, analyzing the consumer's preferences, making the positioning decision, and monitoring the position.

Formulating market positioning strategy consists of selecting and defining a market position the company plans to occupy in reaching its marketing objectives. This requires estimates of the the economic potential of alternative positions which are largely on an analysis of the sales potential of each position and the investments required to occupy the targetted position.

This study is started by the literature reviews. This will require the researcher to study the philosophical bases of the tourism industry. The study will use two method of conclusive research: descriptive and clausal. Descriptive research will use multiple cross sectional design to visualize the existence of tourism performance in Indonesia in the certain period and selected sample. Clausal research is used to search relationship between variable dependence and independence. The study will use qualitative and quantitative data.

Qualitative data is collected using in depth interview, a direct observation, and a focus group discussion. Interview guideline will be designed before collecting data. Further field note techniques will be used to record problems and important information during research. Qualitative data which will be collected in this research that include customers, wants, needs, and perceptions toward tourism products and services as well as toward competing tourism products and services. The study will choose some attributes by looking at two different sides: emotional and rational (Hawkins, 1998). The attributes are determined by considering competitive advantage in relation to global performance standards and maintaining market advantage by reinforcing uniqueness and attractiveness, accessibility, and facilities (primary and secondary).

Quantitative data is collected using questioner which is started by pilot test to the selected respondent in the specific reserarch areas. With the pilot test it is expected that validity and reliability of the questioner will be achieved. Some experts in related knowledge also will be asked to evaluate questioners to avoid bias, which can affect the validity of data. The quantitative data which will be

collected in this study are: profile of respondent, natural resources, culture, transportations, travel agents and other facilities like: restourants, hotels, souvenir stores, banks and insurance organization.

Samples used in this research are foreign tourists, domestic tourists and expatriates. The sample will be collected by using purposive random sampling method, starting with clustering respondents based on characteristics. The number of samples used will be based on various factors such as: time, number of population, degree of deviation, variance, and degree of confidence. The study locations would be in some famous tourist areas such as Bali, Jakarta, and Jogjakarta (known as: 'three stars city'). The locations are chosen based on cultural consideration.

In order to support the primary data, the secondary data will be needed. This data is important to strengthen and elaborate the analysis process and the interpretation of the primary data. The secondary data comes from the Central Bureau Statistics, Tourism Department, Travel Agents and other related institutions.

This study will use the following sources:

1. Customer's needs and wants which are the logical starting points for determining the best perception
2. Scientist: the concept of developing fundamentally new ideas and products
3. Competitors: tourist destinations in other countries
4. Private sectors
5. Other sources: universities, tourism consultants, travel agencies, tourism industrials, publications, and tourism research firms.

The study will use primary variables that can be measured as an indicator of research. The variables used in this study are: uniqueness and attractiveness (cultural, natural resources), accessibilities (transportation, travel agents), facilities (hotels, restourants, souvenir shops, bank and insurance).

The study uses quantative and qualitative analysis with certain level analyzed by using Content Tehnique Analysis in order to interpret all information and data systimatically and objectivelly use depth interview. The quantitative analysis will use descriptive tabulation: single and cross tabulation. The statistics analysis techniques that will be used in this research include Discriminant Analysis, Factors Analysis, Cluster Analysis and Regression- Correlation. These techniques will use to detect perception and preferences toward tourism products and services using the Snake Plots. The snake plots can be used as a base to develop tourism perceptual maps (Figure 1). The perceptual map, a means of displaying or graphing in two dimention or more the location of tourism products and services in the mind of consumers.

Qualitative data will be analyzed by using systematic billing system. This system is useful in formulating, summarizing, and classifying the data more easily. This quantitative data will be quantified in order to make easier for the researcher to analyze. Statistical analysis will be used for both parametric and non parametric scoring (Likert and Semantic).

CONCEPTUAL MODEL OF REPOSITIONING TOURISM IN INDONESIA

The conceptual repositioning model of tourism can provide conceptual guidelines for formulating a grand strategy for the tourism industry in Indonesia in facing the dynamic global changes in the 21 st century. The proposed model (Figure 2) can also be used as the base of the future models. Later this model may help to counter serious negative impacts resulting from negative judgement, so that a positive impact can be determined and reinforced. Due to various limitations, a

certain adjustment and follow up detailed study still has to be made in order to produce a better and more professional model.

It is expected that the proposed model that provides benefits to solve problem situations of tourism in the past could be applicable in Indonesia. The outcome of the research is not aimed at achieving generalised findings. The result of the proposed model would be descriptive, describing in detail in a contextual situation of model intervention within a chosen problem situation. Despite the potential problems associated with tourism context, this study is strongly beleived to be an important means which can be used during the decision making process for the stakeholders involved. This may ultimately lead to more informed and hopefully better decision making in the Indonesian tourism sector.

The proposed models display one view of the tourism positioning process. The model used a three stage:

1. Stage 1: Strategic analysis of current situation
2. Stage 2: Strategic choice
3. Stage 3: Strategic implementation.

The three stages are used as guidance to structure the way focusing on the real world situation.

Figure: 1
Perceptual Model of Indonesia Tourism Products and Services

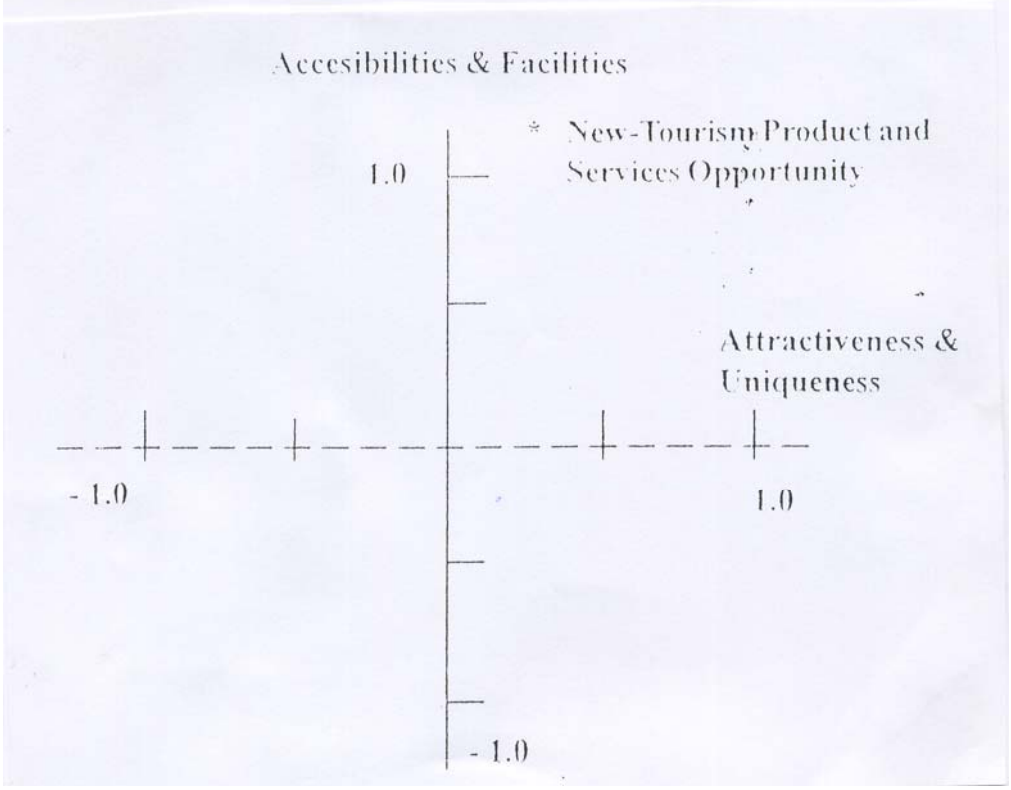
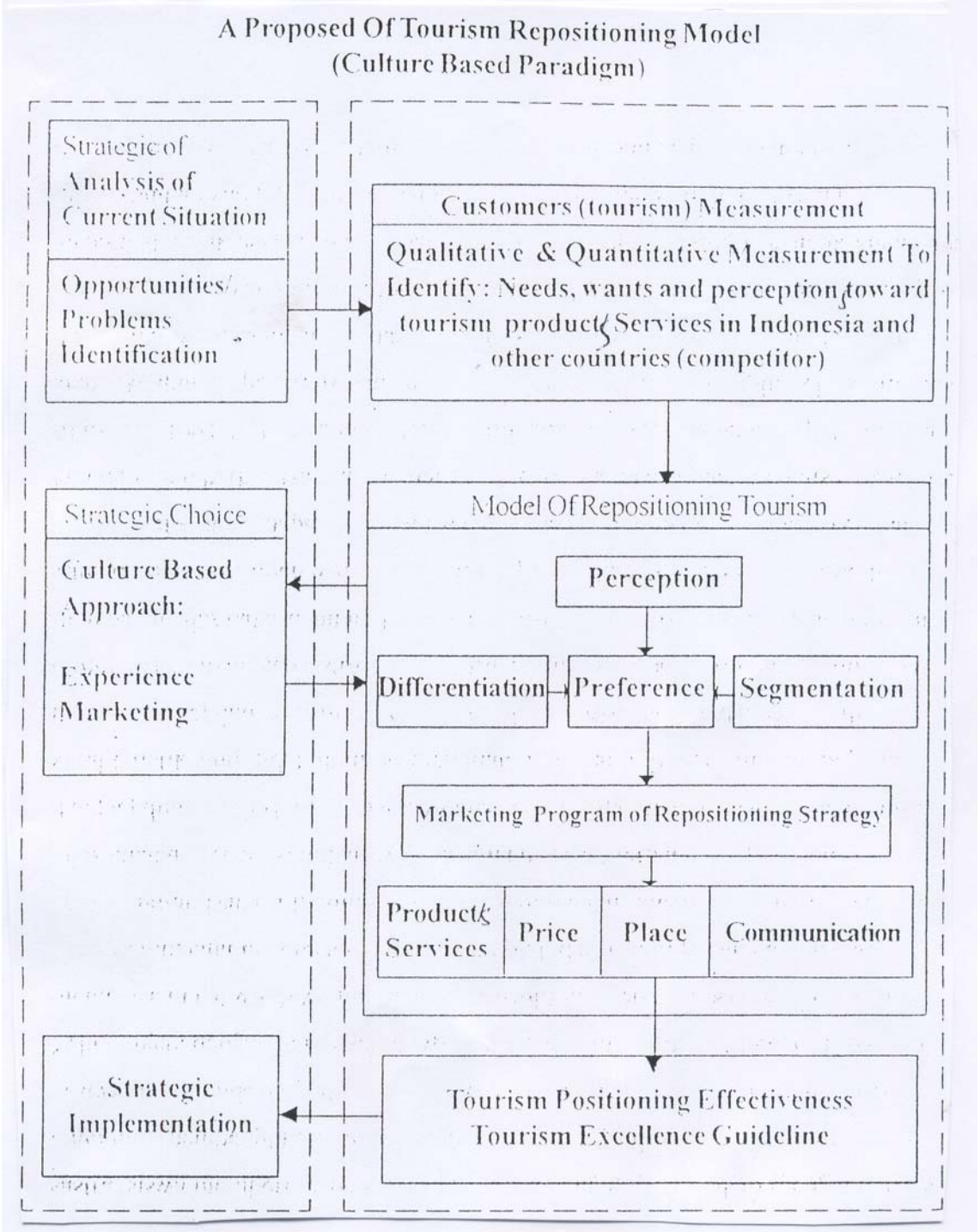


Figure: 2

A Proposed of Tourism Repositioning Model (Cultur Based Paradigm)



The first stage is the strategic analysis of the current situation. The initial driving forces are opportunities and problem identification of needs, wants and perceptions toward tourism products and services in Indonesia and tourism's competitors. Customer measurements are required for understanding customers responses to alternative tourism products and services. Qualitative and quantitative measurements put management in touch with market, i.e customer perception of the types of products and services they might consider as a mean to satisfy their needs and wants. The stage can gain insight into intensity of product's current position in the customer's minds and how customers see products and services related as complements or subtitues as well as what types of customers are the most viable targets.

The tourism repositioning model relies on two factors: rational and emotional (Hawkins, 1998). The features of the products as well as their phychological features and promises are believed to influence the customer's choice process at all levels. Products and services with the right features but which not communicate to customers properly will not get pass the perception-preference stage. Similarly, a product whose advertising communicate benefits does not deliver will get poor purchase feedback and no repeat sales along with negative word of mouth. In this sense, three determinant attributes will be chosen as variables in the study, they are: uniqueness and attractiveness (natural resources, culture); accessibility (transportation, travel agents), facilities: primary (hotels, restourants) and secondary (souvenir stores, banks, insurance firms).

Focus group interview are usually used to obtain this data, this is then followed by qualitative analysis. Quantitative measurements are required to assess likely customers responses with some level of confidence. These measurement are usually obtained from mail, telephone, personal interview surveys designed to measure attitudes, preferences and likely choices in given decision situation for a representative sample of customers.

After analysing the current situation is completed, this study will be continued with strategic choice. In this stage the model highlights the several points of leverage where products and services positioning changes are most likely influential, including perception and preference. Perception relates the identification of the key physical or psychological dimensions of importance to the customers.

This study will use two techniques to collect and analyze customer perception: attribute based procedures (Discriminant Analysis) and similarity basic procedures (Multidimentional Scalling) (Malhotra, 1999). These techniques resulting maps. In the perceptuals maps, tourism products and services are represented (mapped) by location in a space of several dimensions (such as: value for the attractiveness, uniqueness, low price). These maps are useful because they show products and services positioning in a pictorial form that is easy to interpret. Researcher can see which tourism products and services are seen as similar or dissimilar, which attribute define similarities and differences among products and services, and whether there are open spaces that might represent opportunities for developing new products and services.

After customers perceptions has been identified and analyzed then preference towards tourism products and services can be determined. Preference refer to the way customers use their perceptions to evaluate products. This study will use preference map by choosing factor analysis as a techniques. Then, the two other concepts will be applied in this study: differentiation and segmentation. The two concept are essential to know whether customers are sufficiently homogenous in their perceptions and preferences for a single product category or whether a number of products category or wether a number of products are required. Each is targeted at a different customer group. In order to create a distinctive product and service this model needs the strong

influence of Indonesian based culture. With culture uniqueness, Indonesian culture can be perceived as different compared to western culture. Therefore, it is beleived that it is very important to strengthen tourism in Indonesia. Thus, this study intends to point out that by using segmentation and differentiation concepts, deeper assumption of combinations of both deteminants: segmentation (age, education, income etc) and differentiation (culture) can be seen.

The culture based approach used in this study refers to the Experience Marketing concept. This concept realizes the importance of influencing cultural-bases, which involves emotional aspects in influencing customer decision– making. This concept relies on the assumptions that by delivering unusual or interesting experiences in the consumption process, a customer will have experiences which can influence customer actions in purchasing the products and services. The concept uses experiences as a competitive edge by providing differentiated products and services with a sense of uniqueness. Marketing experience is chosen in the study to provide the strength of uniqueness and credentials distinctive toward tourism product and service. The technique used in the study is descriptive analysis.

Segmentation is important to identify the needs and wants of tourists. Customer choices are also influenced by the social background of the tourists's concerned. The study will use three categories: demography, psycography and geography. Different categories will lead to different needs and wants. An example may be that a supervisor or manual skilled worker is far more likely to select travel which involves visits to cultural and heritage sites as well as perhaps short break holidays. The distinction is helpful to market tourist attractions or destinations. The technique used in determining tourism segmentation is cluster analysis. By using this means, tourism characteristics in terms of demography, psycography and geoography can be identified.

The study further continue to develop tourism repositioning strategies by involving elements of marketing programs by looking at products and services, communication, price and place. Involving the four elements is more important in order to build repositioning strategy comprehensively rather than only emphasizing communication. The repositioning considers all aspects of given products and services consistent with a new position by considering the following issues:

1. Product and service: can a sense of attractiveness, uniqueness, quality in terms of facilities and infrastructure and service excellence be delivered.
2. Price: can value for price be delivered
3. Distribution: can convinient transportation and accessibility for tourists to restourants and accomodation be delivered.
4. Communication: can a strong positive image and reputation of tourism in Indonesia, information accessibility (on line) be delivered.

After strategic choice has been developed, it is foreseen that the main outcome of this study will be guidelines that can be used for strengthening Indonesia's future global sector positioning. This will obviously require the establishment of a new paradigm which could be used as an excellence guideline for the stakeholders involved.

CONCLUTION

In this paper, the writer has briefly presented arguments which push for further studies using model of repositioning tourism in Indonesia. The use of model is supported by a number of known advantages associated with the methodology in the past emphasizing on marketing strategic model – based on culture based paradigm. In applying this model research context needs to be studied in a holistic manner as each and every element within the research context will contribute towards the

findings. The research can be conducted by using conclusive research: descriptive and clausal. The research will use three variables as an indicators such as unique/attractiveness, accessibilities and facilities. Alternatively, the research can be conducted using content technique analysis with the researcher actively making in depth interview. The quantitative analysis will use descriptive tabulation: single and cross by relying on the statistics analysis techniques such as Factor Analysis, Discriminant Method, Cluster Analysis and Regression- Correlation.

The outcome of this proposed model would be descriptive, describing detail in a contextual situation of model intervention within chosen problem situation. It is expected that the outcome can provide conceptual guidelines for formulating a Grand Strategy the tourism industry in Indonesia in facing the dynamic global changes in the 21 st century and as the base for future model. Later this model may help to counter serious negative impacts resulting from a negative judgment, so that a positive impact can be determined and reinforced.

The tourism repositioning model used three strategic stages: strategic analysis of current situation, strategic choice and strategic implementation. This model relies on emotional and rational factors, the features of the products and services as well as their psychological features are believed to influence the customer's choice process at all levels. The marketing concepts will also be applied in the study are differentiation, segmentation and repositioning strategy. The culture based approach used in this study refers to the experience as a competitive edge to provide the strengths of uniqueness and credentials distinctive toward tourism products and services.

The writer sees by implementing this model in Indonesian problem contexts to be quite challenging and interesting. Despite the potential problems associated with the use of the proposed model, the writer strongly believes that its appropriate use will lead to more comprehensive way in the decision making process, which may ultimately lead to more informed and better decision being made by stakeholders involved in the tourism industry (government, private sectors, communities). This underlines the importance of the study theme.

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