

DEVELOPMENT STRATEGY OF TOURISM FLOATING MARKET LEMBANG BASED ON CORE COMPETENCE

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Abstract: *Tourism Floating Market Lembang offers a different atmosphere for the visitors with interesting travel concept. The tours offered are natural attraction floating market with a wide variety of activities in it. In order to increase the number of visitors who come, Tourism Floating Market Lembang must understand its core competencies. By knowing the core competencies possessed, Tourism Floating Market Lembang, in particular the management company, can expand its tourism business venture, thereby increasing the number of visitors. This study aims to determine the core competence is owned by Tourism Floating Market and strategic formulation adaptive core competencies possessed by the object of research. A descriptive qualitative approach uses in this research. Data analysis technique was Miles Huberman Model. Based on the research identified three core competencies. They were attractions unique concept, selection of natural and natural location and effective marketing. Then, based on the result and discussion, identified that two business units can be formed, namely new tourism object with a unique concept and culinary business*

Keywords: *development strategy, core competence, tourism, Floating Market Lembang*

Introduction

Core Competence is a concept that emerged in 1980 and popularized by Hamel and Prahalad. This competence is a special characteristic shown by a company that can create customer satisfaction at a relatively higher level of competition. Therefore this competence is a source of competitive advantage in the sense he was unique in terms of competitiveness that contribute benefits to customers (C. K. Prahalad, 1993).

If the analogy firm as a tree, then the core competence is the root that grows all the activities for the continuity of the company's life. The company grew from its roots core competencies, core competencies to support its core products and lead to business units that produce end products as fruit (Figure 1).

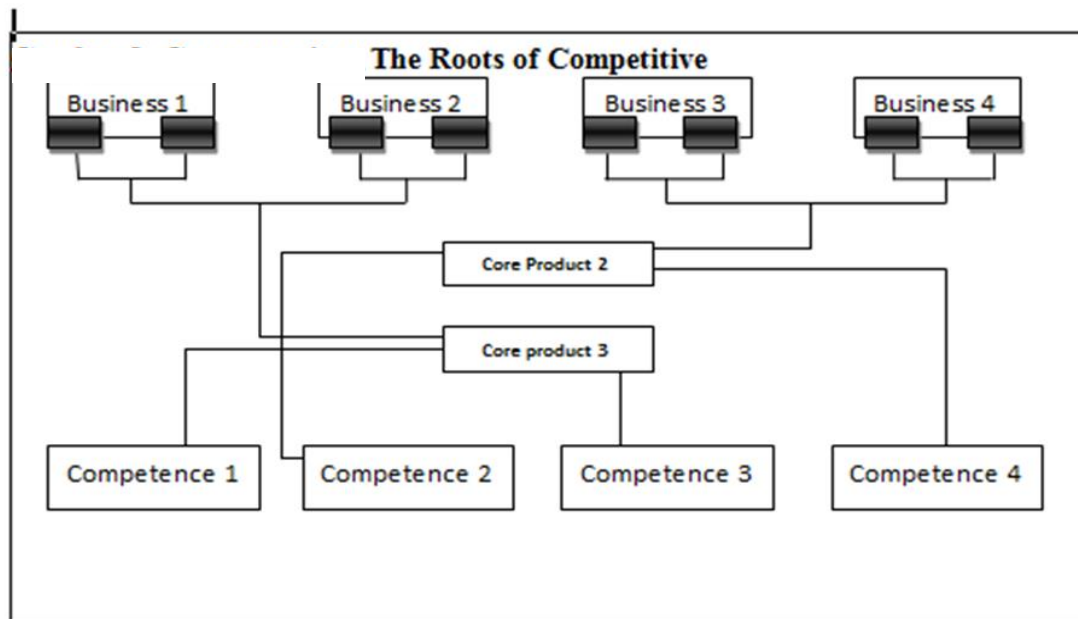


Figure 1. Competencies : The Roots of Competitive
(C. K. Prahalad, 1993)

Tourism Floating Market Lembang offers a different atmosphere for the visitors with interesting travel concept. The tours offered are natural attraction floating market with a wide variety of activities in it. Floating Market Lembang has appeal on its tourism activities because this place has such good natural conditions cool air where it ultimately provides convenience for tourists when traveling. Additionally pretty full entertainment facilities owned Floating Market Lembang make the attraction of tourists to come from a place of recreation, culinary to fashion products. Here is the average of data -rata of tourists who visit the Tourism Floating Market Lembang.

Table 1 The Average of Visitors Tourism Floating Maret

No	Day	The Average of Visitors per day
1	Monday to Thursday	± 200 persons
2	Friday	± 1000 persons
3	Weekend	± 2000 persons

Sources: Research Data, 2016

Tourism Floating Market Lembang Bandung is a city tour which opened in December 2012. With the concept of culinary and natural diusungnya attract enough tourists. It lies in Lembang support the concept rustic carried. Tourism Floating Market is there is only one floating market in Bandung making it quite

attract tourists. However, this floating market is not really floating in the middle of the lake because generally there are 46 boats on the lake shore making it easier for visitors to buy what they want. Umar Situ scenery and Tangkuban boat from a distance adds to the portrait of the beauty at the Tourism Floating Market Lembang.

Core competencies are the knowledge that differentiates a company and can contribute to a company's competitive advantage (Agha et al., 2011; Besler & Sezerel, 2011). In order to increase the number of visitors who come, Tourism Floating Market Lembang must understand its core competencies as its strategy (Keivan Zokaei & Simons, 2006). Core competence is the core of all competitiveness in a highly competitive business environment (Enginoglu & Arikan, 2016). By knowing the core competencies possessed, Tourism Floating Market Lembang, in particular the management company, can expand its tourism business venture, thereby increasing the number of visitors. Resources, capabilities, and competencies are the dimensions of core competencies and are identical to the core competencies that will support the company in achieving competitive advantage (Kawshala, 2017). Based on those reasons, this study aims to determine the core competence is owned by Tourism Floating Market and strategic formulation adaptive core competencies possessed by the object of research.

Methodology

A descriptive qualitative approach uses in this research. Data is collected by getting many information of Floating Market Lembang and giving an open questionnaire to six informants. One of the informants is The Marketing Manager of Floating Market Lembang (Mrs. Melani). The other informants are the visitors of Floating Market Lembang (5 informants). Data collection also collected with direct observation and documentation.

This research took place in Floating Market Lembang, Bandung. Research time was in October until December, 2016. Data has been tested for its validity and reliability by triangulation, memberchecking and confirmability. Data analysis technique was Miles Huberman Model.

Data analysis uses to identify the resources and competence. The first thing to do is to analyze the resources. Analysis of resources focused on two major ways:

1. Analysis of the organization's resources are comprised of tangible and intangible resources also human resources.
2. Analyze how an organization can create competitive advantage and to be aware of how those resources work together to create a capability.
3. The next step that needs to be done before the organization determine and identify the skills that became the core (core) is an in-depth analysis to identify the capabilities of the organization. According to Robert Grand (1995), analysis capability identification can be done with a functional approach or a value chain approach.

Results and Discussion

The results of the study identify resources management company Floating Market Lembang Attractions in tangible and intangible resources. The tangible resources consist of human resources (competence and good communication skills), attraction locations and adequate capital. Meanwhile, the intangible resources consist of market potential and a unique travel concept.

Based on the research identified three core competencies. They were

1. Attractions unique concept
2. Selection of natural and natural location
3. Effective marketing

The figure 2 is showed the core competence model of tourism floating market lembang.

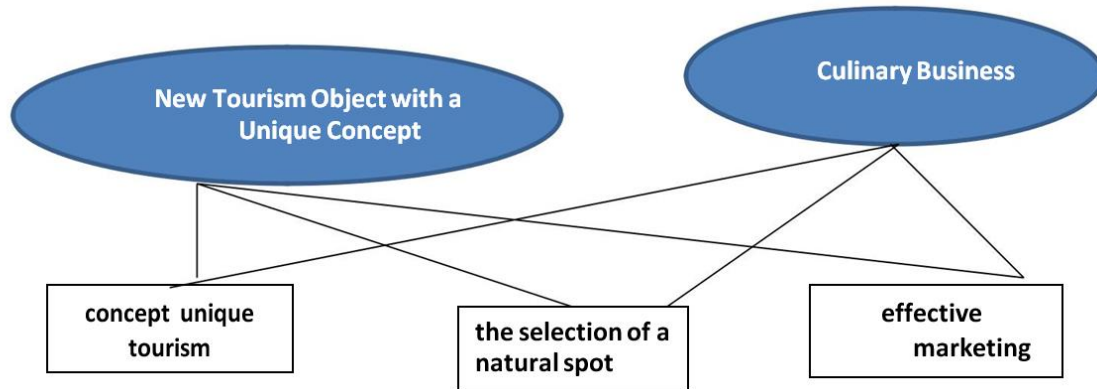


Figure 2 The Core Competency Model of Tourism Floating Market Lembang

Based on the analysis of core competence which was based on the ability of Tourism Floating Market Lembang in overcoming weaknesses and optimize strength and also responding to external conditions (development strategy), identified that two business units can be formed, namely:

1. New tourism object with a unique concept

It is based on its core competencies, namely attraction unique concept, the selection of the location of natural spot, and effective marketing.

2. Culinary business

It is based on its core competencies, namely attraction unique concept, the selection of the location of natural spot, and effective marketing.

The results of this study are in line with previous research on the importance of various dimensions of core competencies on competitive advantage and organizational performance. Companies can improve organizational performance by managing the company's core competencies in order to gain a competitive advantage (Agha et al., 2011). Based on the research identified three core competencies, namely attractions unique concept, selection of natural and natural location, effective marketing. Untuk menumbuhkan kompetensi inti, nilai pelanggan adalah point dasar (Buxton et al., 2005; Ji, 2012; Keivan Zokaei & Simons, 2006)

New tourism object with a unique concept and culinary business. This is confirmed by the results of previous research on the promotion of innovation through increasing the company's core competencies and increasing its output characteristics (Seddighi & Mathew, 2020). Core competence is the crown of the company which must be maintained and continuously developed. The business direction of a company can be determined based on the strength of competencies, including decisions about developing new services, products or markets (Hafeez et al., 2002), included in developing a management project as a core competency of the organization (Lopes et al., 2016).

As the business develops towards Virtual Enterprises / VE, a core competency-based management model can be developed (Galeano & Molina, 2005). In addition, core competencies can be implemented in the activities of non-government organizations to achieve the success of their activities (Besler & Sezerel, 2011). In other words, competence can not only be developed in companies as usual, but can also be used in other forms of organization, such as VE and non-governmental organizations.

Conclusion

Based on the ability of Tourism Floating Market Lembang in overcoming weaknesses and optimize strength and also responding to external conditions (development strategy), identified that two business units can be formed, namely new tourism object with a unique concept and culinary business. For further research, it is recommended to conduct core competence research not only in organizations such as companies in general, but can also be used in other forms of organization, such as VE and non-governmental organizations, to further develop the concept of core competencies.

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