TOURISM DEVELOPMENT IN WEST JAVA PROVINCE, INDONESIA:
ADOPTING THE MARKETING APPROACH FROM GRONINGEN PROVINCE, THE NETHERLANDS

THESIS

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(Ir. Roos Akbar, M.Sc, Ph.D)

For my family:
Bapak Dodot, Ibu Nini, Mas Nuki
and also,
My Mauly

ABSTRACT

TOURISM DEVELOPMENT IN WEST JAVA PROVINCE, INDONESIA:
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Tourism is an important factor that can contribute to the economical growth in a country/region. West Java Province has a potential resource for tourism development. This research discusses the application of marketing approach in tourism development in West Java Province, Indonesia. The research tries to find the correlation between the core attraction, infrastructure, and the general condition in the region with the number of tourists that come to that region. This research also tries to recommend adopting the marketing approach in developed country (Groningen Province, the Netherlands) to West Java Province.

The methodologies in this research are using two kinds of analysis; quantitative analysis and qualitative analysis. The quantitative analysis is used to identify the variables that influence the number of tourists in West Java Province. The qualitative analysis is used to identify the marketing approach that being is in Groningen Province to be adopted in West Java Province.

From this analysis, the recommendation is made according to the findings in this research for the development of tourism in West Java Province, Indonesia. The recommendations are also based on the experience of marketing approach in Groningen Province.

GUIDELINE FOR USING THESIS

PREFACE

Observing the development of tourism sector in Indonesia makes me want to reflect my knowledge from my bachelor degree in regional/city planning to analyze the relatively new approach in city planning in the Indonesian planner arena. This new approach is the adaptation from marketing science in selling the products of the city. I obtained the marketing science in one of my classes (Spatial Market Research) in this master degree program from Rijk Universiteit Groningen. Based on this science, I started to put my interest in marketing places or cities.

As a foreign student in the Netherlands, I had the opportunity to see how the developed countries manage their tourism sector. Based on the knowledge I gained from bachelor degree program and my interest in city marketing, I started to study tourism marketing because I found that Indonesia has potential in developing this sector from many literatures and observations. I wanted to gain lesson learned from developed country's experience for the development of Indonesia. This is the starting point for my thesis.

Before I wrote my thesis proposal, I fot the assistance from Dr. M.E. Bouwman who introduced me to my supervisor, Drs. M. Kavaratzis and also Prof. G.J. Ashworth as the second reader of my thesis. From Indonesia, I was also helped by Dr. Haryo Winarso as my Indonesian supervisor from ITB. Without them I will never completed my degree.

During my study, I was really helped by all my friends from Bandung, Double Degree Group from ITB, my friends in Plutolaan Student House, and all my friends in Groningen City. I would like to say thank you to all my families in Indonesia who pray and support me all this time. I am grateful to the Dutch Government that provides me with the institutional and financial support to finish my study in the Netherlands.

And I am particularly very grateful to Allah the Almighty that makes everything possible.

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Noely Ardya Paramitha
August 2006
Groningen

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Chapter 1.

INTRODUCTION

1.1. BACKGROUND

There are many activities and functions in a city or region. Those activities include business, government center, education, services, and others. One of the important activities is in the tourism sector. This sector can contribute to the development of an area. Tourism is an important income generator for the local government or central government. Many cities have good attractions for tourists, both tourists from the country itself or the tourists from other countries. For example, Paris is the city well known for heritage buildings and arts. Tourists come to this city to enjoy the old buildings; Musee de Louvre, Eiffel Tower, Notre dame, and many old buildings. New York is also a big city well known as the city of business and leisure, for example The Empire State Building, Liberty Statue, Rockefeller Centre, etc. There are some places that give natural panorama and culture to attract tourists, such as Bali Island (Indonesia), Phuket Island (Thailand), and Taipei (Taiwan). Many tourists come to those areas either from the surrounding areas or from other countries.

Tourism activity gives a great contribution to the national income. Many countries' national income depends on this sector. For 83% of countries, tourism is one of the top of five categories and for 38% of countries; tourism is a main source of foreign exchange earnings (World Tourism Organization, 2001). In Tanzania, the contribution of tourism to the national GDP is around 16% and still increasing in the next 5 years (Business Times, 2006). This shows that tourism can be a leading sector to increase the national income. Tourism is an important activity to get attention for its development.

There are two factors that make tourists visit a certain city, the push and pull factor. The push factor is the motivation and the pull factor is the image (Kent, 1990). The push factor comes from the tourist himself that makes him

want to travel, for example, the need for recreation, the budget and time available, and others. The pull factor comes from the destination place. The attraction from the place is the pull factor that makes the tourists come to the destination. The level of attraction from the place determines the level of arrival of consumers that will come to enjoy the service that the place provides. The more attractive the place, the more visitors would come to that place, not only domestic, but also from other areas or even from other countries. To make a place attractive to the customers abroad, that place should be promoted. This activity can be approached by means of city marketing.

Ashworth and Voogd (1994) p. 40 gives the perspective about the movement/development of the public planning scope, "changes in public planning that have resulted in the adoption of marketing, for otherwise selling places is little more than the fashionable substitution of an imported terminology." This statement shows that the concept of marketing is being used in the public planning field. Planners can adopt the concept of marketing to improve the condition of their cities. Cities have 'products' to be sold to the 'buyers' to gain income. In this case, the products are the tourism attractions, the 'buyers' are the tourists that come to the city to enjoy the attractions. The transaction takes place when a tourist comes to the city to enjoy the service that is provided by the city trough the tourism attraction. The scheme of elements in a place marketing process will be shown in figure 1 below.

Figure 1.1
Elements in Place Marketing
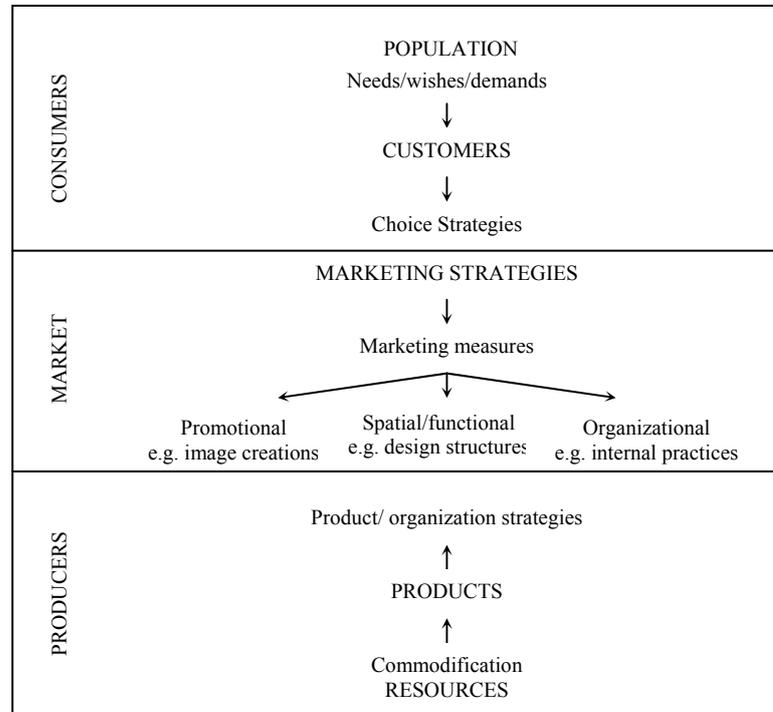
The term of city marketing is not new in the field of urban planning. Marketing is based on the assumption that there is some relationship between the amount of promotion and the number of visitors (Asworth and Voogd, 1990). The image of an area can be managed by using promotional activities in order to attract tourists to come to that area. According to Graham (2002) there are two variables in formulating the city image. The first variable is 'external city' which is identified by the buildings or landmarks. The second variable is 'internal city', the city of the mind, which is concerned with social life, culture, lifestyle, and others. These two variables have to be developed equivalently in order to create a good image of the place.

Because of its importance, the image of a city has to be improved in order to attract visitors. According to Holcomb (1999), there are several strategies to create an image in a city. The first strategy is to construct landmarks. For

example, the Eiffel Tower, Empire State Building, Petronas Tower, Sydney's Opera House, 'that would imprint image of the city on the world's consciousness'. The second strategy is to stage an event that may incorporate the landmark construction. One great example for this strategy is the mega event such as The Olympic Games in Atlanta in 1996, Great Exhibition in London in 1851. Holcomb also adds that the activity that can be held does not always have to be a big event. "Activities such as garden and flower shows, cultural and ethnic festivals, religious feast-day celebrations, and sports events are effective both in attracting temporary visitors and in gaining *media attention for the locale*."

1.2. THE RESEARCH

Indonesia is a country with different cultures for each region. Every province has their uniqueness in attracting tourists. For example Bali Island has the cultural resources that attract international tourists. On the other hand, Bandung City has the commercial activity that attract domestic tourists besides the heritage resources that attract international tourists.

Table 1.1
Numbers of International Tourist in Indonesia

Year	International Tourist	Growth (%)
2002	5,033,400	
2003	4,467,021	-11.25
2004	5,321,165	19.12
2005	5,006,767	-5.91

Source: Central Bureau of Statistic, Indonesia, 2005.

The tourism condition in Indonesia is fluctuated. In year 2002, the number of international tourists in Indonesia was 5,033,400 tourists. In 2003, the number of tourists was decreasing to 4,467,021 tourists that make the growth -11.25%. But in 2004, the numbers was increasing to 5,321,165 tourists and makes the growth also increase to 19.12%. From 2004 to 2005 the growth number of international tourists was decreasing.

Table 1.2
National Income from the International Visitors (2004 & 2005)

Year	USD (million)	Growth (%)
2004	4797.88	
2005	4526.14	-5.66

Source: Central Bureau of Statistic, Indonesia, 2005.

According to World Tourism Organization (2001), the tourist gives contribution to the national income. From the table above we can see the contribution of international visitors to the Indonesian national income. In 2004, the contribution is 4,797.88 million US dollars. In 2005 the number was decreasing for about -5.66% to the number of 4,526.14 US dollars.

The two indicators, the numbers of international tourists and the contribution to the national income show the decreasing condition of Indonesian tourism condition. According to Asworth (1990), the city has products to be sold. There are products in Indonesia that are potential to be sold. Indonesia has a heterogeneous culture, but those potential has not been used maximally, for example the cultural heritage, the natural geographical environment that provide beautiful panorama and also several natural sports, and other potentials.

Ashworth also mentions that the place should be promoted. In the marketing scheme, the city as a product has to be promoted so that it can meet with the consumers needs (tourism). The promotional strategy helps a city to be known by the potential tourist. West Java Province has many good tourism attractions. But if the place is unknown by the potential tourists, the tourists will not visit this place. That is why the city marketing should be able to promote the tourist attraction in Indonesia in order to improve the tourism activities.

There are many tourists coming to West Java Province, both from abroad and from Indonesia. But because of the lack of improvement in management or in the marketing strategy, the growth of number of tourists visiting West Java Province is small, even decreases at one period of time. The management and

marketing strategy of tourism activities in West Java Province have to be improved.

1.3. RESEARCH GOAL

From the explanation of the background, this research tries to find the strategy both in improving the products of the city and promotion in order to improve the tourism activities in West Java Province. This research tries to describe how the independent variable (attractiveness) influences the dependent variable (level of tourist arrivals). This research will be conducted using secondary data of the existing tourism attractions and facility that is provided in Indonesia and the level of tourist arrivals. This correlation of this two kinds of data will be measured using statistical analysis to find out which factor has a strong relationship with the tourist arrivals.

This research will also describe how the developed countries try to promote their attractions to make the tourist familiar with the destination area. This research will describe the promotional activities in tourism sector in the developed countries. The study case of these promotional activities is the experience of Groningen Province. The Groningen Province has the similar characteristic to that in West Java Province. These areas have the same scope in the national planning system, which is in province level. The activities in these two provinces are also similar. There are high education activities, government activities, tourism activities, and others. This means that the lesson learned from Groningen Province regarding the marketing approach can be adapted to West Java Province.

In the concluding chapter, after the connection between image and level of tourist has been described, this thesis will give input(s) to the Indonesian Goverment how to improve the tourism activities to gain national income. What significant strategies should be taken or what steps should be taken by the government to improve the quality of the image will be recommended.

1.4. RESEARCH QUESTIONS

To achieve research goal, there are several research questions that should be answered before achieving the research goal. Those questions are:

1. What are the factors that Indonesia have that influence tourism?

   This question will be answered by an in depth analysis from the literature study.

2. How do those factors influence tourism?

   This question will be answered by a quantitative analysis using the statistical analysis, regression and Multi Dimensional Scaling.

3. How does the developed country promote their tourism?

   This question will be answered by an in depth analysis by conducting interview to the experts in tourism and city marketing.

4. How do we improve the condition of Indonesia tourism and promote it by adopting the Netherlands experience?

   This question will be answered by mixing the second and third questions to see the best strategy that the Indonesian government should do based on the strengths and weaknesses of the resource that Indonesia has and by adjusting it to the promotional strategy experienced by a developed country.

1.5. RESEARCH METHODOLOGY

This research will consist of three steps. The first step is the quantitative research, using regression analysis to find the connection between dependent and independent factors. This table will explain what the dependent and independent factors are.

This research will try to find the connection between the independent factor and dependent factor. The independent factor is the attraction of a region (destination) and the dependent factor is the number of tourists that would come to that region.

Table 1.3
Independent Factor

Independent factor : the attraction of the region/destination		
1. Core Attraction	• Tourism destination	The number of attractions can influence the tourists to visit an area
2. Tourism infrastructure and infrastructure	• Number of beds • Worker index • Number of tourism business • Transportation facility	The tourism infrastructure can be one of the factors that attract tourists
3. Characteristic of the area	• Numbers of GDRP (Gross Domestic Regional Product) • Population Number	The characteristic of the area can shape an impression/image of the city in the tourist perspectives

Table 1.4
Dependent Factor

Dependent factor : The level of tourist arrival	
1. Number of international tourists	Number of international tourists to an area at a specific time
2. Number of domestic tourists	Number of domestic tourists to an area at a specific time

This analysis will take the Indonesian case in order to see what resources of tourism Indonesia has. There will be three kinds of factors to see what are being provided by Indonesia to meet the tourist needs. The first one is the attraction itself, for example the landmarks, the museums, and the art happening held in a region. The second one is the tourism facilities that serve the tourists directly, for example hotels and its service, restaurants, and other facilities. The third one is the city's basic infrastructure that also influences the tourism, for example the accessibility of the transportations.

The result of this analysis will come up with the relationship between the independent factor and the dependent factor. What factor influences the level of

tourist arrival, what factor determines the length of their stay, and how much money they spend are the factors to be discussed.

The second step of this research is the qualitative research. This part will describe how the developed countries promote their tourism resources. The study case of this research is the Groningen City promotional experience. The Groningen City has the experience in promoting the city to attract tourists. There will be an in depth analysis to describe the strategy that Groningen City takes in improving the information of the city to the public, to attract tourists by informing them the attractions and services that they have. In describing this, there will be interviews conducted. There will be interviews with experts in tourism and city marketing in Groningen and field research to give in depth knowledge about city marketing on tourism in Groningen. The interviews will be arranged to gain an insight into the perceptions of the experts in Groningen City, how they promote tourism in this city and how they attract tourists, both domestic and international. There will be five interviews to the stakeholders of Groningen city, such as:

1. Province Groningen. The province has the responsibility to choose the policy and to approve the budget allocation in Groningen Province.
2. The organization Marketing Groningen. This organization is responsible for the implementation of marketing of Groningen city.
3. Groningen Museum. This office has the responsibility in managing one of the attractions in Groningen City as the capital of this province.
4. Professors of the University of Groningen as the experts of city planning and marketing.

The third step is to analyze the relationship between attractions and level of tourist arrivals; and the experience in Groningen City is based on the interviews to develop tourism activities. The strengths and weaknesses of Indonesian tourism resource will be described here. There will be also identifications of the positive activities and negative activities in tourism development in Groningen. The lesson from this promotional experience will be applied in Indonesia with some adjustments in line with the characteristic of this city and the government of Indonesia.

This analysis will hopefully be able to give the insight of the factor that should be the priority in development in order to improve tourism, both by infrastructure development and the promotional strategy. This methodology will be explained in the chart below.

Figure 1.2
Research Frameworks
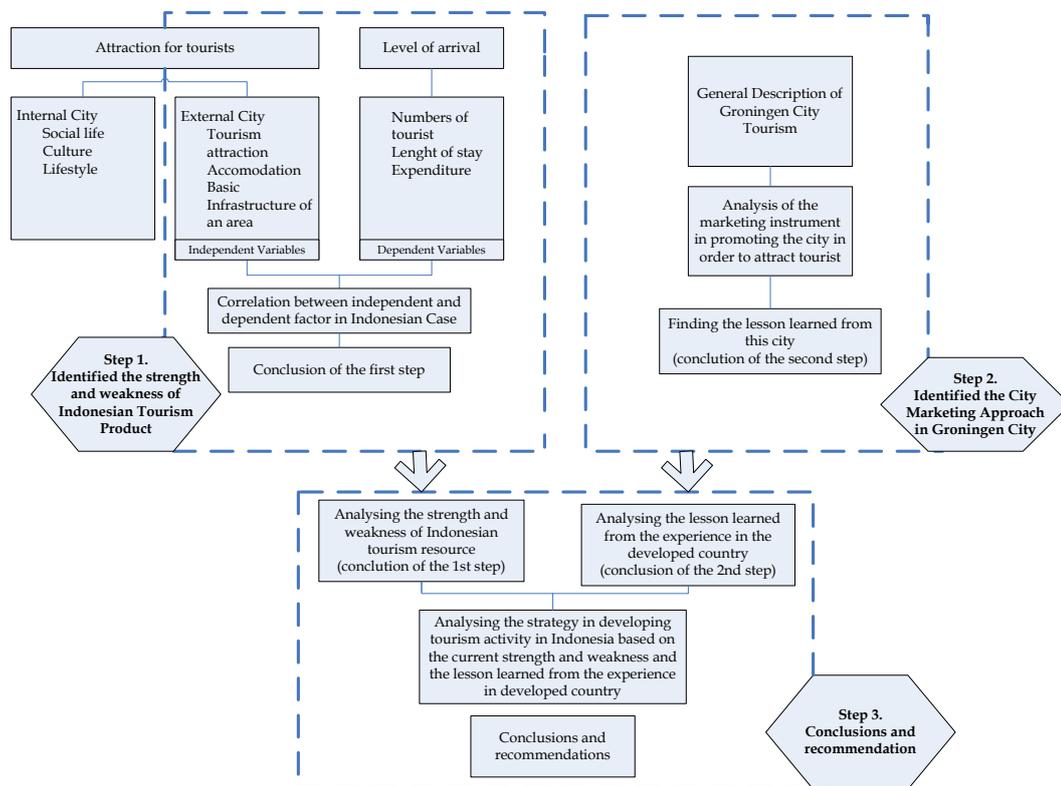
1.6. OUTLINE

This study will consist of five chapters. The first chapter is the introduction, the second chapter is the theoretical approach, the third chapter is the relation between attractions and number of tourists in Indonesian case, the fourth chapter is the Promotional Strategy in the Netherlands, and the last chapter is conclusions.

Chapter 2. Theoretical Approach

In this chapter, the concept of city marketing will be described. There are several approaches to city marketing, and this chapter will describe those approaches as identified through the literature review.

Chapter 3. Relation between Attractions and Number of Tourists in Indonesia

This chapter will explain the relationship between attractions and the level of tourist arrivals. The case study that will be used is the Indonesian case. This chapter will also describe the strengths and weaknesses of the tourism resources in Indonesia, what factors significantly contribute to attracting tourists, and what factors less contributing to attracting tourists.

Chapter 4. Promotional Strategy in the Netherlands

In this chapter, the application of city marketing in the Netherlands will be described. The case study that will be discussed is the promotion in the tourism sector in Groningen City. All the aspects and activities involved in marketing the city of Groningen for tourism will be described here. At the end of this chapter, there will be a description about the strengths and weaknesses of tourism marketing in Groningen City.

Chapter 5. Conclusion and Recommendation

This chapter will provide the conclusion of the whole analysis in this study. The brief remarks from the analysis both in chapter 3 and chapter 4 will be available in this chapter. The positive and the negative aspects of city marketing will also be mentioned. There will also be the suggestions to both governments in Groningen City and Bandung City as the closing of this research.

Chapter 2.

THEORETICAL BACKGROUND

2.1. TOURISM AND REGIONAL PLANNING

According to Mathieson and Wall in Franklin, A (2003) p.27, tourism means "*the temporary movement of people to destinations outside their normal places of work and residence, the* activities *undertaken during their stay in those destinations and the facilities created to care to their need*". This means that the characteristics of tourism are leisure time outside the daily life, the destination is outside the places of work and residence, and it is temporary.

There are two factors that make tourists come to a specific area.

1. Push Factor

   The push factor is the factor that comes from the tourists themselves. This factor cannot be determined by other persons, but himself. The factor is the ability of the person in traveling, for example the financial condition, the leisure time that they have, the motivation for travel, and the preference in what type of leisure he wants.

2. Pull Factor

   The pull factor comes from outside the person that is traveling. This factor comes from the area that he will visit. This factor is the attractiveness of the tourist destination, the facility being offered, and the service available in the area.

The tourism activity gives a great impact on the economy of a region, because there is multiplier effect. Tourism gives the opportunity for local residents to make a new economic activity, for example restaurants, souvenir shops, and others. This activity gives a great contribution on the urban or rural development. In Indonesia, there are some formal and informal activities around a tourist destination. Those activities are big restaurants, informal small food

kiosks, street vendors, and souvenir sellers. These contribute to the regional economic condition.

In many countries, tourism is one of the most important export commodities. It is the easiest commodity to export because there are no trade barriers such as quotas or tariff (Sharpley, R and Telfer, D. J. (2002) p. 18.) "destinations can attract as many tourists as they wish from where they wish, although the lack of trade barriers does not, of course, remove international competition".

This sector gives a great contribution to the national income. In Indonesia, the contribution of this activity to the total export commodity is growing. In 2002, the contribution of tourism was 10.21%. In 2003, the contribution increased to 10.35%, and in 2004 the contribution increased to 10.76%. This statistics shows the importance of tourism in regional development. (Nirwandar[1]).

To determine the contribution of tourism, Tanja Mihalic in Sharpley, R and Telfer, D. J. (2002) pp. 84 – 86 uses the capital-output analysis to compare the tourism sector capital-output rate and the equivalent rate calculated for the whole economy. In this analysis, there are three stages of tourism development.

1. First Development Stage

   During this stage, the activity in tourism is a spontaneous activity. For example, when tourist arrives, the citizens/local person get together and give services like renting rooms and offers some food. There is no support from the tourism development policy or by intensive capital investment. There is almost no investment in this development stage.

2. Second Development Stage

   In the second level, the number of visitors is increasing. There is investment to build infrastructure in order to develop this sector. The tourism development is supported by the politicians and is being promoted. The investment at this level is not balanced with the economic profit. The investment in this industry is much higher than the income and slows down

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[1] www.budpar.go.id/page.php?ic=541&id=440; in the Discussion of Oceanic Tourism Development in Small Islands, Bogor, 23 February 2006.

the average national economic growth rate. But the populations in this area get the benefit. Their standard of life is increasing because of the development of infrastructure to support tourism. There is also a multiplier effect that takes place in this area because of the tourism consumption.

3. Third Development Stage

   This last stage is marked by the profit or income that the region earns because of the previous investment in infrastructure building. The result comes from the previous investment and also by the current innovation and the improvement of the quality of tourism product. Thus, this condition stimulates bigger tourism consumption and later it can stimulate the local economic growth.

   Richard Sharpley. (2002) p. 18 mentions about the dimension of tourism in terms of wealth generation that result is not only from one country or one region, but tourism us also seen as a tool for transferring the wealth from developed countries or richer areas to developing countries or poorer areas, by the means of investment.

   Crouch, G.I., and Ritchie, J.R.B. (1999) mention several examples of probable impacts of a successful tourism development program on a typical tourism destination. Those impacts are in economic, physical, social, psychological, cultural, and political dimensions. Those impacts can be seen in the table below.

Table 2.1
The Impact of Tourism

Impact	Manifestation	
	Positive	**Negative**
Economic	• Increased expenditures • Creation of employment	• Price increase during special events • Real estate speculation
Physical	• Construction of new facilities • Improvement of local infrastructure	• Environmental damage • Overcrowding
Social	• Strengthening of community fabric via volunteerism • Increased local interest and participation in regional events	• Development of the "greed factor" • Acceleration of undesirable social trends such as excessive urbanism
Psychological	• Increased local pride and community spirit • Increased awareness of non-local perceptions	• Tendency toward defensive attitudes concerning host regions • High possibility to misunderstanding leading to varying degrees of host/visitor hostility
Cultural	• New ideas from exposure to other cultures and their way of life • Strengthening of regional traditions and values	• Commercialization of activities that may be of a personal or private nature • Modification of nature of event/activity to accommodate tourism
Political	• Enhanced international recognition of a region and its values • Propagation of political values held by government and/or population	• Economic exploitation of local population to satisfy ambitions of political elite • Distortion of true nature of events to reflect values of political system of the day

Source: Crouch and Ritchie, 1999.

According to Nirwandar[2], there are several purposes in developing tourism in Indonesia besides its contribution to the national income. Those purposes are national integration and unity, poverty alleviation, sustainable development, culture preservation, fulfillment of living needs and human rights, economy and industry improvement, and technology development.

This means that tourism does not simply support economic purposes, but also other purposes. It indicates that tourism is a sector with many indirect purposes and derived functions.

Crouch, G.I., and Ritchie, J.R.B. (1999) suggest that tourism competitiveness among destinations is growing in many countries. Tourism Destination Competitiveness (TDC) is determined by four major components:

1. Core Resources and Attractors

   Core resources and attractors are the main element of the performance in the destination area. These are the main factors for the tourists to visit this area. These factors has six categories that are:

   - Physiographic: defines the environmental condition including the overall nature of the landscape and the climate. This also concerns the aesthetics and visual appearance of the area.

   - Culture and history: defined from the time and history of a destination. This culture and history are the basic attracting force for the visitors. The culture can provide unique setting for the visitors to experience lifestyles outside their day-to-day routine to create a memorable experience.

   - Market Ties: there is a linkage with the residents, for example the ethnic ties from the immigration pattern evolved over time. This market ties also deal with visit friends and relatives (VFR) segment.

   - Activities: this category deals with the physiographic and culture. A tourist expects experiences that go beyond the more passive visitation practices of the past. For example, the destination with great nature should

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[2] www.budpar.go.id/page.php?ic=541&id=440; in the Discussion of Oceanic Tourism Development in Small Islands, Bogor, 23 February 2006.

take the advantages from this strength to arrange activities that support this natural advantage.

- Special Event: refers to a wide range of "happenings" that creates interest and involvement of the visitors and residents. Examples of this special event are the Olympic Games, World Expositions, etc.

- Tourism Superstructure: compromise with accommodation facilities, food services, transportation facilities, and major attractions. These are called "tourism industry".

2. Supporting Factors And Resources

After the main factor, the second factor of Tourism Destination Competitiveness is the supporting factors and resources. This second factor is more like a secondary effect in supporting successful tourism industry. Three components in supporting the main factors are:

- Infrastructure: concerns the range and quality of local transportation services, water supply, sanitation, communicative systems, public facilities, etc.

- Facilitating resources: concerns services like various public services, for example, financial institutions, the availability and quality of local human, knowledge and capital resources, educational and research institute, etc.

- Enterprise: concerns entrepreneurship and the new venture development.

- Accessibility of the destination: concerned in broader terms with economic, social, and political concerns, for example, regulation of airline industry, entry visas and permits, route connections, hubs, landing slots, airport capacities, competition among carriers, etc.

3. Destination Management

This factor focuses on activities that can improve the core resource and attraction, strengthen the quality and effectiveness of supporting factors and resources and also best adapt to constrain imposed by qualifying determinants.

- Marketing: concerns both promotional efforts and the strategic selection of target markets.

- Service: tries to improve the quality of services to meet visitors satisfaction.

- Information: to understand the needs of the visitor for effective product development. This element also involves the regular monitoring of visitors satisfaction and the tracking of the performance of industry.

- Organization structure within the tourism destination model: views management as responsible for all aspects in the destination.

- Resource stewardship: a concept that focuses on the importance of the destination managers. This involves effective maintenance of the resources and protects vulnerable resources that may damaged/affected by tourism.

4. Qualifying Determinants

This factor is usually labeled as the situational condition, because it represents matters which affect the competitiveness of a destination. The components of this factor are location, dependencies with other destinations, safety, and cost.

2.2. CITY MARKETING

Before we enter the discussion on city marketing, firstly we have to know the definition of marketing itself. There are several experts who try to make that definition:

> *"A corporate state of mind that exists on the integration and co-ordination of all the marketing function which, in turn, are melded with all other corporate functions, for the basic objective of producing long-range profits."* (Felton, 1959 in Hooley et al.)

> *"The marketing concept holds that achieving organizational goals depends on determining the needs and wants of target markets and delivering the desired satisfactions more effectively and efficiently than competitors do."* (Kotler et al., 1996, in Hooley et al.)

> *"Marketing is the process of planning and executing the conception, pricing, planning and distribution of ideas, goods and services to create exchanges that satisfy individual and organizational objectives."* (Ferrell and Lucas, 1987, in Hooley et al.)

Those definitions state some important characteristics of marketing, such as the planning, market, long-range profit, corporate, organization, goals, satisfaction, and competitors. In other words, marketing is a process that contains a planning activity in order to reach the long range profit, with other corporate

functions, in a more effective and efficient way than the competitors do in distributing ideas, goods, and services to deliver the individual satisfaction and organization goals and objectives.

The concept of marketing has existed for a long time, when there is a product to sell, and when there is an effort to sell the product. There is a difference between marketing and selling. Selling is an effort to make people buy the product and marketing is the effort to meet the consumer needs with the product.

Michael Barke in Pacione, M. (1999) pp. 486-496 stated that there are three relatively separate groups studying the place/city marketing. The first one consists of the works in the practice of marketing. The theory of marketing is applied to cities. There are two trends of this application. The first one concerns 'social' marketing which is concerned with the non profit organization, and the second one concerns the 'urban' crisis marked by the declining of traditional urban economies.

The second group that is mentioned by Barke is concerned with the aspects of the image and the identity. This image and identity in city marketing are also concerning the cultural study, the political context, and also the communication of information (advertising/promotion).

The third group is concerned with the impact of city marketing, both from the strategies and also the promotional activities. This group considers the empirical assessment of the impacts. There are 'measurable' impact and the impact for local population.

The purpose of city marketing is to bring together the products and the customers. In doing so, there are several elements that should be provided (Ashworth and Voogd).

1. The commodifying and positioning of the function of the urban area
2. The consideration of the actual/potential users and the determination of market segment based on their characteristics.
3. The arrangement of marketing strategies

2.2.1. IMAGE BUILDING

The image of the city can be built/shaped using tourism. According to Holcomb (1999), there are several traditions to create an image. Those approaches are:

1. Constructing landmark

   The examples of landmarks that shape image in several cities are Eiffel tower in Paris, the Tower of Pisa in Rome, Sydney's Opera House, and many more.

2. Staging of events,

   For example the Olympic Games in Atlanta in 1996, the Great Exhibition in London, Asia-Africa Convention in Bandung, and many more.

   In the city image, the formulation of the image should be developed and also the communication of that image should be treated.

   Vermeulen in Hauben, T., Ball, G., Brinkman, E., 2002 argues that one of the functions of the building of many constructions is to improve the city image. The image is derived from the physical reality and from the desires, memories, and the well-worn prejudices. "These emotions take shape in the collective memory, where barely any space is left free for factual data. It is precisely this instinctive feeling that is the actual image and it thereby forms the key to the self-awareness of the city."

2.2.2. CITY BRANDING

To understand the role of city branding to the city marketing approach, first we have to know the meaning of brand itself.

> *"Brand is a product or service made distinctive by its positioning relative to the competition and by its personality, which comprises a unique combination of functional attributes and symbolic values"* (Hankinson and Cowking, 1993 in Kavaratzis, Mihalis, 2004 p. 65).

City branding provides a good starting point for city marketing (Kotler, et al, 1999). Cities have to be shaped more emphatically, thematized and brought to the attention for more mobile and less location-dependent companies, inhabitants and visitor (Mommaas, 2002).

2.3. ADVERTISING/PROMOTION

According to Hall in Holcomb, Briavel (1999) p. 68 quoted in Holcomb, "the effect of tourism promotion is to 'strengthen dominant ideology and further individual interests, legitimize hegemonic relationships and change the meaning and structure of place'".

Ward and Gold Ward, S.V. and Gold, J.R., (1994) p. 7 defined place promotion as "the conscious use of publicity and marketing to communicate selective images of specific geographical localities or areas to a target audience". In their writing, they mention three major areas of place promotion. Those are the image communication, the place promotion as public policy, and the place promotion as marketing. But only two of them are described.

- Place promotion as public policy

  In the western world, place promotion is an aspect of public policy which means that it is expected to bring social benefits. It should be effective to promote the advantages of a place. In doing so, there should not be any negative impact to the surrounding regions and the communities. At the same time, however, the place should be competitive in the international arena.

- Place promotion as marketing

  Marketing approach offers some tools for the job that give promotional bodies a methodology that enables them to define and target place images. It is also an approach that is capable of being refined and given a stronger public interest ethos without necessarily fully resolving the inherent contradictions referred to above.

2.4. CONCLUSION

The city is not only a place to live, but also a product to be sold. This means that a city not only has to be livable for the inhabitants, but also has to be attractive to actual/potential tourists to come and visit this area. City can be useful not only for the inhabitant of the city, but also for the people that enjoy the beauty and services when they are vacationing in that city. Tourism is a sector that should be developed because of several benefits.

After we understand about the economic and development impact derived from the tourism activity, we have to understand how we can improve the tourism activities. City marketing approach and also the city planning approach can be used to improve the tourism activities in the region.

In city marketing, we understand about the competitiveness of a city as a product and all its elements. There are four factors each of which consists of elements. Those factors are Core Resources and Attractor, Supporting Factors and Resources, Destination Management, and Qualifying Determinants. Those elements should be effectively considered in order to achieve successful tourism development.

Chapter 3.

RELATION BETWEEN ATTRACTION AND NUMBER OF TOURISTS IN INDONESIA CASE

3.1. GENERAL DESCRIPTION

West Java province is located in the west part of Indonesia, on the Island of Java. The borders of this province are:

North : Java Sea

South : Indian Ocean

West : Jakarta and Banten Province

East : Central Java

The width of West Java is 29,326.72 km^2 and the population number is 39,960,869. This makes the population density to reach 1,363 persons/km^2. West Java is the second most densely populated province after DKI Jakarta. The map below shows the location of West Java Province in Indonesia.

Figure 3.1
Map of West Java Province, Indonesia

The map below shows the regions and the Municipalities in West Java Provincial.

Figure 3.2
Regencies and Municipalities in West Java, Indonesia
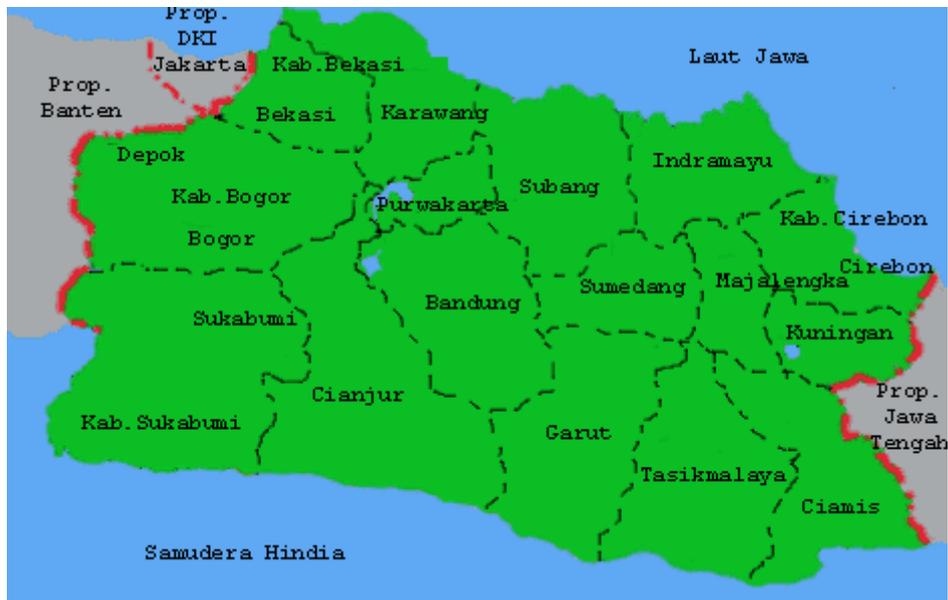
The population in West Java Province is increasing from time to time. The population growth from 2004-2005 is 3.87%, from 38,472,105 person to 39,960,869 persons. The table below shows the number of population in West Java in 2005.

Figure 3.3
Population Number in 2005
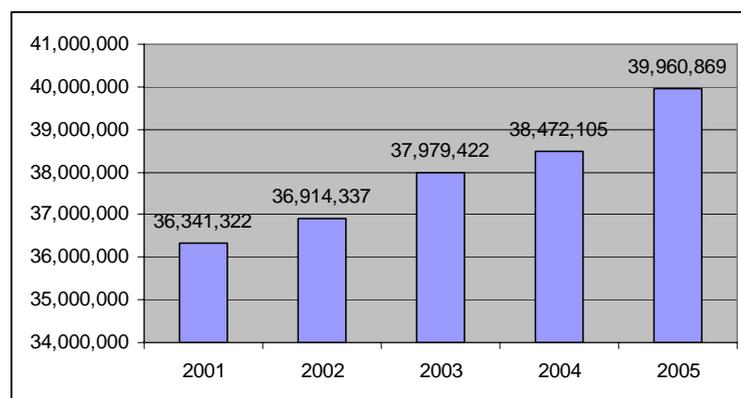
Source: West Java Statistical Bureau[3], 2005.

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[3] www.westjava.bps.go.id

West Java Province is divided into 16 regencies (kabupaten) and 5 Municipalities (kota). Those regencies and municipalities are:

Table 3.1
Regency and Municipalities

Regency/city	Population	Region Area (km^2)	Density (per km^2)
Bandung	4,577,216	2,324.84	1,969
Bandung Mun.	2,232,624	167.91	13,297
Bekasi	1,915,309	1,065.35	1,798
Bekasi Mun.	1,914,316	209.55	9,135
Bogor	5,122,664	2,449.33	2,091
Bogor Mun.	866,660	108.98	7,952
Ciamis	1,671,544	2,407.28	694
Cianjur	2,058,134	2,997.44	687
Cirebon	2,054,937	958.27	2,144
Cirebon Mun.	276,924	36.97	7,491
Garut	2,203,456	2,179.51	1,011
Indramayu	1,658,303	1,636.51	1,013
Karawang	1,899,216	1,533.86	1,238
Kuningan	1,040,232	816.88	1,273
Majalengka	1,160,583	1,068.69	1,086
Purwakarta	757,745	757.57	1,000
Subang	1,384,310	1,855.01	746
Sukabumi	2,188,722	3,160.51	693
Sukabumi Mun.	272,736	49.81	5,476
Sumedang	1,025,570	1,062.88	965
Tasikmalaya	2,190,904	2,479.57	884
Total	**38,472,105**	**29,326.72**	**1,312**

The most densely-populated region in West Java is Bandung Municipality, because this city is the capital of West Java Province. But the highest population number in West Java is in Bogor Municipalities. There are over 5 million people living in this region.

The visitors that come to West Java Province are not only the residents of Indonesia, but also foreign tourist. In 2004, the number of international tourists is around 240 thousand. And the number of domestic tourists reached 16.6 million. The table below shows the distribution of those tourists in West Java Province.

Table 3.2
Number of Tourist in 2004

Region/ Municipalities	Numbers of international tourists in 2004	Numbers of domestic tourists in 2004
Bandung	40,614	1,711,719
Bandung Mun.	16,516	1,847,482
Bekasi	0	300
Bekasi Mun.	20,864	61,610
Bogor	13,780	1,312,744
Bogor Mun.	4,981	393,593
Ciamis	16,114	1,497,909
Cianjur	58,495	1,142,719
Cirebon	145	2,299,464
Cirebon Mun.	1,190	172,563
Garut	2,918	1,225,888
Indramayu	0	63,615
Karawang	523	485,250
Kuningan	455	412,902
Majalengka	0	118,614
Purwakarta	4,398	192,176
Subang	27,256	2,817,687
Sukabumi	11,500	227,357
Sukabumi Mun.	0	2,880
Sumedang	16,795	248,963
Tasikmalaya	2,570	376,809
Total	**239,114**	**16,612,244**

3.2. THE EXISTING CONDITION OF WEST JAVA

In this sub chapter, the existing condition of West Java related to tourism activities is described. Those conditions are in three different scopes; the core attraction, the superstructures/infrastructure, and the characteristics of each region.

3.2.1. CORE ATTRACTION

Core attraction consists of the tourist attractions in a specific region. There are several types of tourist attraction in West Java. Those types are ancient historical, cultural attractions, man made attractions, recreation activeties, and scenic beauty. There are many tourist attractions, for example:

- Ancient history: temples, graves, archeological sites, heritages, palaces.
- Cultural attractions: dances, festivals, music, wayang.
- Man made attractions: arts and crafts, educations, husbandry, museum, villages, zoo
- Recreation activities: camping, golf, rafting, swimming.
- Scenic beauty: beaches, canyon, caves, craters, hot springs, lakes, mountains, panorama, park and reserves, plantations, waterfalls.

From these tourist attractions, the measurement of the level of these attractions in attracting tourists can be clustered by the number of tourists that come to those tourist destinations. The criteria can be seen in the table below.

Table 3.3
Criteria of Number of Visitor

Criteria	Local Tourist	International Tourist
Low	L < 14382	L < 12643
Medium	14382 < M < 28769	12643 < M < 25293
High	H > 28769	H > 25293

The weighting is based on the criteria of the tourist destinations in attracting tourists. The values of the weighing can be seen in the table below.

Table 3.4
Value for each criterion

Value	No. of Tourist
1	No tourist counted
2	Local tourists in low portion
3	International tourists in low portion
4	Local tourists in medium portion
5	International tourists in medium portion
6	Local tourists in high portion
7	International tourists in high portion

This weighing is applied to each tourist destination that issues tickets for entering. The assumption is by buying the ticket, there will be income for the local government. The higher the number of visitors the higher contribution of the destination to the local area. From that consideration, the weightings of tourist destinations in West Java Province are as follows:

Table 3.5
Tourist Destinations Weighing

Region/ Municipalities	Numbers of Tourism Destination	Weight
Bandung	59	81
Bandung Mun.	25	25
Bekasi	4	4
Bekasi Mun.	1	1
Bogor	25	35
Bogor Mun.	10	20
Ciamis	16	29
Cianjur	6	21
Cirebon	15	32
Cirebon Mun.	10	13
Garut	23	31
Indramayu	3	3
Karawang	8	8
Kuningan	1	1
Majalengka	8	8
Purwakarta	9	13
Subang	6	16
Sukabumi	36	36
Sukabumi Mun.	4	4
Sumedang	20	20
Tasikmalaya	17	24
Total	**306**	**425**

From the table above, the region that has the highest weight in tourist destinations is Bandung Region. The lowest weight in tourist destinations is Kuningan Region and Bekasi Municipalities. This condition might appear because the function for this area is not for tourism activities. The Region of Bandung has the highest weight because this area has many attractions and the locations of those attractions are between two big cities, Jakarta Municipality and Bandung City. Those attractions can be seen in the appendix 3.1.

3.2.2. SUPRATRUCTURES/INFRASTRUCTURE

The suprastructure and infrastructure in this sub chapter consist of the accommodation, tourism infrastructure, worker index, and the transportation

facilities. The infrastructures described in this study are those that have a direct relation with tourism.

A. Accommodation

The main infrastructure that has relation with tourism is accommodation. There are several kinds of accommodation in West Java. The hotels with good quality called star hotels and those with less quality called "hotel melati". In this study, there will be no distinction between those kinds of hotels. The consideration is based on the total number of beds from those kinds of hotels. The number of beds in West Java can be seen in the table below.

Table 3.6
Number of Beds in West Java Province

Name of the regions/ municipalities	Numbers of beds	Percentage
Bandung	1,529	2.68
Bandung Mun.	13,043	22.83
Bekasi	707	1.24
Bekasi Mun.	1,165	2.04
Bogor	9,327	16.33
Bogor Mun.	2,019	3.53
Ciamis	5,959	10.43
Cianjur	6,778	11.86
Cirebon	514	0.90
Cirebon Mun.	2,545	4.45
Garut	1,684	2.95
Indramayu	792	1.39
Karawang	934	1.63
Kuningan	1,410	2.47
Majalengka	293	0.51
Purwakarta	811	1.42
Subang	1,594	2.79
Sukabumi	2,792	4.89
Sukabumi Mun.	902	1.58
Sumedang	617	1.08
Tasikmalaya	1,717	3.01
	57,132	**100**

The highest number of beds in West Java is in Bandung Municipality. The number of beds is 13,043 or around 22.9% of those in all the regions in West Java Province. This might be because Bandung City is the capital of West Java and there are a lot of activities in this city, for example, the university activities which can attract the students' parents in graduation ceremony. Bandung City is also the centre of governmental offices for West Java Province. There are meetings held in this city. One remarkable historic event in the Bandung City is the Asia-Africa Conference on 18 – 24 April 1955. No less than 29 countries sent their delegations to Bandung City for this conference.

Other activities in Bandung Municipality are in business and trade centers. There are lots of offices and high buildings occupied for business activities. These activities also create demand for accommodation, when there are delegations from other branches of companies attend meetings.

Those kinds of activities can attract tourists to come to a specific region. That is why in Bandung Municipality there are lots of hotels.

B. Tourism Infrastructure

The tourism infrastructure in West Java is mostly provided by the private sector. Those infrastructures are the cinemas, billiard places, fishing ponds, swimming pools, traditional equipments, golf courts, discotheques, karaoke clubs, night clubs, cafes, and massage houses. Those infrastructures show the place for tourists to spend the time during their vacation. And also those infrastructures can be the pull factor for tourists. The number of business places in West Java can be seen in the table below.

Table 3.7
Number of Business Places in West Java Province

Name of the regions/municipalities	Number of Business Places	Percentage
Bandung	38	4.70
Bandung Mun.	197	24.38
Bekasi	41	5.07
Bekasi Mun.	81	10.02
Bogor	36	4.46
Bogor Mun.	57	7.05
Ciamis	14	1.73
Cianjur	24	2.97
Cirebon	15	1.86
Cirebon Mun.	46	5.69
Garut	48	5.94
Indramayu	10	1.24
Karawang	29	3.59
Kuningan	3	0.37
Majalengka	12	1.49
Purwakarta	20	2.48
Subang	26	3.22
Sukabumi	22	2.72
Sukabumi Mun.	36	4.46
Sumedang	27	3.34
Tasikmalaya	26	3.22
	808	**100**

Bandung Municipality has the greatest number of tourism infrastructures. The activities in Bandung Municipality create demands for this kind of infrastructure. For example, the workers and students who need to relax from their daily activities can come to this kind of infrastructure.

C. Worker Index

The worker index shows the availability of workers that can work in the tourism sector. The assumption in this paper is that the worker should be able to speak English, the international language. The workers should have finished high

school education level since in the high school level, there is English as the compulsory subject. The index of workers can be seen in table below.

Table 3.8
Participation level of high school students in West Java Province, Indonesia

Region/ Municipalities	Percentage
Bandung	45.1
Bandung Mun.	65.7
Bekasi	45.9
Bekasi Mun.	71.2
Bogor	58.15
Bogor Mun.	67.3
Ciamis	36.5
Cianjur	25.8
Cirebon	42.8
Cirebon Mun.	70.6
Garut	33.7
Indramayu	34.8
Karawang	38.9
Kuningan	44.2
Majalengka	31.8
Purwakarta	37.1
Subang	39.2
Sukabumi	33.6
Sukabumi Mun.	68.3
Sumedang	41.2
Tasikmalaya	39.7

Source: West Java Statistical Bureau[4], 2006.

The table above shows that the region with the highest worker index is Bekasi Municipality. Around 71.2% of the population with the age range of 15-18 years has high school education. It shows the level of workers in this Municipality is the highest in West Java.

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[4] http://jabar.bps.go.id/Tabel/Angka%20Parsitipasi%20sekolah.htm

D.   Transportation Facility

Transportation is an important infrastructure in the tourism sector. Tourists will come to a specific area that is accessible. An area with lack of transportation cannot generate its economy.   The table below shows the transportation coverage in West Java.

Table 3.9
Transportation Coverage in West Java Province

Region/ Municipality	Transportation Coverage
Bandung	6.9
Bandung Mun.	10
Bekasi	1
Bekasi Mun.	7.9
Bogor	1.65
Bogor Mun.	12
Ciamis	3.95
Cianjur	0.8
Cirebon	2.4
Cirebon Mun.	4.8
Garut	1.8
Indramayu	1.6
Karawang	1.7
Kuningan	0.9
Majalengka	1.5
Purwakarta	2.2
Subang	2.3
Sukabumi	1.3
Sukabumi Mun.	28
Sumedang	1.7
Tasikmalaya	1.8

The table above shows that Bogor Municipality has the highest transportation index, around 20%.   This means that the land of Bogor Municipality is being used for streets around 20%. This is because the streets in this municipality are wider than in Bandung Municipality.

3.2.3. CHARACTERISTICS

The basic characteristic of West Java is not related directly to tourism, but this characteristic can build the impression of the region. The characteristic included in the basic characteristics of an area are the GDRP and the number of population. This characteristic can also shape the image of the region.

A. GDRP (Gross Domestic Regional Product)

The economic condition of the region shows the level of its prosperity. Gross Domestic Regional Product shows the total value of the products and services produced in that region in a specific time range. GDRP shows the economic condition of the region. The GDRP of regions in West Java can be seen in the table below.

Table 3.10
GDRP of West Java Province

Region/ Municipality	GDRP (thousand rupiah)
Bandung	1657.1
Bandung Mun.	2679
Bekasi	5269.7
Bekasi Mun.	1132.7
Bogor	1641.6
Bogor Mun.	1541
Ciamis	1275.1
Cianjur	1053.9
Cirebon	826.4
Cirebon Mun.	5029.5
Garut	1063.7
Indramayu	1632.8
Karawang	1582.8
Kuningan	929.4
Majalengka	1007.9
Purwakarta	2796
Subang	1410.4
Sukabumi	1091.6
Sukabumi Mun.	1899.3
Sumedang	1088.9
Tasikmalaya	1047.7

Source: West Java Statistical Bureau[5], 2006.

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[5] http://jabar.bps.go.id/Tabel/GDRP.htm

The table above shows that the highest GDRP is in Bekasi Region. This is because the main activity in this region is industry. There are lots of factories in this region. The main land use in this area is for industry.

B.   Population

The second basic characteristic included in this analysis is the number of population. West Java has a high number of populations compared to other provinces in Indonesia. Around 15% of the Indonesian population lives in this province. But the total land of West Java is no more than 2% of the total land of Indonesia. The table below shows the population number of each region in West Java province.

Table 3.11
Population Number of West Java Province

Name of the regions/municipalities	Population	Percentages
Bandung	4,235,146	11.65
Bandung Mun.	2,146,360	5.91
Bekasi	1,698,215	4.67
Bekasi Mun.	1,707,360	4.70
Bogor	4,716,535	12.98
Bogor Mun.	809,975	2.23
Ciamis	1,607,321	4.42
Cianjur	1,955,100	5.38
Cirebon	1,933,794	5.32
Cirebon Mun.	270,756	0.75
Garut	2,067,524	5.69
Indramayu	1,597,032	4.39
Karawang	1,789,525	4.92
Kuningan	987,700	2.72
Majalengka	1,123,920	3.09
Purwakarta	977,033	2.69
Subang	1,328,521	3.66
Sukabumi	2,084,172	5.73
Sukabumi Mun.	257,675	0.71
Sumedang	979,047	2.69
Tasikmalaya	2,068,611	5.69
	36,341,322	100

3.3. **CORRELATION BETWEEN NUMBER OF TOURISTS AND THE TOURIST CONDITION IN WEST JAVA**

This analysis is trying to find what factor determines the number of tourists that come to West Java. The analysis uses a statistical methodology. For the data, there are dependent factors and independent factors.

Table 3.12
Dependent Factor

Dependent factors : The level of tourist arrival	
• Numbers of international tourists	Number of international tourists to an area in a specific time
• Numbers of domestic tourists	Number of domestic tourists to an area in a specific time

Table 3.13
Independent Factor

Independent factors : the attraction of the region/destination		
Core Attraction	• Tourism destination	The number of attraction can influence the tourists to visit the area
Tourism infrastructure and infrastructure	• Number of beds • Worker index • Number of tourism business • Transportation facility	The tourism infrastructure can be one of the factor that attract tourists
Characteristic of the area	• Numbers of GDRP (Gross Domestic Regional Product) • Population Number	The basic infrastructure of an area can be support the tourism condition in the region

3.3.1. METHODOLOGY

The attempt to find the most relevant factors influencing tourist attractions comprises two steps of analysis. A simpler set of factors is firstly developed from a more complex set of factors using factor analysis. Secondly, the simplified factors produced by the factor analysis are employed as the potential explanatory or independent variables used in the multiple regression analysis. This analysis

finally generates the most reliable factors for predicting the number of tourist attractions.

A.   Factor Analysis

The factors identified as potential variables influencing tourist attractions are complex in nature. In order to produce a more efficient set of variables, a factor analysis is employed. The factor analysis is a multivariate analysis used "to simplify complex and diverse relationships that exist among a set of observed variables by uncovering common dimensions or factors that link together the seemingly unrelated variables, and consequently provide insights into the underlying structure of the data"[6]. In essence, the number of factors is reduced based on their proximity of their relationships. The new factors created are a combination of characteristics, which may be different from the input factors.

B.   Multiple Regression Analysis

A multiple regression is utilized in order to determine the variables influencing the number of tourist attraction. As Dillond & Goldsten (1984) noticed, a regression analysis is a statistics used to estimate or predict the mean value of dependent variable Y based on the known values of one or more explanatory variables X_1. This can be expressed in the following:

$$Y = \alpha_0 + \alpha_1 X_1 + \alpha_2 X_2 + \dots$$

Where α_0 and α_1 are unknown but those are fixed parameters called regression coefficients. While α_0 refers to the intercept which gives $X_1 = 0$, $\alpha 1$ and shows the extent to which the respective independent variable X_1 influences the dependent variable Y.

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[6] Dillond & Goldsten, 1984, p. 53

3.3.2. DOMESTIC TOURISTS

The first method in this analysis is the factor analysis. This method tries to find the components that influence the number of tourists that visit West Java Province.

Table 3.14
Total Variance Explained (Domestic Tourists)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.765	34.559	34.559	2.765	34.559	34.559
2	2.258	28.231	62.790	2.258	28.231	62.790
3	1.130	14.126	76.916	1.130	14.126	76.916
4	.819	10.234	87.150			
5	.366	4.581	91.730			
6	.287	3.594	95.324			
7	.250	3.121	98.445			
8	.124	1.555	100.000			

Extraction Method: Principal Component Analysis.

The table above shows that the variables can be clustered into three component groups, after the third iterations. It is marked by the total initial eigenvalues above 1.0. The table below shows which variable belong to specific component.

Table 3.15
Rotated Component Matrix(a) (Domestic Tourists)

	Component		
	1	2	3
Domestic Tourist	.041	**.889**	-.064
Tourist Destination	-.078	**.828**	.193
Worker Index	**.874**	-.131	-.112
Transportation Coverage	**.742**	-.100	-.351
Total Beds	.504	.384	**.556**
Number of Tourism Suprastructure	**.815**	.128	.342
Population	-.088	**.641**	.596
GDRP	-.113	.015	**.925**

a Rotation converged in 4 iterations.

The first component consists of 4 variables, which are: worker index, transportation coverage, and number of tourism suprastructure. The second component consists of two variables; those are: domestic tourists, tourist destination, and population. The last component consists of total number of beds, and GDRP. It means that those variables in the same component have similar characteristics so that they can be considered one component.

Table 3.16
Model Summary (Domestic Tourists)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.459(a)	.211	.072	4.871
2	.459(b)	.211	.123	4.734
3	.399(c)	.159	.115	4.757

a Predictors: (Constant), Total Beds, Transportation Coverage, Worker Index
b Predictors: (Constant), Total Beds, Worker Index
c Predictors: (Constant), Total Beds

The result of the multiple regressions shows that the most influential variables in the dependent variable (number of domestic tourists) are the total numbers of beds, transportation coverage, and worker index.

3.3.3. INTERNATIONAL TOURISTS

The method in this analysis is the same as the method used for domestic tourists as the dependent variable. The first method is the analysis factor for reducing the variables and also to find similarities among variables.

Table 3.17
Total Variance Explained (International Tourists)

Factor	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.852	35.653	35.653	2.363	29.538	29.538
2	2.261	28.259	63.912	1.895	23.687	53.226
3	.938	11.724	75.637			
4	.685	8.563	84.200			
5	.561	7.015	91.214			
6	.290	3.628	94.843			
7	.286	3.581	98.424			
8	.126	1.576	100.000			

Extraction Method: Unweighted Least Squares.

The table above shows that the variables can be clustered into two component groups, after the second iterations. It is marked by the total initial eigenvalues above 1.0. The table below shows which variable belongs to a specific component.

Table 3.18
Rotated Factor Matrix (a) (International Tourists)

	Factor	
	1	2
International Tourists	**.590**	-.025
Tourist Destination	**.625**	-.065
Worker Index	-.180	**.848**
Transportation Coverage	-.255	**.605**
Total Beds	**.590**	.451
Number of Tourism Suprastructure	.288	**.769**
Population	**.836**	-.068
GDRP	**.631**	-.074

a Rotation converged in 3 iterations.

The first component consists of 5 variables, which are: international tourists, tourist destinations, total number of beds, population, and GDRP. The second component consists of three variables; which are: worker index, transportation coverage, and the number of tourism suprastructure. It means that

those variables in the same component have similar characteristic so that they can be considered one component.

Table 3.19
Model Summary (b) (International Tourists)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.465(a)	.217	.175	5.8370

a Predictors: (Constant), Tourist Destination
b Dependent Variable: International Tourist

The result of the multiple regressions shows that the most influential variable in the dependent variable (number of international tourists) is the tourist destination.

3.4.   CONCLUSION

West Java is a beautiful province with lots of potential tourist destinations. This province has unique cultural attractions for tourists to see and experience. This province also has archaeological remains and heritage. Many of these are not well managed, both from the site itself or the infrastructure around those potential tourist destinations.

The tourism in West Java is in the Third Development Stage[7]. This last stage is marked by the profit or income that the region earns because of the previous investment in infrastructure buildings. The result comes from the past investment and also by the current innovation and the improvement of the quality of tourism products. Thus, this condition stimulates bigger tourism consumption and can latter stimulate the local economic growth. The development of tourism should be maintained to improve the tourism activities and also to gain bigger profit. Further development should be increasing, not stagnant or decreasing.

From the landscape perspective, West Java is a beautiful province. This is the strength for tourism. This province has mountains, lakes, and beaches that can

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[7] Tanja Mihalic in Sharpley, R and Telfer, D. J. (2002) pp. 84 – 86 uses capital-output analysis to compare the tourism sector capital-output rate and the equivalent rate calculated for the whole economy. In this analysis, there are three stages of tourism development.

attract tourists to spend their vacation just for sightseeing or recreation activities, like sailing, boating, cycling, surfing, etc.

This province can provide many things for different interest groups. The condition of landscape, heritage, and the culture from the people that live in West Java Province offers good attraction for different interest groups. This is also another strength that West Java Province has.

The weakness in this province is that tourism is not the priority for development. The development in this province is not directly meant for tourism. The government also has the lack of financial and good human resources to build adequate infrastructure (both basic infrastructure or tourism infrastructure, soft infrastructure and hard infrastructure) for the development of tourism.

There are two kinds of tourists that came to West Java Province. The first tourist groups are the domestic tourists. 'Domestic tourists' are the tourists that come to West Java Province from other regions in Indonesia, or from West Java itself to enjoy their leisure time. From the regression analysis, the variables that influence the number of tourists in West Java are the total number of beds, worker index, and transportation coverage. The assumption that comes out from this analysis is that the domestic tourists prefer to have a comfortable vacation. They prefer to spend their holiday in the hotel. Worker index and transportation coverage also have a correlation with the number of domestic tourists. The assumption that comes from this analysis is that the domestic tourists are also concerned with the comfort of the destination region. They try to find something easy for them, such as a nice place to stay, to be served, and accessibility. Tourism attraction has small correlation with the number of domestic tourists. It shows that domestic tourists have little interest in tourist destinations.

The second kind of tourists is the international tourists. 'International tourists' are the tourists that come to West Java Province whose nationalities are those other than Indonesian. The variable that has a correlation with the number of international tourists is the tourist destination. For this dependent variable (international tourists), the only variable that has a correlation is tourist destinations. This result generates the assumption that the reason international

tourists visit West Java is because of its tourist destinations. They are interested in the core attraction provided in West Java Province. These tourists come from the specific interest groups that enjoy the uniqueness that West Java Province provides. The main interesting attractions come from the landscape that consists of mountains and valleys; and they also come from the cultural attractions. Most of international tourists are interested in experiencing things different from those in their origin region.

Chapter 4.

PROMOTIONAL STRATEGY IN THE NETHERLANDS

4.1. GENERAL DESCRIPTION OF GRONINGEN PROVINCE

Groningen Province is located in the northern part of The Netherlands. Groningen Province is next to Friesland and Drehte Province (the Netherlands) and also the western part of Germany. Economically, the location of Groningen is not strategic because the centre of economic activities is located in the middle of the Netherlands, quite a distance from the Groningen Province.

Figure 4. 1 Map of the Netherlands

For tourism, this province has several commodities to attract tourists. The landscape and the historic monuments are among of the strengths as the pulling factor. The number of tourists that comes to Groningen Province in 2004 was 2,393,000. The table below shows the number of visitors from 2001-2004.

Table 4.1
Number of Visitors in Groningen Province

Year	No. of Tourism (in thousand)
2001	2325
2002	2352
2003	2343
2004	2393

Source: de Haas, M. and Huig, P. H., 2005.

The table below shows the historical landmarks in Groningen. Groningen Province has the historic buildings and landmarks.

Table 4.2
Historical Mark in Groningen Province

Year	History
As from 500 BC. Terps	Elevation of towns and villages by inhabitants of the coast in land without sea barriers. The terp land flourished most in the year 0.
800	The construction of the first Martini tower and church. The church was maid of wood.
1040	The name Cruoninga was used for the first time.
1192	Foundation of the Aduard monastery: from 1200, the Aduard monks diked in the Middag polder from their Aduarderwoorwerk and Fransummervoorwerk monastery farm. Well-known scholars. Including Wessel Gansfort, Rudolf Agricola, and Alexander Hegius, studied at the monastery.
1465	The Ter Apel monastery is located in the remaining part of a late-mediarval monastery dating from 1465. The original residents and builders were the Brothers of the Holy Cross from the Order of the Holy Cross.
1568	The battle of Heiligerlee on 23 May is generally considered as the start of the Eighty Years' War.
1580	In 1580, price William of Orange ordered the construction of a bulwark including five bastions on the sand ridge in the marshland on the German border.
1614	The foundation of a "Hooghe Schoole oftte Academie": the University of Groningen.
1642	Abel Tasman from Lutjegast discovered Tasmania and New Zealand.
1672	The relief of Groningen: Despite managing to penetrate to the city walls, Bernhard can Galen, also known as "Bommen Berend" (bombing Berend), was forced to fall back on 28 August, after a fruitless siege.
1874	The Fortification Act was cancelled, after which the city grew explosively.
1918	Foundation of the De Ploeg artists' collective; members frequently set out to capture the picturesque location in the Reitdiep area.
1969	Closing of the Lauweszee and the development of the Lauwersmeer. This lake has now developed into the third most beautiful spot in the Netherlands.
1994	Construction of the (new) Groningen Museum
2006	De Blauwe Stad (blue city): a tranquil and spacious city in the Oldambt area, with a new lake, new residential areas, and a vast scenic area.

Source: VVV Guide, 2006.

4.2. METHODOLOGY

To make an in-depth analysis of the promotional strategy in Groningen Province, this study uses a qualitative research method by conducting interviews to the organizations dealt with marketing activities. In choosing the respondents, non random technique was the methodology used. Those respondents interviewed are:

- Arjan Westerlink (Province Groningen)
- Prof. dr. P.H. Pellenbarg (RuG)
- Josee Selbach (Groningen Museum)
- Annemieke Wodring (Marketing Groningen)
- Dirk Nijdam (Marketing Groningen)

The methodology of the interviews is by means of open ended questions. The interviews took around one hour and the correspondents could explain everything related to tourism and marketing activities in Groningen Province.

4.3. PROMOTIONAL STRATEGY IN GRONINGEN TOURISM MARKETING

In improving the condition of level, the province of Groningen has several organizations to make Groningen more attractive and to promote it.   Those organizations are the Province Groningen, the Marketing Groningen, the City Club and the researcher from Rijk Universiteit Groningen.   These four parties have their own responsibilities in developing the tourism in Groningen.   The Province Groningen has the responsibility as the governance body.   The Marketing Groningen has the responsibility as the marketing purposes and the public relation to announce the landmark and events held in the province.   The City Club is an organization like an event organizer for the Groningen City to make this city more attractive.   Some of the events are Bloemen Markt (Flower Market), Konningensdag (the celebration of Queen's Day), etc.   The city club also arranges the theme of the city centre for example the decoration for Christmas, summer, and China theme to make the city more attractive.   The researcher is a

small organization consisting of some experts to search the condition of tourism and the trend of marketing in Groningen Province.

Other than those organizations, there are also some organizations that contribute the development of tourism. These organizations are the entrepreneurs in Groningen, for examples Groningen Museum and the hotels in the Groningen Province. This organization also has similar purpose to other organizations mentioned above.

4.3.1. INTERVIEW WITH ARJAN WESTERLINK (ECONOMY AND TOURISM DEPARTMENT, PROVINCE GRONINGEN)

The governance in the Netherlands consists of three tiers. They are the national tier, the provincial tier, and local tier. Each tier has their responsibility and the system is not hierarchy power distribution. The province has several responsibilities. Some of them are to take care of water and water level, to organize the natural environment (forests), to protect Groningen landscape for nature. To describe the role of Province Groningen, the interview was conducted with one of the representative of Province Groningen, Mr. Arjan Westerlink. He is an officer in Groningen Province in the Economy and Tourism Department. He explains the history and the provincial role of tourism development in tourism, particularly in Groningen Province.

In the terms of tourism activities, since the past 35 years, the province of Groningen has seen the importance of promoting tourism activities, and gives the subsidies to this sector. The province is coordinating with the tourism bureau (VVV: Vereniging voor Vreemdelingen Verkeer) to improve and promote tourism activities. The province of Groningen collaborates with two other provinces, Friesland and Drenthe Province located in the North of the Netherlands. This collaboration led to the establishment of an organization called North Netherlands Bureau of Tourism (NNBT). This organization only worked for around 25 years and in 2003 this organization was dissolved because of management failures. In this collaboration, the province played the roles as the subsidizer and the monitoring board.

After the NNBT was dissolved, the province set up an independent organization to promote Groningen Province called Marketing Groningen. At first this organization only had the function to promote Groningen City, but since 2003, this organization had the responsibility of promoting the whole province. Besides making this organization promote tourism of Groningen Province, the province also gives subsidy to improve the infrastructure of tourism in the province. There are 7 "Gs" (tourist destinations) that are subsidized to improve the infrastructure of this tourism attraction. Those attractions are:

- City

- Lauwersmeer National Park

- Peterburen Seal Village

- Bourtange the Fortress

- Groningen estate house (Borgen)

- Churches

- Terps

Besides that strategy, Groningen Province also rebuilt and restored canals. Around 30 years ago, the canals in Groningen Province was not suitable for tourism purposes. The province then renovated the canals, besides for transportation purposes, to improve the infrastructure in order to facilitate tourism. The example of tourism that uses canals as the facility is the "holiday on the boat" tourism. This is where people can travel by boat along those canals.

The province also spends an amount of money to subsidize the private old houses owners to renovate their houses and use some of the rooms for hotels/inns/bed and breakfasts. This is the heritage and cultural tourism.

4.3.2. *INTERVIEW WITH PROF. DR. P.H. PELLENBARG (GRONINGEN UNIVERSITY)*

Professor Pellenbarg is one of the experts in Economic Geography, Spatial Science, Rijk Universiteit Groningen. From the interview, Professor Pellenbarg mention about the measurement of image of Groningen. The image of the city is an important element for marketing.

The concern in image of the Groningen city emerged around 1988 due to economic situation. Actions were held in this city, the Groningen Campaign and the city measurement. The campaign was not only for tourism sector, but also for other purposes, which were to attract firms and migrants. The slogan that was used is "Er Gaat Niets Boven Groningen" that means that nothing is above Groningen or Groningen is in the top of Holland.

In the second half of the 1980s, the campaign expanded from Groningen City scope to the Groningen Province scope. Every two years, the representative (the entrepreneurs and the government) formed a managing company to measure the effect of the campaign.

In his paper[8], Prof. Pellenbarg mentions six criteria to measure the image of the city. The measurement consists of two perspectives, the existing image from the entrepreneurs and from the general public. Those criteria are:

1. It is easy to find a job there.
2. It is easy to make contacts with people there.
3. It offers facilities for active recreation.
4. It offers many educational facilities.
5. It is a beautiful province.
6. It offers a lot of cultural facilities.

The graphic below shows the trend of image of Groningen Province based on 600 respondents around the Netherlands.


[8] Pellenbarg, and Meester (2005)

Figure 4.2
Image Growth of Groningen Province
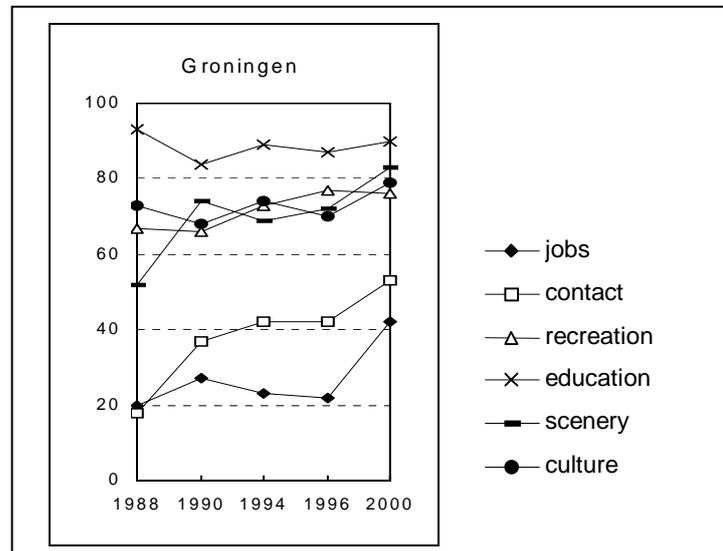
Source: Pellenbarg, and Meester (2005)

The most influencing promotional media in improving the image is by television, followed by flyers, advertising in magazine, and website.

Starting from the 1990s, tourism slightly became an important subject. The representative now includes the entrepreneurs and all the parties from tourism sector. In 2004/2005 the tourism sector became the main issues. Marketing Groningen is the responsibility of all the promotional activities for developing tourism.

The marketing strategies in this agency are to give information which is not first the ordinary information. This strategy tries not to tell the people what they already know. This marketing tries to surprise people by telling them what they are not expecting to get informed with. For example, the Groningen is well known for the Martini Tower. In the campaign, the promotion is not telling them about the well known Martini Tower, but telling them something that they have not known yet. Another strategy is to attract specific main market targets. The strategy here is not for mass tourism, but for a specific part. For example, because Groningen City is a quiet environment, the market segment visiting Groningen is the Grey Population, that has above 60 age range. This segment market becomes

the target market for the marketing purpose. The strategy to attract this market target is by adding a flyer or put an advertisement in the magazine read by them.

4.3.3. INTERVIEW WITH JOSEE SELBACH (GRONINGEN MUSEUM)

Groningen Museum is one of the most attractive tourist destinations, located in the City of Groningen. The interview was held with Josee Selbach, the marketing and public relation officer of the Department of Groningen Museum. She describes how the marketing is done in the museum to attract tourists. Because of the un-strategic location, the Groningen Museum tries to give the best product with good quality to the visitors in order to make them come again to this museum after their first arrival.

"In 1987, the point of departure for the new Museum was the nature and character of the various collections that constitute their Groningen Museum: Archaeology and History of Groningen; Applied Art, with the collection of Chinese and Japanese porcelain as an important sub collection; Traditional Painting (from approx. 1500 until the present)"[9]. This shows that the Groningen Museum is concerned not only in one specific field, but three kinds of field. Every year, the number of visitors that come to this museum is around 200,000 people.

There are three big exhibitions held in the Groningen Museum each year besides some small ones. One of the examples of the big exhibition that in this museum is the Mark Quinn's art and sculpture (from 29th of April 2006 until 27th of August 2006). There is also another big exhibition that is held in this museum. The exhibition is "Jan Jordens and Tijdgenoten: Lyrisch Abtracte Kunst 1948-1962", the abstract paintings (from 19th of February 2006 until 18th of September 2006).

For the big exhibition, the museum does the press release to every kind of media one year in advance to announce this exhibition through the news. Groningen Museum gives images (pictures and illustration) for the publication. Three months later there will be another press release for the second step, and 3

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[9] Source: The Groningen Museum Brochures, 2002.

months later, the public relation officer from the museum contacts the newspaper to get the reaction from the people about the exhibition. One month in advance, the museum spread the flyers, leaflets, and posters in three languages around the Netherlands and the West of Germany. In spreading the flyers and the leaflets, the Groningen Museum is cooperating with the Marketing Groningen.

The target market for this museum is unique. There are several target markets based on the interest groups, one for each field. Every exhibition marketing strategy in the specific field has to be adjusted with the target group to make a different approach with another specific group. For example, if there is an exhibition in archaeology, there will be an approach to the students in the archaeology department and to give them a coupon to enter the museum.

4.3.4. *Interview with Annemieke Wodring (Marketing Groningen)*

Marketing Groningen is an organization that promotes the Groningen Province in order to attract tourists. The representative from this organization to be the respondent is Annemieke Woldring. She has the responsibility in developing the website of marketing Groningen as one of the media in promoting Groningen Province. The Marketing Groningen at first only tries to promote Groningen City as the Municipality of Groningen Province. The population of this city consist of the people below 40 years old, because there are a lot of students that studies in the RuG and Hanze School, and that is the reason why this city is called a young city.

The existing visitors coming to Groningen are the people come from Holland and West of Germany (Bremen and Essen City). This condition can be seen on the weekends in Groningen Province, where there are lots of Germans shopping in Groningen Province, particularly in the city. The main purpose to attract tourists is to make them stay at least one night and do some shopping in Groningen. From this activity, the economic gain of Groningen will increase from the expenditure by the tourists. The marketing in Groningen Province nowadays tries to attract migrants from the wider geographical scope, like Scandinavia, the rest of Germany, and others.

The campaign is not only using media like TVs, radios, magazines, and internet, but also to make the familiarization tours, for example the yearly campaign in Utrecht in some bazaar in a stand to give information about Groningen Tourism activities. Those activities are included in the 7Gs. The first image of the people in the Netherlands is only about the Martini Tower and the museum. But by this strategy, the marketing Groningen tries to introduce something different. The focal point is not only those two attractions, but also other than that.

The image of this province is monitored by this organization. This research is held every year by a specific bureau by surveying the people's perspective about Groningen Province.

4.3.5. *Interview with Dirk Nijdam (Director of Marketing Groningen)*

Dirk Nijdam is the director of the Marketing Groningen. He has the responsibility to make the strategy in promoting Groningen. This organization differentiates the marketing strategy for the Groningen City and the Groningen Province. At the present, the marketing strategy is only to attract tourists. But he wishes that in the future the strategy is not for tourism purposes only, but also for marketing the city.

The main thing that is important for marketing is to offer scarcity of the place in attracting tourists to make curiosity in the customers' mind that makes the push factor from them to come to the region being offered. Increasing image only cannot guarantee an additional number of tourists. Marketing should be able to build the reason why they have to come.

The emphasis of marketing the Groningen Province is not only to introduce the 7G, but also to offer the special date, for example the special architecture week in specific old buildings. The important thing is to focus on specific target group, build loyalty, and try to make a long term effect. This long term effect will not be achieve by simple and generic solution such as giving the discount price, but it needs a lot more complex strategy.

If we see the characteristic of Groningen Province, the target group having the interest to come to Groningen Province are those people who are interested in historicall background. This is because of the number of the historic inheritances. Groningen Province is not suitable for young people who are interested in parties and night life. The Groningen City is more suitable for young people, but in the rest of the area the historic value is more significant.

The strength of Groningen Province is the beautiful landscape with unspoiled inheritance. This kind of strength should be promoted by the Groningen Province to attract specific target groups. But there are lots of weaknesses of Groningen Province. The location factor is the most significant barrier for marketing. Because of the distance, almost everything (like events) that happened in Groningen Province failed to get attention by the press and media. The second weakness is the lack of entrepreneurs that try to sell the city. These entrepreneurs can build tourism infrastructure such as hotels, bars, restaurants, etc. The lack of infrastructure is also a barrier in attracting tourists. Another barrier is the poor image of Groningen Province. Some people already have a specific mind set of Groningen such as the unfriendly inhabitants, cold place, distant locations, etc. People are becoming less interested to visit Groningen.

In promoting Groningen Province, the main partner for Marketing Groningen is the Groningen Museum. The Groningen Museum is able to shape good image because of the modern architecture of the building. Before the Marketing Groningen was established, Groningen Province is the second worst in the tourism development list. Right now the Groningen Province is climbing up to the third worst in the Netherlands. The other partner is the Groningen City Club which organizes events in the city centre. From these events, the Marketing Groningen will do the promotion.

4.4. CONCLUSION

There are some significant remarks about how marketing in Groningen is done. The marketing in this city is done in a comprehensive and structured way.

There are some organizations with different responsibilities. There is coordination among these organizations to achieve the same goal.

In marketing the province or the attractions, each marketing department tries to identify their market in order to determine what strategy should be used to attract that market or the potential customers. They try to meet the customers' expectation with the product they offered. They are not just trying to attract tourists as many as possible, but also to give the best product to maintain the tourists to be loyal customers. In the Marketing Groningen, they identified the visitors that come to Groningen. Most visitors come from the specific target group with the same interest. Most of them are interested in historic buildings. They see the buildings not only because of the beauty of the building, but also from the historical point of view. That is why in the brochures and the leaflets, they provide some historical background for each heritage site.

Beside that visitor from that interest group, there are also other visitors that come to Groningen Province specially to shop. Most of them are the people from the North Netherlands and the West Germany. They spend weekends in the city and do some shopping there, especially in the Kop Zondag (where the stores in the city centre open every first Sunday every month) and when there are special events, like Bloomemarkt (annual flower market) or Konningensdag (Queen's Birthday Celebration).

The purpose of marketing is not the short term tourist arrival but for the long-term one. It means that the tourists visiting Groningen want to go back for another vacation. That is why the image of Groningen Province has to be restored first to achieve the good impression and the attractiveness of the area. Image is an important aspect in attracting tourists.

After the image has been restored, the customers have to have the reason why they should come to the offered area. Groningen for the instance has an image of historic area with heritage, and this place is also a good place for the visitors to spend the weekend. There are a lot of nice sight seeing spots, good accommodations, visitor friendly where the information system of public transport is good.

Every area has their strengths and weaknesses. The development of the area should be able to maximize the strengths in developing the tourism. Besides that, the region should be able to turn the weakness into the strength. For example, the location of Groningen is the weakness point. However, through advertisement, this location can be used in promoting the area to be a strength aspect. They turn the 'distance location' to be 'a place away from the routines'. This makes the consumers reconsider to visit Groningen because this place offers the environment away from their routines.

Chapter 5.

CONCLUSIONS AND RECOMMENDATIONS

5.1. CONCLUSIONS

As mentioned in the chapter 1, the goal of this study is to find the strategy in improving the tourism condition in West Java Province. In order to improve the tourism condition, there are several research questions that should be answered in order to reach that goal.

The first question is regarding the factors that Indonesia has which influence tourism. From chapter 2, literature study, those factors are clustered in four groups; core resources and attractors, supporting factors and resources, destination management, and qualifying determinants. Those factors are derived from the Tourism Destination Competitiveness (TDC) factor that determines the ability of the region in competing with each other. From these factors, the tourism condition in West Java is explained through several variables; core attractions, accommodation, worker index, transportation facility, Gross Domestic Regional Product, and population number.

From those variables, the factors that Indonesia which that influence the number of tourists are explained. This is answering the second question from this study, 'How do those factors influence tourism?' In chapter 3, the tourism conditions are explained. West Java has many tourism destinations that support tourism activities. West Java has good ancient history, interesting cultural attractions, unique man made attractions, fun recreation activities, and a beautiful scenery. These destinations should be managed well to make it more interesting in order to increase the number of tourists. Besides the core attractions, West Java also has hotels, workers, and the transportation facilities to accommodate the tourists that come to West Java. Besides the factors that are directly related to tourism, other factors also explained in this study. Those factors are related the general condition in West Java.

From the statistical analysis in chapter 3, there are two variables that influence the number of tourists. For international tourists, the variable that has the correlation with the number of tourists is the core attractions. This result generates the assumption that the reason why international tourists visit West Java is because of its tourist destinations. They are interested in the core attractions provided in West Java Province. These tourists come from the specific interest groups that enjoy the uniqueness that West Java Province provides. The main interesting attractions come from the landscape which consists of mountains and valleys; and also the cultural attractions. Most of international tourists are interested in experiencing the things that are different from those in their region. For the domestic tourists, the variable that has the correlation with the number of tourists is the number of beds. There are two other variables that influence the number of domestic tourists; worker index, and transportation coverage, but they only have a small correlation. The assumption that coming out from this analysis is that the domestic tourists prefer to have a comfortable vacation. Worker index and transportation coverage also have a correlation with the number of domestic tourists. The assumption coming out from this analysis is that the domestic tourists also concerned with the comfort of the destination region.

The third question of this research is 'how is the developed country promoting their tourism?'. The answer to this question is mentioned in chapter 4 by interviewing the actors in Groningen Province regarding their responsibilities in marketing activities to promote the tourism in Groningen Province. The respondents are: Arjan Westerlink (Economy and Tourism Department, Province Groningen), Prof. dr. P. H. Pellenbarg (Groningen University), Josee Selbach (Groningen Museum), Annemieke Wodring (Marketing Groningen) and Dirk Nijdam (Director of Marketing Groningen). From the interviews, the main conclusion is that the marketing in this city is done in a comprehensive and structured way. There are organizations with different functions that coordinated with each other with the same purposes. They try to meet the criteria and the expectations of the visitors, from different interest groups. They do not just try to attract tourists as many as possible, but also to give the best products to maintain

the tourists to be the loyal customers. Those organizations understand the importance of image in promotion activities. That is why those organizations try to improve the image of Groningen. After the image is restored, the customers have to have the reason why they should come to the offered area.

The last question, the fourth question is asking how to improve the condition of Indonesian tourism and how to promote it by adopting the Netherlands experience. This question will be answered in the recommendation sub chapter below.

5.2. RECOMMENDATIONS

From *chapter 3* we can see the strengths and weaknesses of tourism in West Java Province and also what kind of factors that influence the number of tourists. From chapter 4, we can see how the marketing activities are done in Groningen Province.

West Java has many potential tourist destinations. Many of them have not been well managed. Tourist destinations (the number of attractions which can influence the tourist to visit an area) have a strong relationship with the number of international tourists. The government should give extra efforts in improving the condition of tourist destinations in order to develop tourism activities in this area. These efforts can be direct or indirect strategies. The direct strategies are applied by managing the tourism and build the infrastructure around the potential tourism attractions. The managing of the tourism can add the attractions to the area, for example, to make the exhibition with specific theme, for example a cultural show. Another example of the direct strategy is to improve the condition of the attractions. From the experience in the Groningen Province, the historic buildings or archaeological remains should be treated in the proper way. Martini Tower is one of the historic buildings, which is promoted in a good way, so that it can be used as the image of Groningen City. The tourism infrastructure around Martini Tower is supporting that tourism attractions, for example the brochures that explain the history of Martini Tower are provided for tourists. This strategy can be adopted in West Java Province to provide good services for tourists.

The indirect strategy is by giving incentive or subsidies or even making a specific regulation that makes the entrepreneurs want to build that tourism destination. This incentive can be given to the entrepreneurs that want to build accommodation or shop that give additional value for tourism. This strategy is also applied in Groningen Province. The province gives subsidies for those people who have unique houses (terps) and turn some of the rooms for guest rooms so that the visitors can enjoy the experience in living in the specific surrounding. The quality of political and law institutions should be improved in order to attract investors. Nowadays, the political condition in Indonesia and the system of law do not give preferable security for the investors in Indonesia. If the government can gives such security for investment, the investors will not hesitate to spend their capital to invest in Indonesia.

From chapter 4 we can adopt the marketing activities in Groningen Province. West Java can adopt the institutional system and organization from the experience in Groningen Province. The marketing system should also be the lesson learned for the marketing activities in West Java. Besides the advertisement through the internet, TV, radio, magazines, and brochures, West Java should also recognize the visitors, what interest groups that come to West Java and how to meet their expectations. West Java should also improve the image of West Java and give the reasons for people to come to West Java.

According to the World Economic, the criteria of competitiveness assessment are based on eight criteria[10]. Those criteria are:

1. Economy openness to the international monetary and trading

2. The role of government's budget and regulation

3. Development of financial market

4. The quality of infrastructure

5. The quality of technology

6. The quality of business management

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[10] http://www.indonesia.nl/articles.php?rank=32&art_cat_id=43&status=archive

7. Flexibility of labour market

8. The quality of law and politic institution.

With these criteria, this research explains the quality of infrastructure in tourism activity. In the recommendation part, the role of the government's budget and regulation; the quality of law and political institutions are also mentioned as the priority in improving the quality of tourism in West Java.

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APPENDICES

Appendix 3.1

Tourist Destinations in West Java Province

No.	Tourist Destination	Region	Notes
1	Kebun Raya Bogor	Bogor	Flower garden
2	Tangkuban Perahu	Bandung	Cauldron, sight seeing
3	Taman Safari	Bogor	Zoo
4	Jatiluhur Purwakarta	Purwakarta	Lake
5	Kampung Naga		Traditional Village
6	Pantai Pangandaran	Ciamis	Beach
7	Situ Cangkuang Garut	Garut	Temple, Traditional Housing
8	Ciater Subang	Subang	Hot spring
9	Cukang Taneuh Ciamis	Ciamis	Sight Seeing
10	Cipanas Garut	Garut	Hot spring
11	Kraton Kesepuhan Cirebon	Cirebon	Palace
12	Citumang Ciamis	Ciamis	Beach
13	Saung Udjo Bandung	Bandung Mun.	Traditional instrument
14	Kawah Papandayan	Bandung	Cauldron
15	Batu Karas Ciamis	Ciamis	Beach, Surfing
16	Situ Patenggang	Bandung	Lake, Sightseeing
17	Maribaya	Bandung	Hot Spring, Sight Seeing
18	THR Juanda	Bandung	Forrest, fort
19	Karang Bolong		Beach
20	Kraton Kacirebonan	Cirebon	Palace
21	Ranca Walini		Hot Spring
22	Makam Sunan Gunung Djati	Cirebon	Historical Grave
23	Makam Trusmi	Cirebon	Historical Grave
24	Pamijahan	Tasikmalaya	
25	Makam Dalem Cikundul	Cianjur	Historical Grave
26	Makam Ny. Mas Gandasar	Cirebon	Historical Grave

Appendix 3.2

Regression (Dependent Variable: Domestic Tourist)

Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	Total Beds, Transportation Coverage, Worker Index(a)	.	Enter
2	.	Transportation Coverage	Backward (criterion: Probability of F-to-remove >= .100).
3	.	Worker Index	Backward (criterion: Probability of F-to-remove >= .100).

a All requested variables entered.
b Dependent Variable: Domestic Tourist

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.459(a)	.211	.072	4.871
2	.459(b)	.211	.123	4.734
3	.399(c)	.159	.115	4.757

a Predictors: (Constant), Total Beds, Transportation Coverage, Worker Index
b Predictors: (Constant), Total Beds, Worker Index
c Predictors: (Constant), Total Beds

ANOVA(d)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	107.839	3	35.946	1.515	.247(a)
	Residual	403.307	17	23.724		
	Total	511.147	20			
2	Regression	107.769	2	53.885	2.405	.119(b)
	Residual	403.377	18	22.410		
	Total	511.147	20			
3	Regression	81.242	1	81.242	3.591	.073(c)
	Residual	429.904	19	22.627		
	Total	511.147	20			

a Predictors: (Constant), Total Beds, Transportation Coverage, Worker Index
b Predictors: (Constant), Total Beds, Worker Index
c Predictors: (Constant), Total Beds
d Dependent Variable: Domestic Tourist

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	6.815	4.189		1.627	.122			
	Worker Index	-.086	.104	-.244	-.825	.421	-.137	-.196	-.178
	Transportation Coverage	.013	.234	.016	.054	.957	-.126	.013	.012
	Total Beds	.393	.194	.450	2.023	.059	.399	.441	.436
2	(Constant)	6.706	3.572		1.877	.077			
	Worker Index	-.082	.076	-.233	-1.088	.291	-.137	-.248	-.228
	Total Beds	.391	.187	.449	2.093	.051	.399	.442	.438
3	(Constant)	3.107	1.356		2.291	.034			
	Total Beds	.347	.183	.399	1.895	.073	.399	.399	.399

a Dependent Variable: Domestic Tourist

Excluded Variables(c)

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance
2	Transportation Coverage	.016(a)	.054	.957	.013	.556
3	Transportation Coverage	-.143(b)	-.669	.512	-.156	.998
	Worker Index	-.233(b)	-1.088	.291	-.248	.954

a Predictors in the Model: (Constant), Total Beds, Worker Index
b Predictors in the Model: (Constant), Total Beds
c Dependent Variable: Domestic Tourist

Appendix 3.3

Regression (Dependent Variable: International Tourist)

Variables Entered/Removed(a)

Model	Variables Entered	Variables Removed	Method
1	Tourist Destination	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

a Dependent Variable: International Tourist

Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.465(a)	.217	.175	5.8370

a Predictors: (Constant), Tourist Destination
b Dependent Variable: International Tourist

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	179.043	1	179.043	5.255	.033(a)
	Residual	647.345	19	34.071		
	Total	826.387	20			

a Predictors: (Constant), Tourist Destination
b Dependent Variable: International Tourist

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	1.407	1.940		.725	.477			
	Tourist Destination	.166	.072	.465	2.292	.033	.465	.465	.465

a Dependent Variable: International Tourist

Excluded Variables (b)

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance
1	Worker Index	-.116(a)	-.555	.585	-.130	.981
	Transportation Coverage	-.048(a)	-.231	.820	-.054	.994

a Predictors in the Model: (Constant), Tourist Destination
b Dependent Variable: International Tourist

Casewise Diagnostics(a)

Case Number	Std. Residual	International Tourist
8	3.353	24

a Dependent Variable: International Tourist

Residuals Statistics(a)

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.572	14.836	4.762	2.9920	21
Residual	-6.6519	19.5718	.0000	5.6892	21
Std. Predicted Value	-1.066	3.367	.000	1.000	21
Std. Residual	-1.140	3.353	.000	.975	21

a Dependent Variable: International Tourist