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## **Original Research Article**

### **Community based Sustainable tourism development A case study in Padang Panjang Regency West Sumatra, Indonesia**

#### **ABSTRACT**

Geographically, Padang Panjang regency which located in a heart of Western Sumatra have great potentials for tourism industry. However, these potentials have not been strategically developed for increasing local economic development and peoples welfare.

The purpose of this research is to design the strategy of sustainable tourism area development using Strategic Assumption Surfacing and Testing (SAST) and Analytical Hierarchy Process (AHP).

Result study showed, there are four aspects which importance and certainly for developing tourism area destination in Padang Panjang Regency ; (1) tourist information center and promotion, (2) regional cooperation development; (3) minangese center as a center of excellence; and (4) building the center of public market. The most suitable strategy in developing tourism sector is integration whith other sector, and the development of tourism packages to around.

Keywords: Sustainable tourism, Minangese, Community based, SOSM, SSM

#### **1. INTRODUCTION**

Tourisme industry is the third largest that contribute to the gross national income in Indonesia, and is expected to continue due to the increasing of public welfare. Along with the government's efforts to improve the welfare of the community, each regency is expected to have a base of economic development to increase public welfare which suitable with potential resources owned. As the region located in the heart of western Sumatra, Padang Panjang Regency very potential to be a tourist destination. It is a place for the international event, Tour de singkarak, which very popular event in the world after Paris-Dakkar tour.

This region can also serve as a connector for its surrounding tourism areas, such as Kota Gadang, Japanese Caves in Bukittinggi, Lake Singkarak, and Lake Maninjau . And it aslo have *minangese culture center* and *thawalib education center*, one of the oldest religion education system in Indonesia. Both became the most popular cultural attractions in Kota Pandang Panjang (Kholil, L.Susanti and Soecahyadi, 2015). The main problem faced by local government is how to develop

This study aim to select the most suitable strategy in developing community based tourism development to increase public welfare in accordance with riel condition.

## 39 2. LITERATUR REVIEW

40 Geographically, the City of Padang Panjang is located strategically on Trans-Sumatra  
41 highway which is itself an excellent potential for the development of tourism industry. This  
42 region can also serve as a connector for its surrounding tourism areas, such as Kota Gadang,  
43 Japanese Caves in Bukittinggi, Lake Singkarak, and Lake Maninjau. However, the main  
44 problem to day is how to exploit potential resources as a driving force for the development of  
45 regional economy and competitiveness. This study aims to serve as basis for developing  
46 regional tourism industry based on leading local resources by applying Soft System  
47 Methodology (SSM) which combining both deductive and inductive processes.

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49 From the perspective of regional economy, core competence is the ability of a region to build  
50 infrastructure, both physical and non-physical, in order to attract both national and foreign  
51 investors (Riana,K.E., 2007). Various terms have been used by many scholars refer to core  
52 competence, such as resources, strengths, skills, capabilities, organizational knowledge,  
53 distinctive competence, and intangible assets (Markides, C.C., and Williamson,P.J. 1994).  
54 Resources and capabilities will contribute to high level of competitiveness if they have these  
55 three characteristics: (1) valuable, (2) rare, and (3) hard to imitate (Barney. 1991 ). Regional  
56 competitiveness is an ability to increase its bargaining position in an effort to achieve the best  
57 possible outcome, Daryanto, A. and Hafizrianda, Y,(2010); and Hitt, Ireand and Hoskisson  
58 (2007). While Markides, C.C., and Williamson,P.J. (1994), and Rustiadi, E., Saefulhakim  
59 S. dan Panuju D.R. (2009) stated that regional development strategy includes spatial and  
60 sectoral approaches. Sectoral approach focusing on economic productivity, and the spatial  
61 approach is associated with the use of space for the benefit of the economy.

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63 There are three parameters to identify a core competence, which are (1) its ability to provide  
64 potential access to various markets; (2) its ability to make a meaningful contribution for  
65 customers; and (3) its ability to prevent imitation by competitors (Prahalad,C.K. and  
66 Hamel,G. 1990) or pool of experience (Markides, C.C., and Williamson,P.J. 1994).  
67 Competitiveness can also be developed by 4 criteria: (1) rare capabilities, which are the  
68 abilities not possessed by competitors at present or in the future; (2) imperfect imitable  
69 capabilities, which are the abilities to produce goods or provide services which cannot be  
70 easily imitated by competitors; and (3) non-substitutable capabilities which cannot be easily  
71 replaced by other capabilities; and (4) valuable capabilities, which enable the organization to  
72 take the best advantage of opportunities and/or to minimize external environmental threats  
73 resulting from its operations(Riana,K.E., 2007). Generally capabilities have five  
74 characteristics as shown in figure 1 (Heather and Morgan, P. 2008).

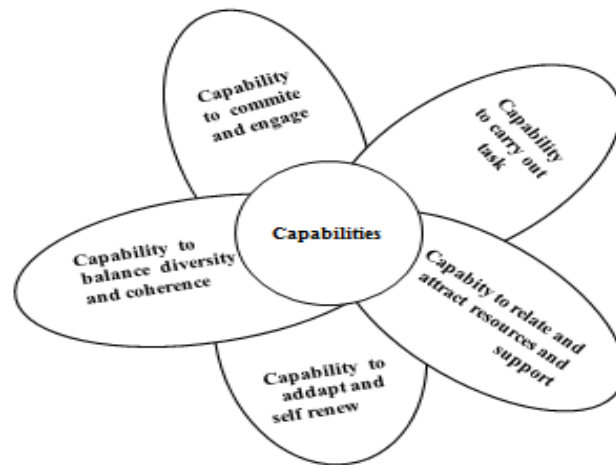


Figure 1. Five core capabilities (Heather and Morgan, 2008)

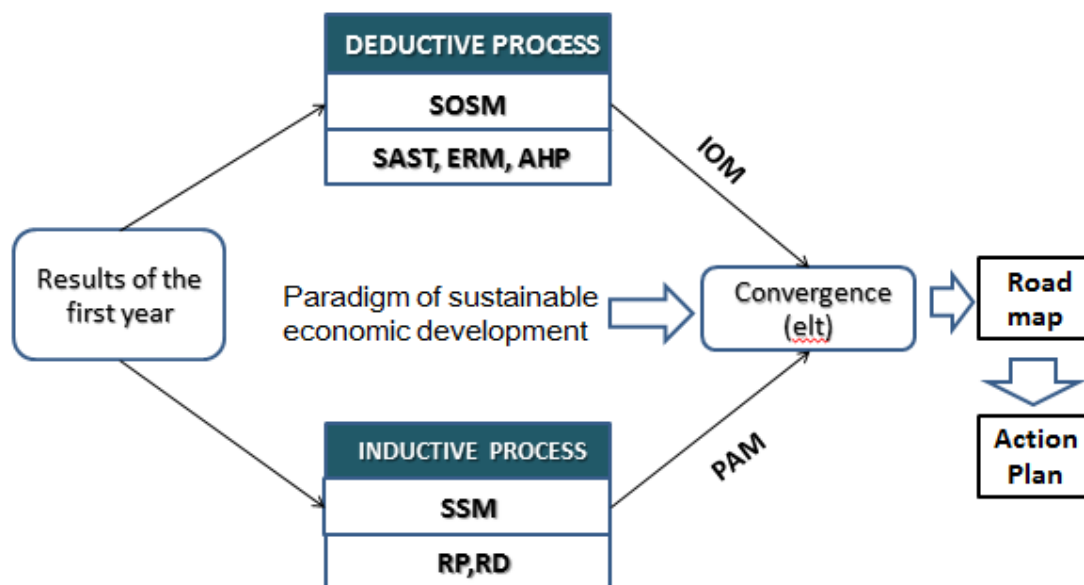
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Local communities involvement have a big role in developing sustainable tourism (Idziak, W., J. Majewski, and P. Zmyslony, 2015 ; Picard, D. 2015 ) one of the most important roles of local communities on involvement stages of tourism development is the provision of culinary and accesories, and development of cultural attraction (Butler, R. W. 1980). Minangese social culture is one of the most tourist attraction in Padang Panjang City (Kholil, L.Susanty and Soecahyadi, 2016). Minangese is a special from Padang Panjang Regency, played by the public by bringing a plate, this dance became the main show every official event. Sustainable tourism development has three key component : (1) Environmentally, has a low impact on natural resources, particularly in protected areas. (2). Socially and culturally acceptable, it does not harm the social structure or culture of the community where it is located, (3) Economically feasible, it contributes to the economic well being of the community, generating sustainable and equitable income for local communities and as many other stakeholders as possible.

92 3. Methodology

93 Method used was system approach by combining inductive and deductive process. The  
94 **inductive process** using Soft System Methodology or SSM (Checkland, 1990), While  
95 deductive process using SOSM (System of System Methodology). Generally method used  
96 as shown below.

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104 Figure 2. Method of study

- 105 SOSM : System of System Methodology                      ERM : Exponential Rank Method  
 106 SAST : Strategic Assumption surfacing and testing      AHP : Analytical Hierarchy Process  
 107 IOM : Intermediate Objective Map                              SSM : System of System  
 108 Methodology  
 109 RP : Rich Picture    RD : Root Defiition

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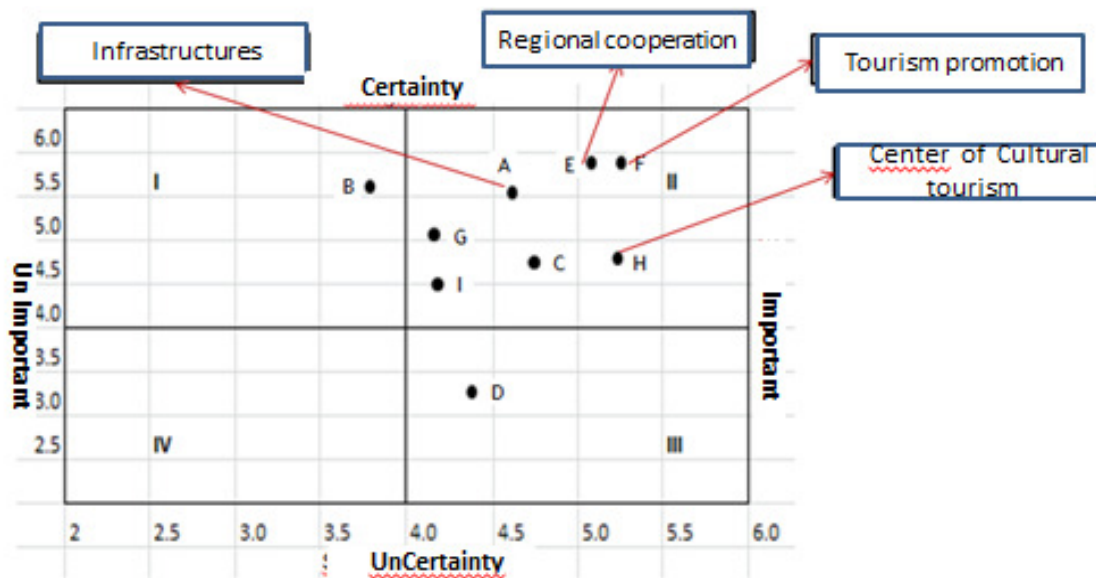
111 Sast used to identify important and certainly aspects that must be considered in developing  
 112 tourism sector, while ERM and AHP used to select the most suitable alternative in accordance  
 113 with riel condition. RP and RD used for describing interrelated between aspects ans actors.  
 114 IOM to describes claim which related to the development of tourism sector, and PAM to  
 115 identify important activities should be done. All of analysis base on experts opinion.

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117 4. RESULTS AND DISCUSSION

118 The result of inductive analysis showed that the City of Padang Panjang has a great potential  
 119 as a tourist destination in the Province of West Sumatra. One of the most promising cultural  
 120 tourism resources in Padang Panjang City is the thawalib education system which was  
 121 founded in 1930's, it is the oldest education in indonesia, which integrate both common and  
 122 islamic system. This education model has been adopted in several areas in order to create  
 123 excellent human resources with a good personality. In addition, Padang Panjang City also  
 124 houses a center for the development of Minangese culture.

125 SAST results analysis showed, there are 4 main aspects should be considered in developing  
 126 touris sector : (1) Promotion, (2) Regional cooperation, (3) center of cultural tourism and (4)  
 127 infrastructures, as shown below :



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129 Figure 3. SAST analysis results

130 Figure 3 showed that there are two important and certainty aspects to develop tourism sector  
 131 in Padang Panjang Regency; tourism promotion and building regional cooperation. It means  
 132 that despite Padang Panjang Regency has a natural beauty and unique culture, but  
 133 mostly people do not know it because of lack of promotion, so no tourists come. Of the concept  
 134 of the marketing mix Porter (2000) among the 4 Ps (product, place, price, promotion), the  
 135 three first P were nice, but the latter P was very bad, this makes the beauty and tourist  
 136 attraction become useless. Promotion strategy must be integrated with the surrounding area,  
 137 in order to become a leading tourist area in western Sumatra. Promotion should hold tour  
 138 operators and travel agencies both nationally and internationally. The next priority is regional  
 139 cooperation, tourism activities in one single area are not in single destination, but always in one  
 140 travel package with surrounding area. This indicates that the cooperation with the surrounding  
 141 area in building tourism becomes very important.

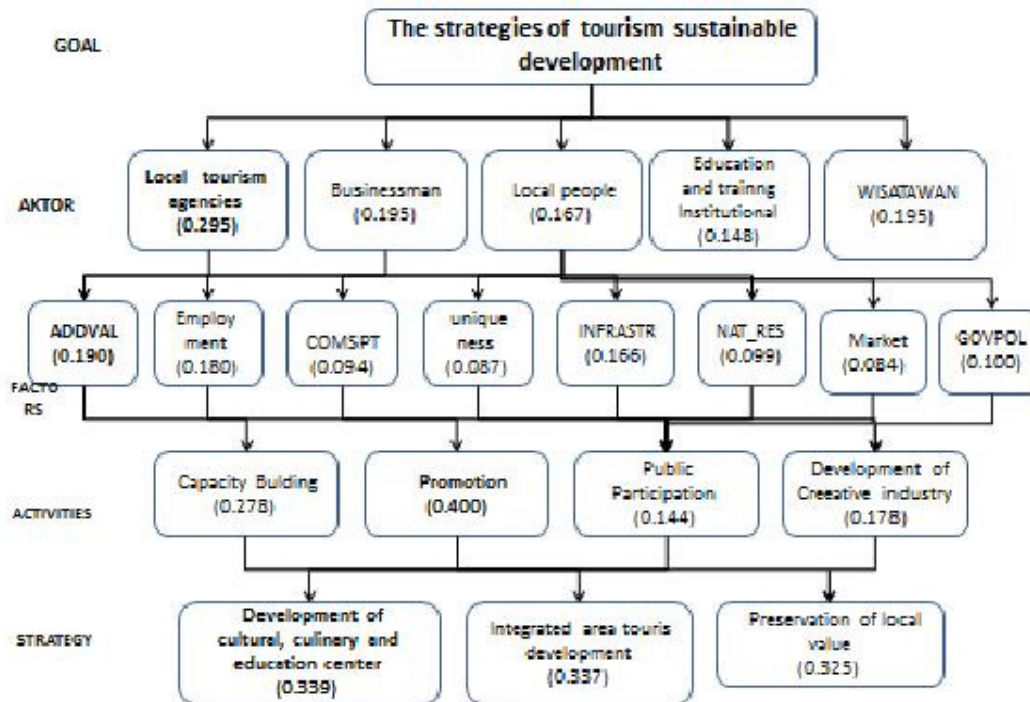
142 While AHP analysis showed that the best choice to develop cultural tourism in Padang  
 143 Panjang regency was development of culture, culinary, and education center. There are  
 144 two famous cultures in Padang Panjang: Minangese culture and "makan bajamba".  
 145 "Makan bajamba" eat together on a large plate, the food brought by the people and  
 146 then mutual exchange of food in the open field.

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148 Thawalib education is the second famous cultural tourist attraction in Padang Panjang  
 149 regency, where the education system is done by integration of religion and science.

150 The AHP analysis as shown in figure below:

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153 Figure 4. AHP analysis results

154 The most suitable strategy to develop tourism sector is development of culture, culinary and  
 155 education center (0.339), these are the type of cultural tourism (Anonymous, 2012). Thus  
 156 uniqueness of minang culture and Thawalib educational system should be maintained and  
 157 developed as a center of cultural tourism in western Sumatra.

158 ERM analysis shows that, promotion is the highest rank, followed by regional cooperation,  
 159 infrastructure development and cultural tourism center development. This results reinforce  
 160 the SAST analysis before, thus the introduction of the unique culture and natural beauty  
 161 through the promotion and inter-regional cooperation around should be a first priority for  
 162 developing tourist destination area. ERM results As shown in table below :

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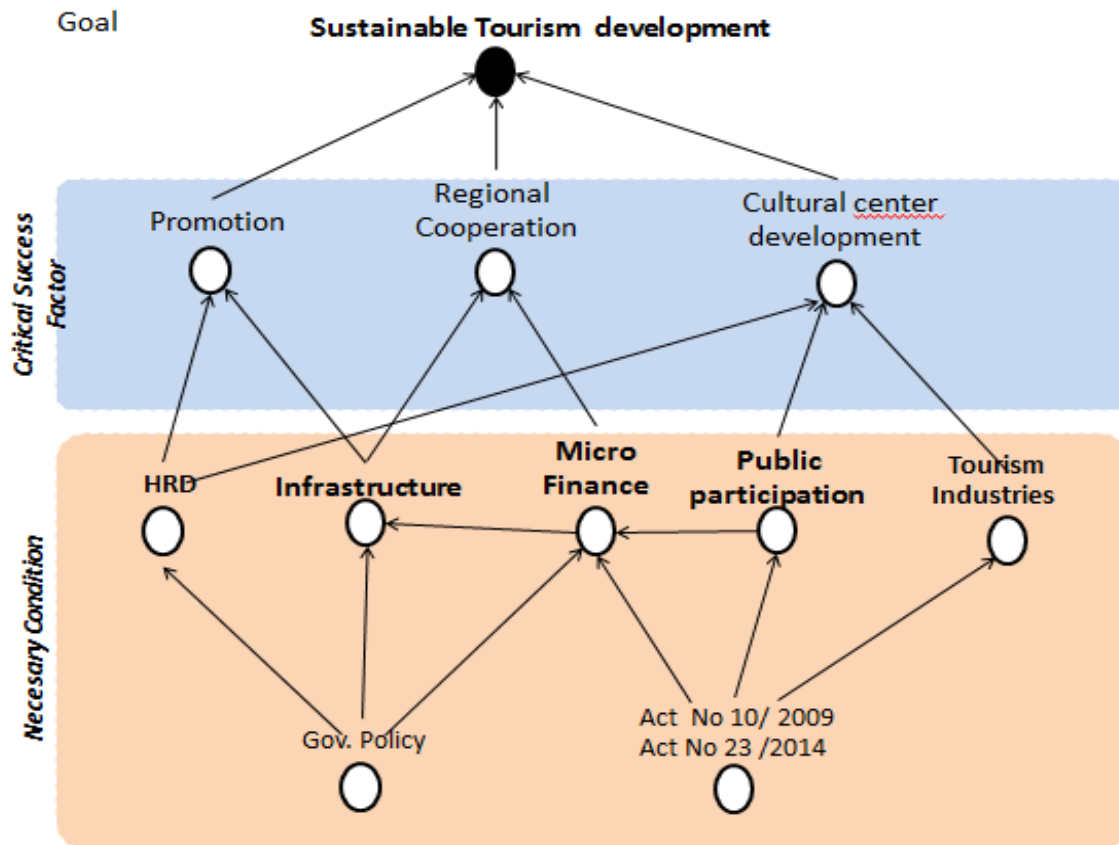
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**Table 1. Exponential Rank Method  
Tourism area development in Padang Panjang Regency**

No.	Component	Critical Level	Level of relatedness				Total Value	Rank
			Social aspect	Economics aspect	Cultural aspect	Political Aspect		
1	INFRASTRUCTURE	2.6	24.09	52.87	27.95	32.17	137.08	7
2	HRD	2.6	36.76	47.10	36.76	27.95	148.56	6
3	GOVERNMENT POLICY	1.6	9.94	12.30	9.19	17.58	49.01	9
4	PUBLIC PARTICIPATION	2.8	124.43	71.73	112.38	63.34	371.89	3
5	REGIONAL COOPERATION	2.8	42.01	80.81	80.81	48.50	252.14	4
6	PROMOSITION	3.0	110.59	110.59	110.59	64.00	395.78	1
7	THE ROLE OF TOURISM INDUSTRY	2.4	35.02	43.15	47.59	24.63	150.38	5
8	CENTER OF MINANGESE CULTURE T/CENTER OF EXELLECE	2.8	124.03	71.73	150.95	42.01	389.12	2
9	TOURISM EDUCATION CENTER	2.4	38.96	24.63	35.02	23.10	121.71	8

174 Based on previous analysis the IOM can be described as figure below :



175

176 Figur 5. IOM analysis result

177 Inductive process begins with the formulation of rich pictur, as a description of linkages  
 178 between aspects and actors in the development of tourism. The results of expert  
 179 discussion and analysis of actual conditions root defenition can be formulated as  
 180 follow :

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- 182 1. Tourist area development by involving local people, tourism businessman and  
 183 cooperation with neighboring region to increase welfare of local people.
- 184 2. Tourism sector which could be the basis of sustainable local economic  
 185 development for communities, businesses and support local revenues as a source of  
 186 local development

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188 Some of important activities for developing the tourism sector in Padang  
 189 Panjang Regency based on the previous analysis, as shown in the following PAM:  
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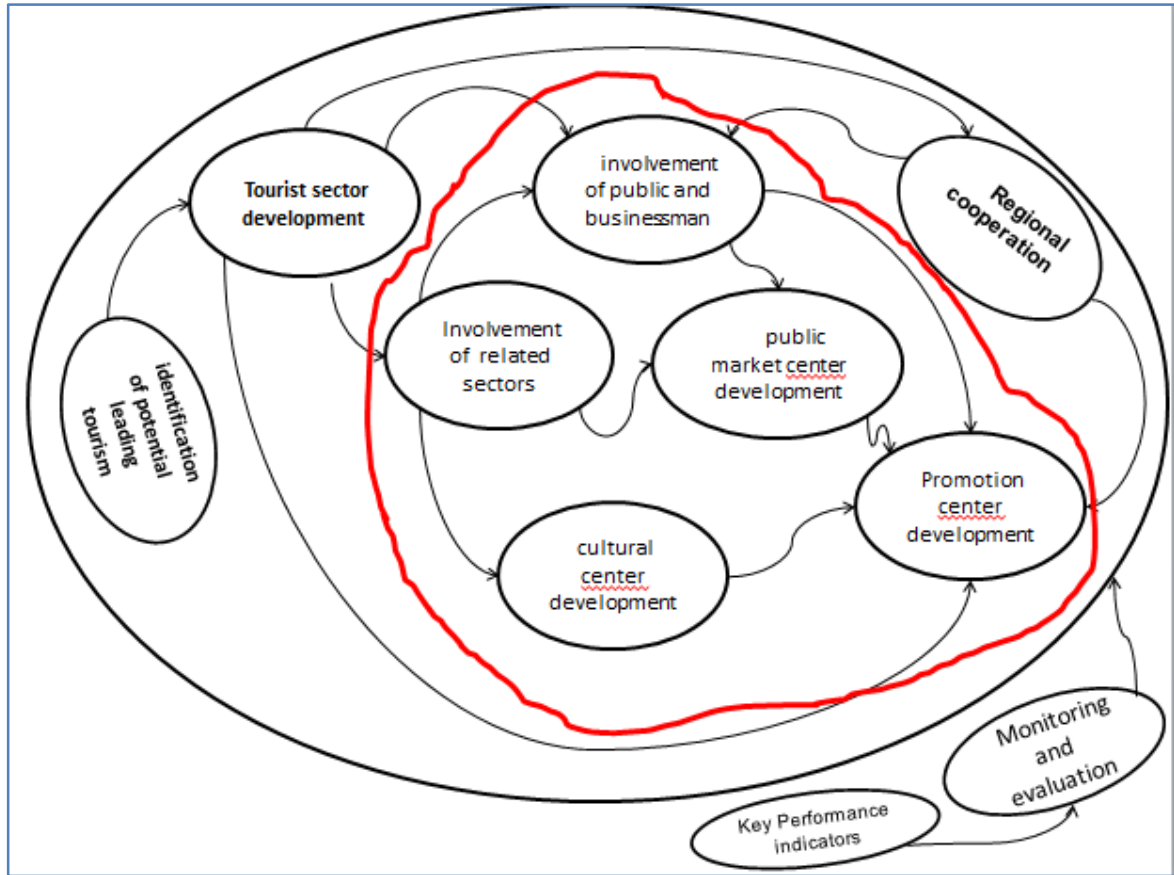
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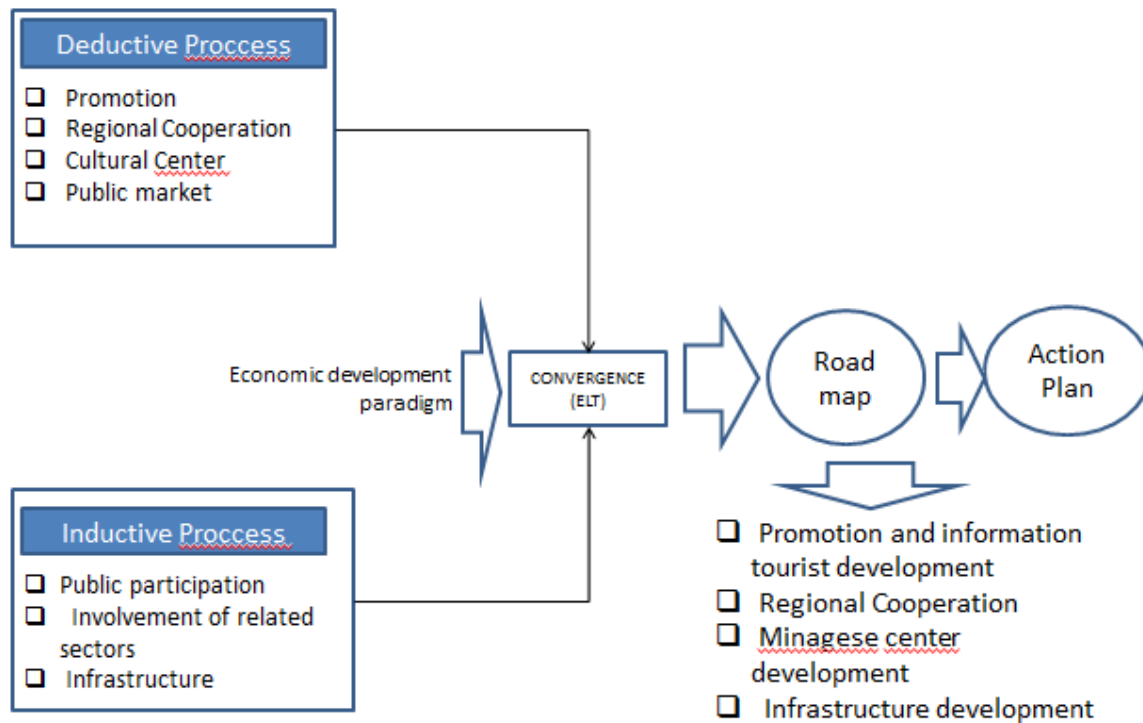


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197 Figure 6. PAM analysis

198 Promotion center development is the center activities of 4 others, involvement of related  
 199 sectors, involvement public and businessman, public market center development and cultural  
 200 center development. This mean that other activities will be meaningless with out good  
 201 promotion.

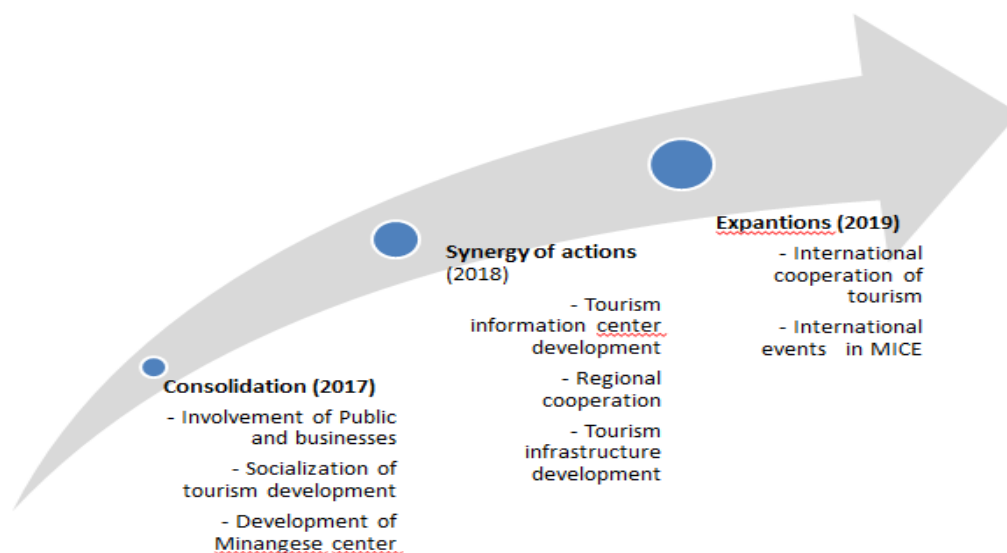
202 There are some important aspects which can be formulated from deductive and inductive  
 203 process through convergence experiential learning theory (ELT) approach , (Jackson,2003) ,  
 204 as shown in figure below :



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206 Figure 7. Convergence of deductive and inductive process

207 Sustainable economic development paradigm ( Barbier, 1987) is balancing of  
 208 environmental, economic, and social features. This mean that the beneficiary of tourism  
 209 sector development should not only for businesses, but local people should be able to take  
 210 economic and social benefits, and their environment conserved.. These will create a sense  
 211 of belonging for the local people, so the sustainability of the tourism area will be maintained.  
 212 Based on previos analysis action plan formulation as shown follow :



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214 Figure 8. Action plan of 3 years tourism development in Padang Panjang

215 **5. CONCLUSION**

216 There are 4 very importance and certainty aspects should be considered to develop tourism  
 217 sector in padang panjang : (1) Tourist information center and promotion, (2) Public market,  
 218 (3) Regional cultural center development, and (4) Regional cooperation development. Public  
 219 participation is the key success factor to ensure sustainability of tourism sector.  
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