

Tourism Destination Management in Banyu Biru and Ranu Grati, Pasuruan Regency

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Abstract

The tourism sector as one of the leading sectors in Pasuruan still faces many obstacles. The constraints associated with conditions that require improvement on tourist destination related to the presence of infrastructure, zoning, the gap between the tourism destination in the West and the East area, up to the level of visitation which has decreased from year to year. The aims of the study were to describe and analyze Tourism Destination Management conducted by Department of Culture and Tourism Pasuruan at Banyu Biru and Ranu Grati object to become competitive and sustainable tourism destination. This study used a qualitative approach with a case study method locus in the Department of Culture and Tourism Pasuruan. The results of this study indicate that the tourism destination management of Banyu Biru and Ranu Grati when reviewed in terms of competitiveness, still needs a lot of improvement related to the presence of tourism facilities and the quality of employees as service providers. In terms of sustainability, it shows that the synergy between the regional government and tourism stakeholders need to be improved. The need for the establishment of cooperation with third parties in management of tourism destination in Banyu Biru and Ranu Grati, can be used to optimize the carrying capacity and tourist destination marketing system at Banyu Biru and Ranu Grati in order to compete in a competitive and sustainable way.

Keywords: tourism destination management, competitiveness, sustainability

INTRODUCTION

The existence of tourism as a leading sector itself actually have been recognized. This is in accordance with the statement of the World Tourist Organization (WTO) that over the past six decades, tourism experienced continued expansion and diversification, becoming one of the largest and fastest growing economic sectors in the world [1]. Surely the statement demanding role of the tourism sector management to have innovation and creativity, which are able to pack wide range of existed diversity in one attractive package, making it a tourist attraction with commercial value to the tourists.

Pasuruan Regency has become one of marketable tourist destination area in East Java Province. Vision of Pasuruan regency is realizing the religious, competitive, independent, and prosperous local regency in Indonesia. To realize competitive, independent and prosperous Pasuruan, it needs to utilize the potential of the area as much as possible [2].

One way of optimizing the utilization of the potential area is through the tourism sector since the presence of the tourism sector in essence is a form of potential resources embedded in an area. There numerous tourist destination that can be found in Pasuruan. Area of Mount Bromo with a panoramic view attracts many tourists to visit. Some accommodation service of international standard can be found in the surrounding area of this attraction. Besides Bromo, there are several other tourist attractions are visited by local and foreign tourists, e.g. Taman Safari II became the object of entertainment and education in nation wide tour; Purwodadi as a national botanical garden as branch of LPPI education; and Chandra Wilwatikta Park with the greatest amphitheater potential to add an object array of tourist in Pasuruan. Although Pasuruan has a variety of potential tourist resources, it turns out there are only two tourist destination that are managed directly by the Regional Government through the Department of Culture and Tourism (DISBUDPAR) of Pasuruan Regency, i.e. Banyu Biru and Ranu Grati.

Banyubiru natural swimming pool is a natural lake located in Sumberejo Village, Winongan

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District which cover the area of 4.47 ha. It is believed to have magical powers; swimming at Banyubiru is believed in helping the body to stay young and giving convenience to people who swim there. Otherwise, Ranu Grati is known as natural lake in Grati Sub-district which covers the area 1,085 ha and the only Lake/Ranu located in lowlands. The facilities that can be enjoyed in Ranu Grati are fishing, boats and water bikes [3].

However, in practice the tourism sector in Pasuruan regency still having some problems, including the presence of attraction Banyu Biru and Ranu Grati which is directly under the management of the Department of Culture and Tourism Pasuruan Regency. The constraints associated with the conditions that require improvement attractions related to the presence of infrastructure, the gap only between the attractions in the West and the East area to the associated decline in tourist arrivals.

Through the perspective of New Public Management, the concept of *Government run like business* used into proper perspective in reviewing the tourism sector. Moreover Hood in Osborne declares focus on hands-on and entrepreneurial management, as opposed to the traditional bureaucratic focus of the public administrator [4] which emphasizes the importance on the role of market management of the government sub-units that exist in performing its duties and functions. Thus the role of public administrators is required to have innovations in management of the attraction existence that is marketable and sustainable.

Complex presence of the tourism sector will require an integrated management of tourist attraction. Goeldner reveals the Tourism Destination Management consists of two aspects (Table 1), i.e. competitiveness (business economic management skills) and sustainability (environmental management capabilities) [5].

Furthermore, researchers are interested in knowing and analyzing related attractions management conducted by the Department of Culture and Tourism Pasuruan regency towards the flow management of tourism industry in facing the increasing competitive against competitors (private sector) without forgetting to emphasize the environmental aspects (sustainability). Then the research aimed to assess the management of competitive and sustainable tourism with a case study on the attraction Banyu Biru and Ranu Grati managed directly by the Department of Culture and Tourism Pasuruan Regency.

Table 1. Element of Tourism Destination Management

Competitiveness	Sustainability
Marketing	Waste
Financial	Water Quality
Operations	Air Quality
Human resources	Wildlife
Information	Forest / Plant
Organization	Visitor
Strategic Planning	Community
Project	Commeorative
Management	Recycling
	Site Protection
Management Information	
Destinaton Monitoring	Destination Research

Source: Goeldner [5]

Tourism Destination Management

Dupeyras as the Head of Tourism in Organisation Economy Cooperation and Development (OECD), explained that **competitiveness tourism management** is the ability of the place to optimize its attractiveness for residents and non-residents, to deliver quality, innovative and attractive tourism services to consumers and to gain market shares [6]. These explanations illustrate that tourist destination management should be able to maximize its appeal that emphasizes on quality, innovation and service. It is expected to provide an exciting experience for visitors.

To support the creation of a competitive attraction with a high competitiveness, it must be supported by the implementation of the principle of management that integrates several aspects. The aspects ranging from; integrated **strategic planning** of tourist destination should be synergized with the regional development plan area [7]; **organization management** consists of formulating objectives, division of labor, unity of command and coordination in the workflow manager [8]; **human resources** (employee) that determine the quality of service, can be provided to tourists visiting in resulting benefits [9]; tourism **development/project** should still concern to the physical resources or components of the tourism product in it, thus create a competitive advantage [10]; price and product are related to each other, from the preceding section it must be clear that **financial management** is a key element in inter-firm competition [9]; **operations management** deals with the production good and services and defined as a transformation system that converts inputs into outputs [11]; **marketing** as an organizational function and a set of processes for creating, communicating and delivering value to

customers [5]; and **information management** to support the implementation of the basic tasks and all things that are relevant to the tourism management [12].

Furthermore, **sustainable tourism management** recognizes the future of the tourism sector depends on protecting life of all diversity. It integrates economic and ecological concerns [13]. In practice, it is not only a tourist and natural resource consuming activity but stressed on the conservation of cultural attractions. Thus the conservation of environment and local community involvement were contributed significantly to the sustainability.

To realize tourism sustainability, they should integrate of some of the following aspects; **waste management** involves the collection, removal, processing, and disposal of materials considered waste [14]; **water quality** is essential because it has very vital role in supporting the development of tourism, without the supply of water resources there will be no development of tourism [15]; **wildlife management** is the ‘manipulation’ of populations and habitat to achieve a goal, in a way that benefits not only wildlife but also helps people, as well as the habitat itself [16]; **forest/plan management** can be used to the regeneration, utilization, and conservation of forests to meet specified goals and objectives while maintaining the productivity of the forest [17]; **visitor management** through the direction

of the tourist should also concern the existence of environmental attractions [18]; **community management** is the key to accelerate the achievement of livelihoods through tourism development thus future of a tourist attraction can be sustainable [19]; and **commemorative management** emphasizes the management of cultural activities within, which is designed to respond to the needs of culture information to the tourist and to get corrective action [20].

MATERIALS AND METHODS

This research used qualitative research methods with case study approach (Fig. 1). Case study method can be used to examine the individual, group, organization, or a more complex social phenomenon. Case study method approach is appropriate when used in describing and analyzing tourism destination management. Thus they will know the facts and appropriate measures to stimulate attraction in Banyu Biru and Ranu Grati. With case study approach, the researcher possible to maintain and describe the holistic characteristics of the real phenomenon such as individual's life cycle, organizational and managerial processes, changes in the environment [21]. Therefore, the researchers directly involved in this study and get a broad and complete overview about tourism destination management.

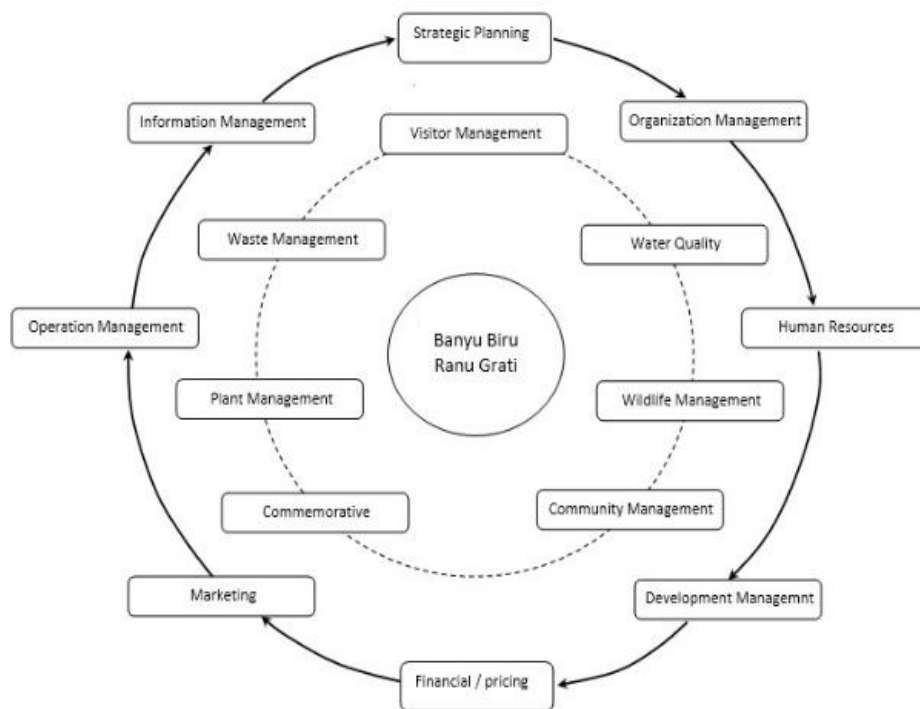


Figure 1. Framework of Tourism Destination Management for Banyu Biru and Ranu Grati

RESULT AND DISCUSSION

Competitiveness

If tourism destination management associated with the destination competitiveness, it emphasizes the level of ability to produce and market a more attractive tourism compared to other attractions that separately visited. Competitiveness in the management aspects of tourist destination consists of strategic planning, organization, human resources, project/ development, operations, financial, marketing and information; which are interconnected and form a unity cycles in creating tourist destination force.

Implementation of the strategic planning undertaken by DISBUDPAR was apparently been going well. Planning has been integrated in accordance with the direction of regional development. It is guided towards the Medium Term Development Plan (RPJMD) that has clear goals within the Strategic Plan, which sets long-term goals and Work Plan (RENJA) which set short-term goals (Fig. 2). Planning is done by DISBUDPAR towards tourist areas of Banyu Biru and Ranu Grati. The plan focuses on repair the facilities and increased tourism event.

To support the implementation of these plans, it is carried out through the organization management of existing work areas. The management of tourist destination facilitated by division of tasks through the establishment of operating units in Banyu Biru and Ranu Grati as technical implementation. These units are

directly managed by the Tourism Development Division of DISBUDPAR. The existence of the operating unit is equipped with a hierarchical structure consisting of a coordinator, secretary and staff. Coordination pattern running vertically to follow the chain of command and flexible, allowing the supply of information and policies can be channeled properly.

However, competitiveness began experiencing barriers at the stage of human resources management. Employees at the Banyu Biru amounted to 7 people while at Ranu Grati only have 5 employees; it resulted in a decrease in the quality of provided services. In addition, training is provided to employees are only given at the beginning of pre-service training. Thus the competence of employees in promoting the tourist attraction is very low. Moving on from this, the unit should improve the quality of employee resources through employee recruitment and provision of training in tourism. Paradigm of the employees in the field of tourism is appropriate only to the extent maid must transformed into professional employees because with the paradigm shift that will certainly improve the quality of service and experience traveled for tourists visiting [22].

Furthermore, we use supply and demand analysis [9] to determine the program project/ development in presenting a competitive tourism product (Table 2). The overall existence of tourism products still requires a lot of improvements.

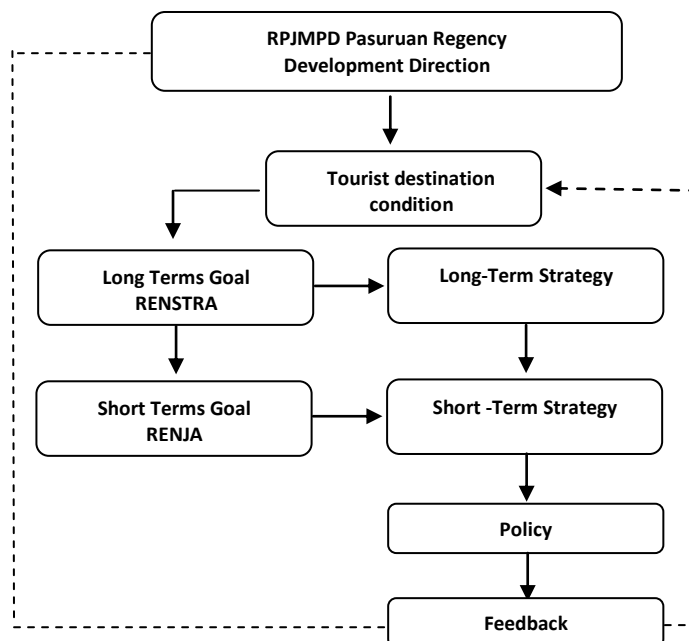


Figure 2. Framework of Establishment Strategy

Considering the conditions on the ground, the project recommendations on tourist destination Banyu Biru is the repair and improvement of the playground, an increase in the intensity of tourism events (music, orchestra, etc.) as well as explores the creative industry community. While the tourist destination of Ranu Grati condition looks as if abandoned.

The implementation of the project activity/development recommended paying attention to repair dock, zoning fishing location and facilities improvements and additions to existing games, additional varieties of tourism events in cooperation with local communities to open outlets of culinary products.

Seeing the condition that occurs within a few years, the implementation of financial management which includes the determination of the admission price for tourist destination Banyu Biru and Ranu Grati must be able to adapt market conditions. It is due to the tourists segmentation is still bounded within the scope of the local community; automatically Pasuruan still requires a market with rapid growth. Price determination by using market penetration pricing is one right way, which is set lower prices than all of its competitors in order to create a high growth over the tourism product [18]. So it should be understood that the price changes made in Banyu Biru tourist destination should be done gradually to adjust the economic conditions. Otherwise, the pricing in Ranu Grati is appropriate given the relatively low price but

needs a revision of the existing tourist facilities to maintain price stability that can be offered.

At its core, customer satisfaction is the main thing in global competition, thus it should be emphasized when the development of tourism products and quality of service is already running the maximum. It will allow ticket held rise because tourists will pay more because satisfaction is increased.

Implementation of the operation management on tourist destination in Banyu Biru and Ranu Grati still considered not run optimal and needs a lot of improvement. At this stage, we reviewed the link between human resources and development as an input to produce output of tourism services [23]. This aspect of course depending on the previous aspects thus the implementation of the operation management on tourist destination of Banyu Biru and Ranu Grati concluded incapable to run optimally. To overcome the problems on management operations, they can involve third parties that expected to boost the development of a more flexible system.

Researchers observed that the marketing activities in Banyu Biru and Ranu Grati were less communicative thus it is not widely known to the public yet. If the improvement and development of tourism products has been running, the marketing and promotion system allows to be done as a form of communication process towards the tourists.

Table 2. Analysis of Project Development Program

Attractiveness	Supply	Demands	Development
Banyu Biru			
Something to do	Swimming Pool (Swimming) Playground (Recreation)	Physical and Interpersonal motives	Repair/ quality improvement of playground facilities
Something to see	Swimming Pool (Nyadran) Stage (orchestra music)	Physical and Cultural motives	-increased intensity of tourism event -Organizing community groups
Something to buy	souvenir shop	Prestige motives	- Food Festival - Exploration results of creative industries
Ranu Grati			
Something to do	Lake/Pier (fishing) Water games (recreation) Playground (recreation)	Physical and Interpersonal motives	-repair dock and zoning fishing locations -Improvements and additions to the game facilities
Something to see	Lake (Distrikan)	Physical and Cultural motives	-empowering local communities -Add varieties event
Something to buy	Store food (fish store)	Prestige motives	-empowerment local communities -Open souvenir outlet

Implementation of promotion can take advantage of a various media. Media that can be used is the advertising or billboards mounted on locations with high intensity such as terminals, connecting road between the city and in the nearest city could be an alternative promotional activities. While social media promotion can be done via facebook, twitter, websites, thus focused market segments can be expanded.

Information management mechanism begins with input information in the form of a series of oral and written statements in the documents provided by the coordinators of each related tourist destination. The report globally contains the condition and needs of the tourist attraction. The flow of incoming information is then processed by the secretariat section that serves as a data processing unit where its presence serves as a filter against the flow of information on each field. It is associated with the function thus the information can be managed, developed and used integrally in determining the output of the planning as well as the strategy of tourist destination in the future.

Sustainability

The existence of tourist destination in Banyu Biru and Ranu Grati will not run without the support of natural resource environment in it. Tourist destination management and sustainability are closely related with the awareness of environmental issues that include waste, water quality, plant, wildlife, commemorative, and visitor management.

Implementation of waste management is closely related to facilities and infrastructure to support the cleanliness of the location of the Banyu Biru and Ranu Grati. At this stage the researchers see where the trash bin is inadequate, thus necessary to add more bins. Conventional waste management system through the combustion risk for the convenience of tourists, therefore it is necessary to change the method of waste management through recycling method that the waste management can be more environmental friendly. Through the method of recycling the waste can be processed into compost or resale thus have economic value.

As in Banyu Biru that use water in their tourism activities, the tourist destination of Ranu Grati also dominated by the waters activities. To maintain water quality in tourism activities attractions of Banyu Biru, they routinely draining the pool. Otherwise the cleaning of Ranu Grati

was not worked regularly, as constrained by existing funds.

If evaluated from the plant management, the existence of vegetation on attractions area of Banyu Biru already righteously maintained. Optimization on the use of green area can be performed with the re-utilization on area with wild plants by planting plants which has benefit for society or tourists who visiting. Meanwhile, vegetation inside the attractions area of Ranu Grati need to get more attention. The launching agenda of reforestation needs to be performed in order that keep the ledges of the lake do not experiencing a sustainable erosion.

Wildlife management on the tourist destination of Banyu Biru, implied in the existence of fish on natural pond which apparently well maintained. Sengkaring fish which contained in pond already able to adapt with tourists who visiting. Granting food which performed by visitors righteously can be more be regulated through a series regulation. Conversely, the fish existence in Ranu Grati resources is used as consumption target by tourist through the activity of fishing thus if these activities do not uncontrolled then it is feared will disrupt the existing ecosystem. Related to that, managers were able to apply the zoning area of activities, where zone of fishing and cultivating divide clearly.

If we look closely related community management, on both those objects has been occurred involvement of the community. Where in involvement process occurs through the use the local workforce inside the management object of tourism as well as emergence trade efforts through the establishment of stalls contained in attractions area. While on tourist destination Ranu Grati forms of stakeholder engagement visible with community of POKDARWIS (*Kelompok Sadar Wisata*). They has been held several times of annual event like ta'jil bazar or festival food. Surely from some engagement process that occur these directly impact the surround community's economy who gave rise to the expansion of opportunity strive local communities through procurement of goods and services as well as expansion of employment opportunities. DISBUDPAR Pasuruan should also do community building at Banyu Biru tourist destination. Advantages inclusion through the form of community that done on the tourist destination of Ranu Grati besides have an impact on the economy, it also make role of society

more independent and capable initiated within developed tourism.

One of the attractions of cultural activities in Banyu Biru is a tradition that is a series of events Nyadran spiritually purify themselves by swimming in a natural pool. Packaging Nyadran tradition accompanied by organizing music events a week is a picture form DISBUDPAR innovation in marketing local cultural attractions to tourists.

From an economic perspective it is a positive impact on the increase in traffic as well as revenue. But on the other hand, it can also be a threat for the degradation of the local community value because it is feared that the implementation of the cultural traditions instead be replaced with the music events. To anticipate this DISBUDPAR Pasuruan should embrace related community to design and implement a series of events.

While cultural activities attractions Ranu Grati is *Distrikan* tradition, known as "Iarung sesaji" which certainly attend a boat parade on the lake area. Implementation of tradition "Iarung sesaji" in Ranu Grati is well coordinated between the local community with DISBUDPAR as manager of attractions thus in practice the level of community participation is very high. In addition, the implementation of the tradition in the form of a parade appeal the tourist by making direct contact and blend into a crowd of local people dressed in traditional Javanese. Of course, through packaging cultural attractions to tourists as direct touch in addition to economic actors can also be a means to introduce the local culture to the general public.

Tourist destination visitor management at Banyu Biru and Ranu Grati has a very important role in supporting tourism in a sustainable manner. It is because of their presence in direct contact and as beneficiaries of resource tourist destination but the condition of the second object is likely to prejudice the sustainability of tourist destination; which appears from the scattered trash. Thus to make the development of sustainable tourism, the manager of the operating units along with DISBUDPAR need to direct tourist in tourism activities through restrictions on visits so as to give time for the operating unit to take care of tourism facilities. It can also be done through a tourist control board and sanctions warning to tourists who visit to pay attention the existence of the current environment of tourist activity.

CONCLUSION

Tourism destination management in Banyu Biru and Ranu Grati when viewed in terms of competitiveness still needs a lot of improvement. It is related to the presence of tourism facilities are inadequate and attractive for tourists as well as a lack of quality employees as travel service providers. Surely it resulted incompetiveness or tourist destination competitiveness at Banyu Biru and Ranu Grati still can not run optimally and seem to lag behind its competitors (other tourist attractions privately managed). Whereas, if the terms of the sustainability indicates that synergy between managers, tourists and society needs to be improved. Many environmental problems that occur as a result of tourist visits. Departing from it is necessary to modernize the management of waste management as well as tourists visiting in order to care for and to realize environmentally friendly travel. In addition, the existence of social and cultural activities inherent need to be increased to embrace the local community.

RECOMMENDATION

Appropriate conditions on the ground there should be an integrated reform, which includes marketing systems, resources and managerial capabilities. Thus the researchers recommend some alternatives that can be done within a few points:

- 1) Increasing the number of employees who are competent in the field of tourism through the recruitment and training of employees thus improving the quality of tourist services that can be provided,
- 2) Improving the quality of tourism products; where to Banyu Biru can be done through improvement of the playground as well as chipped paint play thing attractions while Ranu Grati with dock improvements, zoning fishing location and facilities improvements and additions to existing games,
- 3) Need for review and consideration for third party involved in managing the Banyu Biru and Ranu Grati which can be done through submission to the management of public enterprises (BUMD) or private but ownership is still under the auspices of the Local Government with application sharing, rental or other agreements. In doing so needs to be followed by the provision of targeting revenue to be met by third parties and the determination of the authority to the PERDA so that it allows the creation of a more

effective marketing system with regard to the analysis of the market.

- 4) Creating ecotourism activity theme, where tourism activities in both destination can be inserted with the provision of educational materials containing information boards or information related to the attractions, the presence of vegetation and ecosystem information on attractions related.

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