

Destination Development Strategy Based on Core Competence of Mice

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Abstract

Destinations 16 destinations MICE Lombok entry, the mapping indicates that the destination Lombok enter category of potential destinations, core competence destination Opened opportunities to make chili as a MICE destination especially in the field of corporate meetings and incentive travel.

The finding of the study is to identify a Determine destination development strategy seen as core competence as a MICE destination. Data and information are collected Several information: questionnaire, depth and focus group discussion interview with MICE industry players. This paper analysis performed Vrin identifying the internal resources.

The result of this researcher indicate that the core competence of Lombok destination there are six resources which are: natural resources, nature reserves, heritage, cultural heritage, forests and has great to develop the strategy of corporate meeting and incentive travel is supporting by natural resources, strategy development pelu carried out is the need for incentive houses, nightlife, historical Attractions, tempt the shopping and gaming, given the incentive travel business emphasizes entertainment and rekresai the preferred and business activities therein. Next improvement of human resources and image dsetinasi.

Key words: development strategy, core competence, incentive travel destinations.

1. INTRODUCTION

MICE industry is an industry that contribute to the "knowledge-economy", MICE is associated with a thought of ideas, innovation, creativity, leadership, education, and of course, business. The most fundamental and important aspect of the tourism event is to attempt to bring both domestic and foreign tourists (Getz, 1991: 5). Getz also said, not all the events that are able to offer attractive for tourists. Tourists sometimes come along with the event activities, just to see what opportunities he can do during the event. In this case the tourists who come is for business. Event in relation to the planning of tourist destinations, Getz (1991: 5). The tourism ministry has set 16 MICE destinations in Indonesia, namely Jakarta, Bali, Bandung, Surabaya, Yogyakarta, Semarang, Solo, Makassar, Lombok, Palembang, Padang, Medan, Manado. Balikpapan, Batam, Bintan. The draw

of destinations that have been mentioned himself as a MICE destination is truly ready to become MICE destinations. It is interesting to further study one potential destination is Lombok with a variety of natural resources.

2. THEORY

MICE stands as Meeting, Incentive, Conference and Exhibition have been widely recognized in the world and become a common term in the industry pariwisata. One of the association, namely (The International Association of Professional Congress organizers) IAPCO (2009: 4), MICE can be defined as follows: Meeting is the general term indicating the coming together of a number of people in one place, to Confer or carry out a particular activity. Frequency: can be on an ad hoc basis or According to a set pattern, as for instance annual general meetings, Committee meetings. Etc. Incentive is meeting event as part of a program

the which is offered to its of participants to reward a previous performance. Conference is participatory meeting designed for discussion, fact-finding, problem solving and consultation. As Compared with a congress, a growing niche roomates features to facilitate the exchange of information. The term "conference" carries no special connotation as to frequency. Though not inherently liid in time, conferences are usually of limited duration with specific objectives. Exhibition events is a roomates products and sevicees are displayed.

Knowingly or not, the Indonesian state has entered into the era of liberalization of the global economy that already is the consequence logical to follow the "rule of the game"

international trade being rolled. For those reasons, the various destinations in Indonesia must prepare themselves so that the target of tourist arrivals can be achieved. Spillane (2005) states that in each object or location of the various elements of tourism there are actually interdependent. A tourist attraction or destination includes five important elements, namely: Attractions are things interesting, the attention of tourists, facilities, necessary, Infrastructure, Transportation (Services transporting), Hospitality, is hospitality or willingness to receive guests. Sedangkan destinations by Cooper is the center of all the facilities and services that have been prepared to meet the needs of tourists .. The area or areas that can be said to be qualified as a destination that is 4 "A" attractio n as an attractive natural charming local culture, performing arts. Accesibilities such as the availability of local transport and terminals Amenities such as the

availability of accommodation machines, restaurants and travel agents. According to Ritchie and Crouch (2000) considers that the competitiveness of the destination of a country's ability to create added value and increase of national prosperity and managing assets and processes, attractiveness, aggressiveness.

When a destination has that rare ability, can be mainained, or difficult to imitate this will form the basis for sustainable competitive advantage. Is a key to the company's competitive advantage (Bani-Ha and 'alah 2009). Destinations need to focus more on their intenal different strengths to provide added value to the tourists. The ability of differentiation and others. T he concept of core competency was first brought by Selznick (1957) who used distinctive competency to depict the advantage of corporate value through various activities. Competency is the most important actor to complete a specific task.

One source of competitive advantage According to Hill and Jones (1998) is a core competence, the which will delivery a differentiated product (unique and difficult, to imitate by competitors) to Compete in internationalmarkets. Hill and Jones further suggested that if an organization wants to have a core competence, then it musthave the resources (tangible and intangible resources) roomates are unique. In addition, the competence needs to create value as well as the capabilities (skills) to exploit there the source, and a unique capability in managing resources to productive uses. According to Williams (1992), core competences are the skills that enable companies to Achieve the basics of customer benefits through the

establishment, improvement, renewal and use of resources leading to sustainable competitive advantage. While Prahalad and Hamel (1990) stated that there are at least three Prerequisites that can be applied to identify core competence within the company, the which are: (a) Provides potential access to a variety of markets, (b) to Contribute Significantly to the final product the customer benefits, and (c) difficult, to imitate by competitors. The same thing Expressed Also Barney (1995), and Barney et al. (2001) who argued that there sources and capabilities are important for the company when it is to have value, rare and difficult, to imitate. Reviews These four dimensions of competence are value added, rare, difficult, to imitate, ability to exploit, the which are important indicators in Determining Whether a competitive advantage can be sustained or not. Man, Lau and Chan (1998) and Kuncoro (2008) Also Noted that the resources and capabilities can be a core competence if it meets Certain conditions / criteria: These resources can add value to the product or service that offer by the organization. The point is that Reviews These resources can be used to exploit the external conditions that can provide income to the organization, or resources can be used to neutralize the external factors that are not profitable. Rare. Ideally, no competitor has the same resources. More and more companies who have the same resources or capabilities, therefore the organization should use even the smaller capabilities can Affect the sustainable competitive advantage for the company. Resources should be difficult, to imitate. Imitation by competitors can be done in two ways items, namely duplication and substitution. Duplication Occurs when a competitor

creates the same resources, while substitution Occurs when a competitor Replaces some of these sources with alternative resources to gain competitive advantage with the same result.

Resource companies should not only be valuable, rare and difficult, to imitate, but the company also must have the ability to Utilize or to exploit what it has. Hafeez et. al (2002) defines the core competencies as a source of business that consists of physical, intellectual, and cultural assets. In addition, the core competencies can be described as something yang "unique," special ". "Difficult to replicate" and "superior dalam competence. A core competency is appropriate, referred to as "the movement of resources" or skills "Shieh and Wang (2007) found a core competency of the company activities more successful than its competitors and that required by the market. In particular, the competence of a company is a combination of resources that excel in competition throughout the corporate strategy. Furthermore Prahalad and Hamel (1990) argued to be regarded as a core competence, must have the character: It offers tangible benefits for customers, is difficult for competitors to replicate and provide access to markets. All three are a valuable strategic asset or most relevant to future product markets and the decision of the company. Core competence is the knowledge possessed a group of companies that differentiate the company and creating a competitive advantage against its competitors. (Agha, Alrubaiee, and jamhour, 2012)

3. METHODOLOGY

Data collection first through Focus Group Discussion (FGD) comprising stakeholders from local governments,

event organizers and perpetrators bisnis MICE, community leaders in destination Lombok. For mapping MICE destinations Lombok using nine criteria MICE destinations are: aksesibility, stakeholder support, places of interest, accommodation facilities, conference facilities, exhibition facilities, the image of the destination, the state of the environment and the professionalism of HR using SWOT analysis to assign weights to each criterion , Second.

Data core competencies destinations through a questionnaire using a Likert scale, then the results of the questionnaire determines the destination core competencies.

4. DATA ANALYSIS

From the results of the mapping destination SWOT analysis states that Lombok MICE destinations in the category of potential as for the SWOT analysis as follows:

Table 1. SWOT Analysis Lombok

STRENGTH	WEAKNESSES
<ul style="list-style-type: none"> • Natural resources • Culture • heritage • Accommodation varies • Airport International • Support Associations • Awards ever in getting NTB Province in tourism is: "World Heritage and Biosphere Man 2010" for Mount Rinjani National Park. • Meeting facilities on a small scale • Meeting facilities 	<ul style="list-style-type: none"> • Human Resources • There has been no incentive house • Most people have not tourism awareness • Shoping center • There are still many thugs in sights • Exhibition facility is not yet complete
OPPORTUNITIES	THREAT
<p>Lombok is a business opportunity to sell travel incentive programs for associations - associations jewerly the fashion industry and the world to come to Lombok and work between local governments and fashion designers from Indonesia and internationally to organize a spectacular event.</p>	<ul style="list-style-type: none"> • Yet have official airport taxi and dominated by local taxi • Layout the location is not neat • Regulation of local government

SWOT analysis results for the 9 criteria MICE destinations shows that namely aksesibility, stakeholder support, meeting facilities, accommodation facilities, exhibition facilities, destination image, the environment, and the professionalism of Human Resources. Power to meeting facilities, accommodation, destination image supportive

environment, so for corporate meetings and incentive travel destination Lombok can compete with other destinations. Although there are drawbacks such as human resources in the field of MICE, people are not conscious tourist, local government regulations. Opportunities for Lombok destination is to make the programs attractive to offer to

companies in destination Lombok. Threat for capsicum destination public transport is still less than the arrangement.

All resources (*resources*) of the above According to respondents is Considered valuable in the current destination. However, to be regarded as core competencies, Reviews These *resources* need to be tested first. Resources (resources) that has the potential to Become a core competency.

In an effort to identify the resources (resources) owned by the local government Lombok, conducted a secondary collection of data Identification of Core Competence Lombok Destinations. There are Several methods that can digunaka to test Whether a resource (resources) is a core competency. One of the which will be used for testing was proposed by Barney (1991), the which says that to be Considered as a core competency, a resources must meet four criteria: value, Rareness, Inimitability and Non-substitutability. For the resources that have dipperoleh of the results of the first questionnaire collection of data as shown in the table above .1.2 then tested with four criteria above.

Testing is done by distributing questionnaires to the same respondents to fill out a questionnaire roomates tops .. Repondesn asked to meilai Whether the selected resource comply with specified criteria for Vrin like Barney. Answer only two options items, namely Yes and No.

Based on the results of the tabulation above it was Decided that the value of a greater percentage is the respondents' answers to the test Vrin is artina when presetasi respondents Reviews largest YES, meaning According to respondents of resources

(resources) that meet the specified criteria, billa percentage of respondents over banayak does NOT mean by respondent resources (resources) is not meeting the specified criteria.

Analysis and interpretation of the answers respondents using analytical tools that have been used by Paul Stonham in research Similar items, namely asseing core intangible resources (European Management Journal volumen 22, No. 1, 2004)

After the above calculation results are interpreted using categories AOPA resources (*resources*) owned Lombok destinations core competencies Including the which have a competitive advantage? And Whether the competitive advantage is temporary or sustainable?

All resources amounting to 67 above, and then included in the questionnaire distributed to respondents in their search for primary data. Respondents are stakeholders in West Nusa Tenggara yaitu destinations; Position stakeholders in this case no tourism agency NTB, Event organizer, tour and travel, hotels, public figures and of educational tourism in Lombok. The questionnaire was made by using a Likert scale, respondents were asked to give an opinion as to how much support the resources Mentioned in the questionnaire in support of the current destination. Data from the questionnaire count result is calculated based on the weight specified in Likert scale. Results of the questionnaire produced a number of resources (resources) are Considered to be potential to Become a core competency. Resources (resources) are Categorized as potential core competence is the resource based on the count Reaches the value of 55% and above. Resourc

The test results using methods Vrin above shows that of the 45 resources (*resources*) are Considered to be supporting the destinations Become turns eligible Barney to be called core competence is 6 resources (resources) are: Panorama, cultural heritage, heritage, nature reserve, forest and culture.

To make incentive travel into one of one of the components of the MICE industry is no doubt that Indonesia already has a diverse tourism potential with its uniqueness that is not owned by the state and other nations. Indonesia is rich in beragaman and unique culture, nature and fauna can the make Indonesia as a potential destination as the venue for incentive travel or incentive trip. By having 16 MICE destinations MainStay Indonesia from west to east Indonesia is rich with potential one of the which is the destination Lombok.

Incentive travel is a trip once *in a life time for the winners* to be an activity that is unforgettable and it means that a destination must be ready to equip all the Necessary requirements such as access from the airport to the venue the which takes about 20-30 minutes, a matter of convenience services Obtained from the airport until the completion of activities MICE business, the availability of places where interesting and unique that can be a selling point higher for incentive travel, accommodation and meeting places, as well as evening entertainment (restaurant world class, cafes and bars), a performing arts culture, the environment, the image of destinations, human resource handling, galleries and historical Attractions, and shopping, and all the activities that they can spend in remarkable destinations such as culinary tourism, nature tourism, cultural tourism, spa tourism and

wellness and tourism of sports especially water sports are very popular nowadays, destinations Lombok have the opportunity to use 6 core competencies Become destinations of corporate meetings and incentive travel. Obstacles encountered is the human resources that have not been conscious tourist, the layout in places rekresiasi still to be addressed, such as public port infrastructure in particular to Gili Trawangan. The shopping center is not centralized, there are still plenty of thugs in the recreation area.

5. CONCLUSION

Based on the results of research on the core competencies of destination Lombok found that there are six resources into competitive advantage items, namely: the natural landscape, heritage, nature reserves, cultural heritage, forests and culture that can be used to be a destination of Corporate Meetings and Incentive Travel. Of the six core competencies are supported by accessibility as banda rudara international, the frequency of flights of scheduled flights, image destinations pernah host both events nationally and internationally, was awarded as "World Heritage and Man Biosphere 2010", then strongly supported by local Governments proved in the presence of the governor's instruction No. 03 of 2010 on Government support for MICE activities and so is the support of the Association. Besides the variety of accommodation and meeting rooms a cozy atmosphere makes the destination Lombok feasible for MICE development towards corporate meetings and incentives tavel. Constraints faced is the human resources and local culture that is still less conscious tourist to be a record for the local government and local government policies because of

the presence of regional autonomy there should be clear rules.

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