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**Journal of Environmental Management and Tourism** is an interdisciplinary research journal, aimed to publish articles and original research papers that should contribute to the development of both experimental and theoretical nature in the field of Environmental Management and Tourism Sciences.

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## Coopetition as a Model of Tourism Participation Management in South Lampung Indonesia

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### Abstract:

This article discusses the community participation forms in tourism management and review a model that can be a solution. The study conducted by mixed methods which surveyed 100 respondents, also interview, observation and focus group discussions. The results identified that participation tends to emerge in tourism destination areas with the patterns: (1). Society has a readiness to participate which is dominant in the form of thought and energy, (2). Most people are participated if mobilized, there is also a portion which is willing to contribute without waiting to be invited. (3). The public are willing to actively participate but are not in the position of competitors. Model to intervening these conditions is model that adopts the concept of coopetition in the aspect of community empowerment.

**Keywords:** community participation; tourism management; coopetition model; community empowerment.

**JEL Classification:** R11; Z32.

### Introduction

At this time numerous sorts of participation carried out between parties have fizzled in accomplishing these common objectives. The disappointment was due to need of assets such as organizational capabilities, ability, competencies, particular assets and commerce understanding. A parcel of participation or organization together has been done or created particularly in case the potential benefits will be gotten from the participation within the administration of these attractions. Be that as it may, when the collaboration took place and dismissed to preserve and create participation, so it got to be unsuccessful (Innes and Booher 2018). This happens because there are still impediments to the move within the behavior of the collaborators from competitive relations to association or cooperatives. Other obstacles within the disappointment of participation are generally due to organizational instead of specialized or money related constraints such as social and trade building limitations (Kahane 2017). For those who are required to form goods that are coordinated or even go beyond the desires of consumers (Warren *et al.* 2018), so they achieve satisfaction, mission of each actor in the goods and services market are the fulfillment of products and long-term relationships (Tallman, Luo, and Buckley 2018).

### 1. Literature Review

The tourism industry is different from other businesses, in addition to tourism it must provide goods that are made by the parties/ business people themselves but also cannot be isolated from the experiences experienced by

travelers when going to a tourist destination (Camilleri 2018). In this manner, to exceed expectations and win within the tourism trade cannot be accomplished alone, indeed though business individuals play within the same advertise or line of commerce, they must do it together and be well coordinates. Besides, the relationship between businesses within the tourism industry has the nature of two-way connections (Sigala 2017).

All parties included in the tourism industry, both as trade individuals, governments and other nonprofit and non-profit organizations, cannot avoid each other in creating and delivering tourism goods (Sudipa *et al.* 2020). Furthermore, it is lethal to the range that oversees tourism trade without legitimate coordination, because there will be a negative relationship (no collaboration) between these businesses, and will weaken not because of financial problems, values, and success, but will moreover weaken other issues outside trade, especially the socio-cultural and natural environment (Garrod and Fyall 2017).

Meanwhile, the approach generally defines tourism on the supply side, as a system that produces tourism services and attractions obtained from the creation of tourism producers by combining the various resources and competencies / abilities of individuals or organizations they have, this concept in management strategies is known as a vision based on recommendation from the company. Stakeholders in tourist destinations involved in network interactions between pairs or groups of operators, have the potential to create a stakeholder relations system (Pongsathornwiwat *et al.* 2019). Speaking in this context, tourism products do not only consist of goods or services, but a combination of different quality combinations, specific or unique. The nature of these tourism products is explained in five components: services, multi-element products, public and private sector involvement, separate industries (separate from the tourism business but needed), and variations in seasonal business (Marasco *et al.* 2018).

This study focuses on empirical studies in efforts to develop tourism in Indonesia related to the collaborative tourism management model. Meanwhile, Indonesia is a country that has a very diverse, specific and very broad tourist attraction even though it has not been evenly distributed in all regions so that only certain regions are ready to become professional tourist destinations. Dahles (1998) explained that problems often arise in tourism issues in Indonesia are: (1). Not integrated yet between profit and non-profit organization actors related to tourism business, (2). The problem of the distribution of prosperity to the community, especially the community around a tourist attraction (tour destination), (3). The socialization and community empowerment of national tourism programs to regions has not been effective, (4). The problem of achieving international, national and local tourist visits (5). The paradigm of marketing activities in the tourism industry especially promotional strategies is still conservative. Promotion is still considered an activity that is short-term in nature so that its expenditure is considered as an operational cost, not a long-term investment. (6). Coordination between the central and regional governments is still not well integrated. This can be seen from the overlapping focus that is still being done. Finally, the affairs of the management of tourist destinations can not be managed properly and professionally by local governments. (7). Natural and man-made tourism destinations are more common in villages or suburbs, resulting in frequent social friction and uneven distribution of income, because the owner / manager of the tourist attraction is controlled by not local people. (8). The existence of unhealthy competition between managers of tourism businesses and unprofessionalism in managing businesses makes travelers disappointed/losers.

The destination of the tourism industry is often difficult to regulate, because many parties are involved. Often, there are conflicts of interest, motivation and goals between the parties, even though they must still coexist. In a limited geographical area, diverse tourism managers must coexist with one another. Therefore, like it or not they must participate and work together to provide tourism goods and services. Participation and cooperation are a series of interrelated, when people want to be involved, there are initiatives that must be followed up with joint activities and synergize with each other (Mayaka, Croy and Cox 2018). In contrast to similar research, this article will discuss specifically the distribution of forms of community participation in the study area that has a variety of forms of management of tourist destinations (government, private and community groups), identify their willingness to be involved in various forms of participation and examine models that can be solutions for the conditions of participation for tourism development in the research area.

As the location of this research, South Lampung regency has 35 attractions which are very potential to become a tourist destination that has the power to sell nationally and internationally. These attractions, consisting of marine or beach tourism objects, waterfalls or waterfalls, mountain caves, artificial tours, the Siger Tower, art tourism and cultural tourism are scattered in almost all districts. Most prominent are coastal and mountain tourism located in the tourist areas of the west and east which are the mainstay. In addition, the mainstay tourism which is a priority for the development of Mount Anak Krakatau's as main tourism destination which is already quite well known in the world. The attractiveness of this regency as a research location is the quantity of potential tourism objects, the heterogeneity of the community and there are still many undeveloped tourism objects. Therefore, this

condition becomes urgent to be observed and analyzed model solutions that can contribute to the development of tourism in South Lampung Regency so that it can be emulated by other regions. In the end, the purpose of this research can be formulated, which is to find out the dominant form of community participation in the South Lampung area and analyze the model of strengthening community participation in managing participation in South Lampung for tourism development.

### 3. Methodology

This research was conducted with a Mixed Method which is used simultaneously where qualitative and quantitative data are collected and analyzed in parallel, which is an investigation conducted to obtain facts from the phenomena that exist and look for facts factually, both about social, economic, or political institutions, a group or a region (Berthod, Grothe-Hammer and Sydow 2017). Technically the survey was conducted on the community around the tourist attraction, the local government apparatus and regional business operators. Taking respondents in the study adjusted to the purpose of the study, based on the objectives used simple random sampling in order to obtain 100 informants consisting of 10 local government officials, 10 local business people and 80 people around the tourist attraction. The following is the distribution of community informants around the leading tourist attraction in South Lampung;

Table 1. Distribution of Informants around the Main Tourism Objects of South Lampung

No	Name of Attraction	Number of Informant
1	Pantai Bagoes Kalianda	10
2	Pantai Embe Kalianda	10
3	Pantai Batu Rame	10
4	Pantai Guci Batu Kapal	10
5	Pantai Canti Indah	10
6	Air Terjun Way Kalam	10
7	Gunung Rajabasa	10
8	Air Terjun Cicurug	10
		80

Participation in this study was measured in the form of thought, energy and material participation and data analysis was carried out with simple statistics. While in the research questions regarding the model of community participation in the development of attractions would be done qualitatively using interview data, observation and focus group discussion. In this process 20 informants were selected purposively according to their knowledge and experience in tourism management in South Lampung including local government officials, tourism object managers and community leaders. Data analysis in this section is carried out with an interactive analysis model that uses triangulation of data sources and types of data.

### 4. Result and Discussion

#### Analysis of Community Participation in Tourism Destination

This analysis is carried out to determine the basis of the intervention model that can be done as a solution to the conditions of participation that occur in tourism management in the South Lampung region. The survey results are presented in the Table 2.

From this table it can be seen that there are a large number of respondents who are willing to participate in tourism program planning, although most of them are still waiting to be mobilized. While the largest portion lies in their desire to provide ideas about innovation in tourist attractions where the majority is willing to participate if mobilized (39%) and the rest is willing to give ideas even if they are not mobilized (16%). In the activities of the idea of supervision, it appears that the largest portion still occurs in the desire to participate in providing ideas in the supervision of attractions and activities even though the dominant is waiting to be mobilized. So it can be concluded if the community has a great desire to contribute in providing ideas, ideas and strategies for managing tourism objects, even though they are dominant who are still waiting for mobilization from the local government or the tourism object management. This is understandable considering that this form of participation does not require sacrifices that are disruptive for them.

In the form of participation in the making of facilities in this tourism object, it appears that the proportion with a tendency for availability is quite large, but those who are not willing are also large enough. While in the form of participation as a tour guide, certain attractions appear to appear in the community, it is seen that a large portion of 32% is willing to participate as a tour guide and 11% is willing even if not mobilized.

Table 2. Data Distribution Survey Community Participation in Tourism Management

No	Indicators	Willingness If				Not Willingness If			
		Mobilize	%	Not Mobilize	%	Mobilize	%	Not Mobilize	%
1	Idea/Discourse								
	Program Planning	54	43.2	18	14.4	3	2.4	5	4
	Attraction Inovation	49	39.2	20	16	8	6.4	3	2.4
	Activities Monitoring	46	36.8	22	17.6	10	8	2	1.6
2	Manpower								
	procurement of facilities	24	19.2	20	16	28	22.4	8	6.4
	Tour guide	41	32.8	14	11.2	15	12	10	8
	Security Oversight	30	24	10	8	25	20	15	12
3	Finance								
	Purchase of Facilities	25	20	15	12	28	22.4	12	9.6
	Procurement of Attractions	26	20.8	14	11.2	30	24	10	8
	Management Expenditures	22	17.6	11	8.8	35	28	12	9.6

Source: Data Analysis (2019)

The contrast portion occurs in the percentage of those who are not willing, with only 12% who are unwilling even though they are mobilized and 8% who are not even willing to be invited. In the form of participation as a security guard, it also provides an appeal to the community, it is seen that 24% are willing to contribute if invited and 8% are willing even if they are not mobilized. It appears that the community has a great desire to contribute to this form of participation, even though those who are not willing also have a large weight. It is understandable if this form of participation appears to benefit them where they can work together with tour managers. While the portion that does not appear seems to be motivated by their work activities which have taken up time and are not possible to participate.

The form of participation in the form of funds for the purchase of facilities at this tourist attraction seems to have no appeal for the community. While the form of participation in the form of providing new attractions in attractions also seems unpopular to the community, it is seen that only 20% are willing to be involved if mobilized and 11% are willing to be involved even if not mobilized. On the contrary, a large portion occurred in groups of people who were not willing to be involved even though they were mobilized. In the form of participation, it helps to manage non-interest financing, which is not appealing to the community. It can be said if some people see this form of participation as providing benefits, even though the greater weight assesses that they do not need to contribute because the benefits are more felt by the tour manager.

Seeing the patterns that occur in the data it appears that patterns can be used as input for appropriate interventions to strengthen community participation in the area of attractions, including: (1). Society has a readiness to participate that is dominant in the form of thought and most others in the form of energy. This indicates the potential of ideas and ideas that have the opportunity to contribute to the development of attractions, so that a forum for communication and information is needed between the tour manager and the community. (2). Most people are prepared to participate if mobilized, although there is also a portion that is willing to contribute without having to wait to be invited. This indicates the position of the community who still feel like an object, so they must be invited first and then participate. This condition has the opportunity to produce conditions of equality if they are accustomed to communicating and participating in activities that involve energy in the area of attractions, including working as tour guides and security guards. (3). The public seems to position themselves as parties who are actually willing to actively participate in managing attractions but are not in the position of competitors. They seem interested in packaging tourist attraction ideas, becoming a tour guide and monitoring the condition of the tourist area. This is an opportunity for the development of a tourism management model that works with them. In the next section will discuss about it.

### Coopetition as a Tourism Management Model

In the literature on collaborative management of business tourism destination consists of three interesting concepts that are used as the basis for tourism management based on community participation while placing the tourism object management, community and local government positions appropriately, these concepts are competition, cooperation and coopetition (Fernandes and Ferreira 2017). Competition arises because one or more competitors feel squeezed or see an opportunity to change their position for the better. Competition occurs



because the industry changes increasingly dynamic, continuous change, the intensity of competition between parties (Velu and Jacob 2016), and the existence of conflicts of interest between parties (Ratner *et al.* 2018). The strategy of competition carried out by parties is action and reaction, namely by taking competitive action more varied and faster than competitors, responding faster than competitors, minimizing cooperation in the management of formal and informal tourism objects (Crespo, Simões, and Duarte 2016). Competition closes the possibility of collaborative management of attractions and seeks to protect its resources and capabilities from competitors (Almeida Santana and Gil 2017). Value creation in a competition is when a competitor wins a value, then that value becomes a defeat for other competitors. Competition is an interactive process whereby organizations within a party contribute to the strategies carried out by the parties and influence interaction between competitors (Jena and Meena 2019). Competition is a process in which each party seeks to attract consumers to buy their products by suppressing prices, conducting non-price competition, and increasing efficiency (Divisekera and Nguyen 2018).

A cooperative is collaborating on the management of attractions with other parties for the benefits of mutualism (Waxse 2012). Cooperatives describe a situation where relationships between co-workers are dominated by more collaborative tourism object management rather than competition by combining resources, capabilities and capabilities (Garcia 2002). Cooperation is often interpreted as the opposite of competition, where cooperation tends to maintain price stability and reduce the intensity of innovation (Walley 2007). Cooperatives combine supply and demand to increase profits more than relying on individual party resources. In a cooperative relationship, the parties involved in developing resources and capabilities to achieve common goals (Reynolds 2013). For those with limited resources, cooperation can also be an alternative strategy compared to competition strategies that require hefty and strong resources. Tourism object management cooperation can help maintain a business's position in the market, develop innovation knowledge and performance (Johansson 2012). Basically, cooperation or cooperation has a win-win solution goal where cooperation benefits both parties. The benefits of collaborative tourism object management (Budiwakti 2006) are: increasing productivity, effectiveness and efficiency; creating a healthy competition environment; guarantee business continuity; and reduce business risk.

The theory of coepetition is preceded by separate and even contradictory concepts of competition and cooperation. From the point of view of competition, parties create obstacles and limit cooperation in the management of attractions. While the viewpoint of cooperation opens itself to the cooperation of mutualism tourism object management in order to achieve common goals (Chim-Miki and Batista-Canino 2017). Competition tends to separate business pie, while cooperatives tend to combine business pie. But sometimes the parties do competition and cooperation in the management of attractions on various occasions (Ginatra, Muksin and Joni 2020).

Table 3. Differences in Competition, Cooperatives and Coepetition in Tourism Management

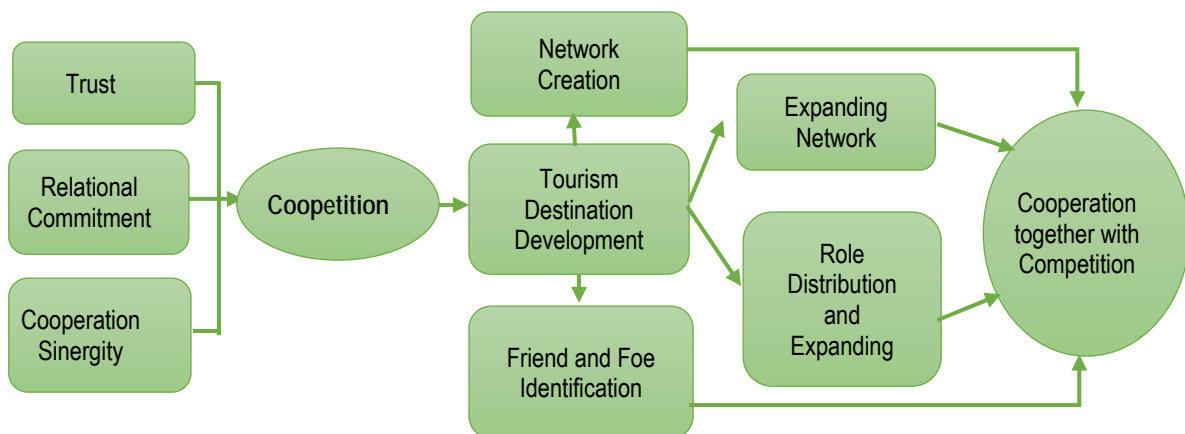
No	Concept	Indicators
1.	Competition	Barriers to market entry, where new tourist destinations can be easily marketed and become new competitors for managers of other existing tourist destinations. The smaller the barriers to market entry, the higher the competition
		Bargaining power of customers, where consumers easily move to the management of other tourist destinations if it does not match the offer of a tourist destination.
		The threat of similar competitors, where managers of competing tourist destinations sell similar products at competitive prices.
2.	Cooperation	Efforts to achieve common goals, where the manager of a tourist destination in collaboration with the management of attractions with other parties to achieve mutual prosperity.
		Collaboration of resources and capabilities, where the manager of a tourist destination shares its resources with other parties who collaborate on the management of attractions.
		Benefits of mutualism, where managers of tourist destinations get the benefits of mutualism with other tourist destination managers, and vice versa.
3.	Coepetition	Mutualism, where the manager of a tourist destination in a co-operation provides mutual benefits for other parties who collaborate on the management of attractions
		Trust, where co-operative tourism destination managers believe that those who collaborate on managing tourism objects with them are honest, trustworthy, and have no hidden intention to take personal advantage unilaterally.
		Commitment, where the tourism destination manager who co-ops is committed to maintaining a good long-term cooperative relationship with other parties.

Source: Data Analysis, 2019

From this table, it can be observed that if efforts to develop coopetition in tourism management require prerequisites; (1). Trust, (2). Relational Commitment, and (3). Synergy Cooperation in the management of attractions. Trust in social relations is the belief of humans in other humans that the other party can carry out as expected. Morgan and Hunt (1994) defines that trust is the will / willingness of individuals to rely on each other. Trust is a moral / ethical basis for running relationships with other parties in interacting as social beings (Czernek and Czakon 2016).

The following is a tourism destination management model that adopts the concept of coopetition in the aspect of community empowerment and other tourism actors. The model summarizes the prerequisites in the concept of coopetition and the identification of four strategies in its implementation. The participation identified at the research location is felt to be more appropriate if it is intervened through this model, this has also been agreed by the stakeholders in the study area.

Figure 1. Coopetition Model in Management of Tourism Destinations



The model begins with the precondition of trust in building coopetition. Some scholars state that trust is the basis of cooperation, he also stressed that relational exchange (reciprocal relations) cannot proceed without trust. However, other experts declare mistrust which is the basis of a relational relationship / exchange, because they do not believe they work together to bind themselves in a treaty (Czernek and Czakon 2016). Trust can also be interpreted as an attitude related to risk in a relationship, so the level of trust will depend greatly on the degree of likelihood of profit or loss (Nunkoo and Gursoy 2016). This understanding means that trust will be better if there are restrictions, the possibility of profit or loss from a relationship. If the risk of loss increases, the level of trust will decrease, but conversely if there are many benefits or the risk of small losses from a relationship, the level of trust will increase even higher. The basic conception of trust can be interpreted that trust is the result of the perception of the benevolence/ concern of the trusted party, emphasizing how far the trusted party will pay attention to the welfare or survival of the business of the party giving the trust (Nunkoo 2017). In the context of tourism management, trust is the belief of the trustor in future actions that give positive results and will not take negative actions that harm the party giving the trust.

Meanwhile, relational commitment is the determination of two or more people / entities to commit themselves to a formal or informal agreement to establish a relationship (Han and Lee 2020). Furthermore, commitment in inter-organizational relationships is characterized by three factors (1) strong trust and can accept organizational goals others, (2) a strong will to produce collaborative management of attractions, (3) a strong desire to maintain a long-term relationship. Relational commitment is a permanent interest in building and maintaining long-term relationships (Mungra and Yadav 2019). Where the components in a relational commitment contain: affective dimensions related to positive attitudes toward future relationships; the dimensions of the instrument relating to the tendency of high involvement and the tendency to invest in various resources; and the temporal dimension, which is the commitment dimension which indicates that the relationship will last for a lifetime (Suparjo and Sunarsih 2018). The relational commitment between institutions is oriented to establishing long-term relationships and requires sacrifice to maintain those relationships (Wong and Sohal 2002). Furthermore, synergy is the condition of tourism actors work together and produce something that will be more efficient, more effective, more productive, and better than if done individually (Smart and Dudas 2007).

Based on the meaning described above, it can be understood that cooperation in managing tourism objects will produce synergy if the results obtained are greater, a combination of dynamic actions, and individually they are not able to predict the whole behavioral system, but with the cooperation synergy will be more accurate

in understand unexpected behavior. Cooperation synergy in relations between organizations is obtained from the results of relational exchanges between collaborating parties in the form of complementary tourism management collaborations, substitutions or buyer-seller transactions, and sharing of assets (Corning 1998). The synergy of collaborative tourism destination management can also be grouped into: Horizontal Synergy, Vertical Synergy and Triangle Synergy (Bond and Keys 1993). Horizontal synergy is a synergy carried out by entrepreneurs, communities and local governments who work together in managing tourist objects in the same market or compete with each other to fight over the same market. Vertical synergy is a synergy carried out by entrepreneurs, communities and local governments whose functions are complementary. While the triangle synergy is a synergy carried out by many parties: entrepreneurs, the community and local government, competitors, complementaries and other organizations with an interest in collaborating in the management of these attractions. In the context of tourism development in the research location, vertical synergy seems more appropriate.

The synergy of collaborative management of tourism destination be built from strong cooperation between organizations, whereas strong cooperation means that all parties believe that collaborative management of attractions will produce something bigger/better and did not attempt to undertake opportunistic actions that would undermine the cooperation in managing these attractions (Bititci *et al.* 2007). Thus cooperation in the aspect of tourism will produce a synergy if: (1) each party has the strategic resources needed in the cooperation in managing the tourism object, (2) the party cooperating in managing the tourism object must be oriented to the win-win pattern, (3) commit to achieving a bigger/ better goal, (4) based on positive exchange behavior, (5) working in the corridor of agreement and obeying the agreement, (6) always open to change the pattern of cooperation in the management of attractions as an alternative in an effort to achieve better results. Based on this explanation, it can be interpreted that those who collaborate on managing tourist objects are very aware that cooperation that is built on strength and ability, as well as the resources possessed by exploiting it optimally can produce something more powerful when done together as long as they develop behaviors positive exchange (Corning 1998). However, synergy cannot be achieved only with these two bases, when the process is underway it must also be in the control of the tourism management cooperation corridor and the consistency of the cooperation goals. Establishing goals, rules and mechanisms for collaborative management of attractions is important, and each collaborator must enforce these agreements by avoiding opportunistic behaviors during collaborative management of attractions. Thus the continuity of the collaborative management of tourist attractions can be controlled systematically, without any compulsion even though the rules and demands are forcing/pressing.

## Conclusion

Participation that tends to emerge in the community in the tourism area raises patterns that can be utilized as input for appropriate interventions, namely: (1). Society has a readiness to participate that is dominant in the form of thought and most others in the form of energy. This indicates the potential of ideas and ideas that have the opportunity to contribute to the development of attractions, so that a forum for communication and information is needed between the tour manager and the community. (2). Most people are prepared to participate if mobilized, although there is also a portion that is willing to contribute without having to wait to be invited. This indicates the position of the community who still feel like an object, so they must be invited first and then participate. This condition has the opportunity to produce conditions of equality if they are accustomed to communicating and participating in activities that involve energy in the area of attractions, including working as tour guides and security guards. (3). The public seems to position themselves as parties who are actually willing to actively participate in managing attractions but are not in the position of competitors. They seem interested in packaging tourist attraction ideas, becoming a tour guide and monitoring the condition of the tourist area. This is an opportunity for the development of a tourism management model that works with them. Meanwhile, the tourism destination management model adopts the concept of cooptation in the aspect of community empowerment and other tourism actors. The model summarizes the prerequisites in the concept of cooptation, namely (1). Trust (Trust), (2). Relational Commitment, and (3). Cooperation Synergy and implementing four strategies in its implementation are (1) Creating Networks, (2) Expanding Networks, (3) Deviding and expanding roles, and (4) Identifying friends and foes.

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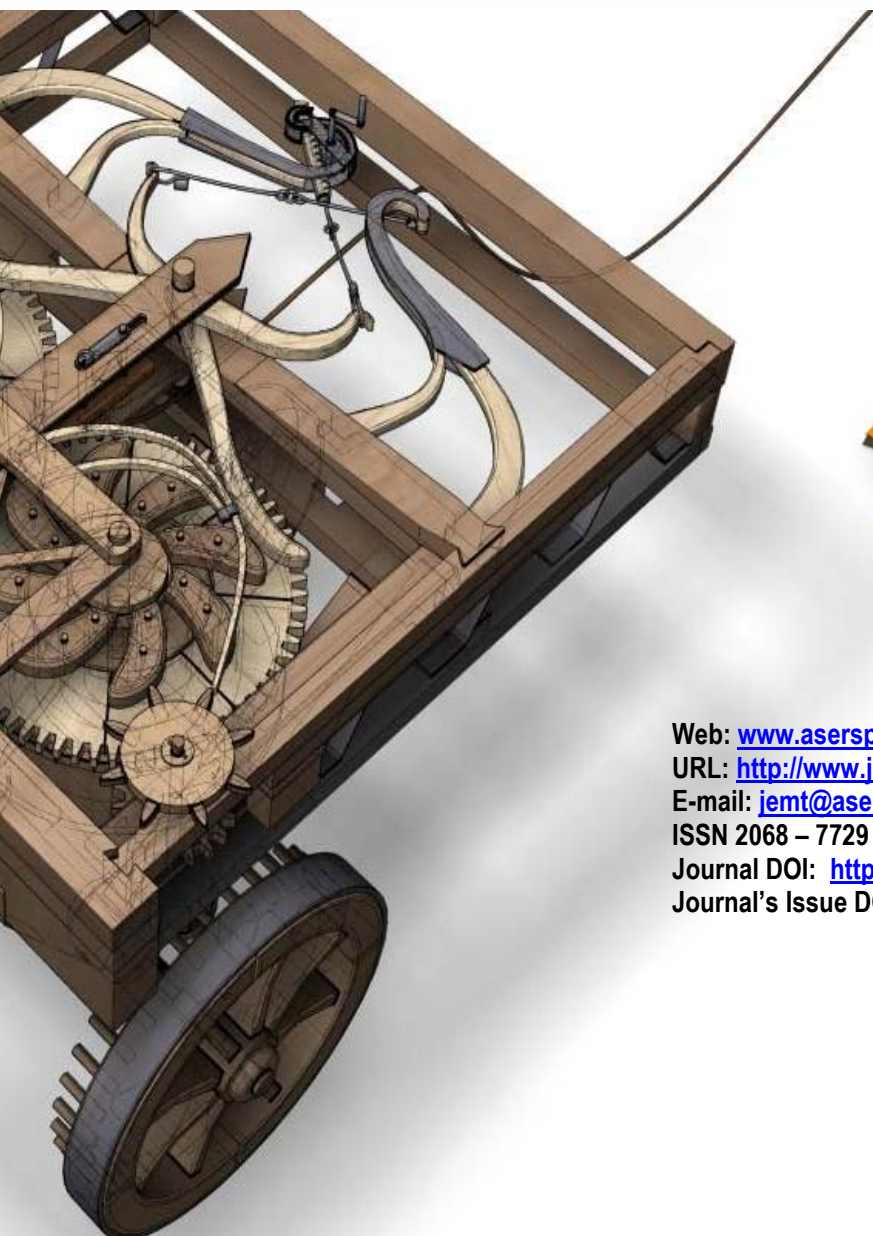
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