

KEY SUCCESSFUL INDICATORS FOR SMALL BUSINESSES' INTEGRATED MARKETING MODEL

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Abstract: *Baturaden is a mountainous tourism object located in Purwokerto Central Java Indonesia. This object is among popular tourism destinations in the region. The presence of Baturraden brings multiplier effect to its surrounding such as handicraft traders, hotels and restaurants. There are substantial numbers of small medium enterprises (SME) producing handicrafts operating in the area. To increase the competitiveness of SMEs, it is necessary to integrate the entire existing potential of the object and turning it into a force that is highly competitive and innovative. The purpose of this study are multi facets: first, to evaluate of the marketing concepts and selling behavior of SMEs; secondly, to determine the key successful factors that are required in order to implement the Integrated Tourism Model; third, to propose an integrated tourism marketing model for SMEs based on the creative economy development of Baturraden tourist attraction. Based on observations, surveys and in-depth interviews with respondents, it appears that there are several forms of constraints faced by SMEs in the area, namely marketing, human resources, financial, and operational factors. Based on the description and analysis of the weighting, marketing factor is the biggest obstacle in the development of Baturraden tourism attraction. Among the strength of Baturraden tourist attraction is tourists can experience the beauty of nature in the area along with business, art and culture uniqueness of Banyumas.*

Key words: *Competitiveness; Creative Economy; Tourism; Integrated tourism Marketing models*

INTRODUCTION

Micro small and medium enterprises (SMEs) have shown great resilience in the face of challenging economic conditions recent years. Despite high degree of uncertainty in the Indonesian economy, the number of small businesses has continued to grow at unpredictable rate. SMEs drive economic growth by stimulating innovation, acting as a competitive spur to existing businesses and making a disproportionately large contribution to job creation. Thus SMEs have experienced a significant improvement in terms of both quantity and its contribution towards the Indonesian economics development. Although not all businesses can grow, or wish to grow, businesses may face barriers that hold them back from growing.

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Based on the data of Ministry of Cooperatives and SMEs in 2012, it appears that the contribution of SMEs to GDP growth from 2008-2010 amounted to 32.65%. This indicates that the role of SMEs in shaping the economy is very high. Besides being able to stimulate the economy, SMEs today contribute to the availability of jobs to continue to create jobs. Rapidly developing role of SMEs in the economy in detail is presented in Table 1.

Table 1
The Role of Small Medium Enterprises in Creative Economy

| | <i>Units</i> | <i>2008</i> | <i>2009</i> | <i>2010</i> | <i>Growth</i> |
|-----------------------|--------------|-------------|-------------|-------------|---------------|
| Business units | Unit | 51.409.612 | 52.764.603 | 53.823.732 | 4,69 % |
| Labor | Person | 94.024.278 | 96.211.332 | 99.401.775 | 5,70 % |
| GDP on market price | Million | 2.613.226,1 | 2.993.151,7 | 3.466.393,3 | 32,65% |
| GDP on constant price | Million | 1.165.753,2 | 1.212.599,3 | 1.282.571,8 | 10,02% |

Source: Ministry of Cooperatives and Small Medium Enterprises in 2012

Tourism is one of the driving forces of economic development in Indonesia. Tourism does not in isolation; instead it works with other sectors of economy, such as handicraft businessman which produces goods and services for tourist visiting the area, in stimulating local economic growth. The economic impact of the cross-sectors tourism contribute to multi-sectors' growth in the form of income distribution, employment and investment.

Tourism sector's contribution to economic growth in Indonesia is continuously increasing. The Minister of Tourism and Creative Economy at the time, Mari Elka Pangestu, said that the tourism foreign exchange earnings in 2013 is estimated at USD 9.87 billion, or there is an increase of 8.17% compared to 2012 that amounted 9.12 billion rupiah. In addition, employment in the tourism sector in 2013 has increased up to 10.18 million as compared to 9.41 million people in 2012, or 8.89 percent of the total national labor force. Positive growth was also evidenced in the creative economy sector which this year grew by 5.76 percent, above the national economic growth rate of 5.74%. The contribution to GDP reached USD 641.82 trillion, which is above last year's figure of 578.76 trillion rupiah (Reuters, 2013). Creative economy plays major contribution towards the development of tourism's sector in Indonesia. SMEs

based creative economy in the region Banyumas is quite prominent as they are able to synergize with tourism. The synergy creates a potential increase in demand on new product developments, thus becoming the driving force of a shift from conventional models of cultural tourism to new models of creative tourism based on intangible culture and contemporary creativity. Baturraden presents a variety of local art performances like *calung* and *ebeg*, and also sells local cuisine and other unique art work from Banyumasan (Hermawati and Milawaty, 2013). Number of Visitors in Baturraden Tourism Object Banyumas Regency Period 2003- 2011 is shown in Table 2.

Table 2
Number of visitors at the Baturraden tourism Object
Banyumas Regency Period 2006-2011

| <i>Objects</i> | <i>2006</i> | <i>2007</i> | <i>2008</i> | <i>2009</i> | <i>2010</i> | <i>2011</i> |
|----------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Telaga sunyi | 2.745 | 3.425 | 2.611 | 3.415 | 3.020 | 3.089 |
| Pancuran tiga | 23.595 | 22.557 | 16.201 | 25.111 | 38.606 | 40.654 |
| Pancuran tujuh | 51.373 | 25.327 | 12.352 | 21.894 | 23.809 | 17.568 |
| Bumi Perkemahan | 1.563 | 1.518 | 2.323 | 1.750 | 2.569 | 1.213 |
| Baturaden Lokawisata | 351.523 | 385.143 | 428.978 | 346.873 | 352.823 | 303.291 |
| Baturaden Wanawisata | 46.587 | 27.086 | 14.796 | 13.066 | 9.130 | 10.108 |

Source: Department of Banyumas Tourism

From Table 2 it appears that the number of visitors to Baturraden is fluctuating from year to year, and even tend to decrease. This indicates that tourism objects in Banyumas Regency are less desirable. According to Hermawati and Mylawati (2013), an important factor that causes reduction in the number of visitors to Baturraden is lack of promotion. On the contrary, the local governments claim that they have done various promotional efforts.

At this stage, two factors are considered as the main causes of Baturraden development namely promotion and human resource quality. The perpetrators of the arts and the typical sellers of various products are still using methods which are less effective and innovative.

According to Ariawati (2005), some of the weaknesses of SMEs in Indonesia are low levels of education, professionals, technical and managerial skills which are most likely to be lacking in its professional perspectives. Whilst in terms of

professional and expertise skills, it can be said that their ability to market product and services are still not optimal. Given the government's target for increasing revenues from tourism and the creative industries, it is necessary to improve the quality of the creative economy based SMEs that exist throughout Indonesia in general, and specifically in Banyumas. In order to improve the competitiveness of SMEs in sector of creative economy, there is a need to integrate the entire existing potential to be a force for highly competitive and innovative. This article proposes is a model of integrated tourism marketing that can be applied to the creative economy based SMEs in the region of Banyumas. This research is very important for achieving the target of government revenues from the tourism sector.

LITERATURE REVIEW

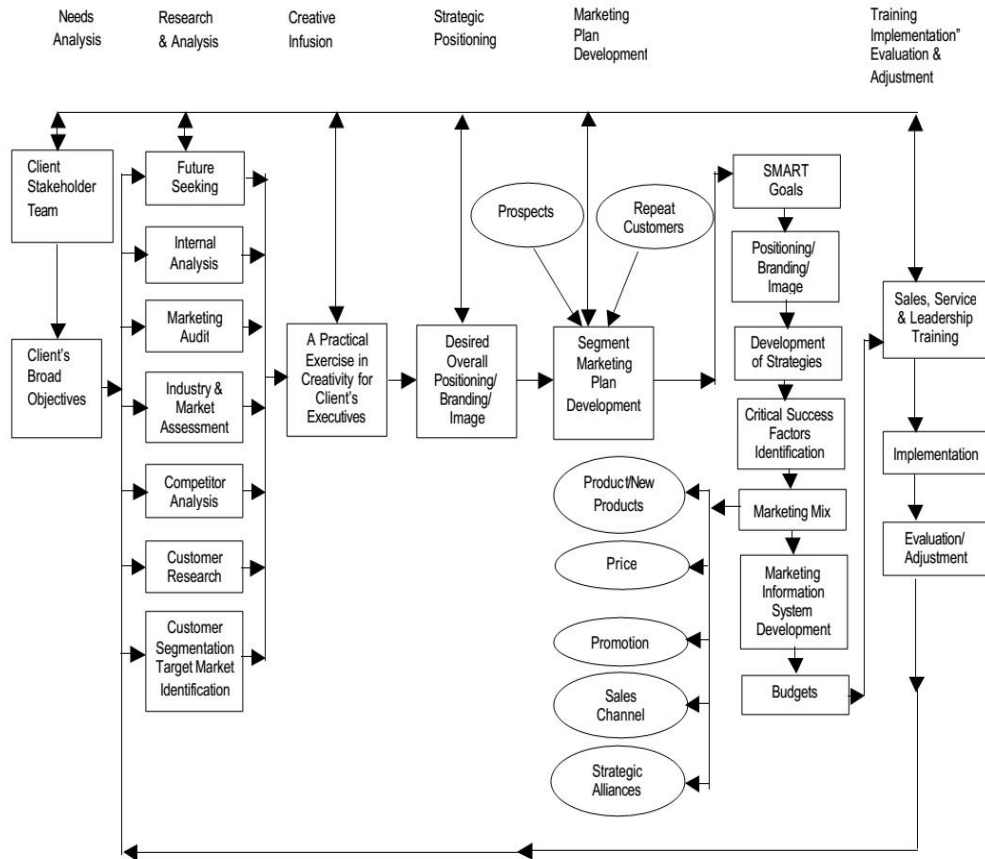
A. The Concept of Integrated Tourism Marketing Models

Integrated tourism marketing concept models is based on the theory of competitive advantage which integrates between tourism marketing and traditional knowledge/culture. The tourism industry is considered ideal if interwoven harmony between visitors with locals as a provider of a wide range of services in the existing area. This condition can be achieved if the existing environment around the resort provides a favorable environmental conservation and sustainably comfortable for visitors (Rosda, 2012). Thus, the Local residents provides added value and even as a determinant of subsequent policy in terms of tourism development (Butler and Menzies, 2008).

In most cases, tourism marketing has been merely being treated as a tool for attracting more visitors to a region. Instead, tourism marketing should operate as an instrument to assist regional development objectives and to rationalize the condition of tourism to ensure that the strategic objectives of destinations are achieved. Tourism marketing should generate appropriate level of returns-on-resources-utilized for the creation and delivery of goods in the area, as well as the renewal of resources. It should also give suitable gains to all stakeholders engaged in the tourism system. Hence, marketing should be used as a strategic mechanism in co-ordination with planning and management rather than a sales tool. Details of the integrated tourist attractions' marketing strategy is presented in figure 1.

The model above illustrates three important aspects which became the core of tourism development, namely creativity infusion, strategic positioning, and Marketing Plan Development (Edgell, Kurtis and Agarwal, 2000).

Figure 1: Strategic Marketing Planning for the Tourism Industry



(Source: Edgell et al, 2008).

- a. **Creativity Infusion:** This process is the stage to train stakeholders in the tourism industry to be able to jump-start creativities and make them think outside the box, so that the ideas to increase visitor attraction can be generated.
- b. **Strategic Positioning:** The next stage is to determine the strategic positioning of Baturraden as a tourism object. Positioning is a marketing concept that outlines what a business should do to market its product or service to its customers. In positioning, the marketing department of Baturraden should create an image of the tourist attraction by promoting local wisdom and culture in order to attract the intended customers. The

creation process includes the use of promotion, price, place and product. The more intense a positioning strategy, typically the more effective the marketing strategy is for Baturraden as a tourist destination. A good positioning strategy elevates the marketing efforts and helps a potential visitor move from knowledge of a service to its purchase.

- c. **Marketing Plan Development:** So the next step is to determine a unique marketing and sustainable strategy.

To develop Baturraden, the management need a marketing plan. The right marketing plan should consider carefully the target customers and find the right way to reach them. Finally strategy on how to retain the existing customers must be executed so they repeatedly visit Baturraden. The model initiated in this study is related to the development of integrated model of tourism and traditional knowledge which is fused with three aspects (infusion Creativity, Strategic Positioning, and Marketing Plan Development) of the concept of Strategic Marketing Planning for the Tourism Industry. If perform properly, the marketing plan will act as the roadmap to be followed in order to get unlimited customers and dramatically improve the success of your organization.

Research implementation strategy for tourism marketing has been done by some people. Rosda (2012) conducted a study that aims to develop knowledge and provide pragmatic solutions by integrating a global policy framework with local residents in the vicinity of tourism, while Research Kuusik et. al (2011) aims to demonstrate the use of technological innovation services to manage tourism.

METHODS

This case study seeks to investigate the phenomenon in the context of real life, which does not require control of the event or situation on the ground, but only to track and understand the contemporary situation that occurred in the field (Yin, 2000). The population in this study is all stakeholders in Baturraden tourism attraction which includes small and medium enterprises both merchants and actors are art services, residents and visitors to the local government elements.

Data was collected using the in-depth interviews (depth interview) in which some of its information were taken from the head of the Tourism Department Banyumas. Survey was also carried out on stakeholders such as traders, visitors and also to residents who live around Baturraden. In-depth interviews (depth interview) conducted by unplanned or unorganized structure of interviews. This method is less appropriate to explore the perceptions of all elements which are located in Baturraden tourism sites.

Data analysis was performed through several stages. The first stage was an evaluation made on the performance of small and medium businesses based creative economy which includes human resources management and marketing. The second stage was an analyzing of exploratory factor analysis (EFA) (Hair et al., 2006). In the third stage, an attempt was made to test the strategic key success factors by using Analytical Hierarchy Process (Saaty and Peniwati, 2008) to determine strategic factor.

Respondents in this study consisted of four parties, in which are the people who live around the area Baturraden, businessmen or traders around Baturraden tourism site, the visitors and the head of the Tourism Department of Banyumas. The sampling mode employed was snowball, whereby the researcher did not specify the exact number of respondents in advanced instead the number may continuously to grow as needed. By using these methods, the sample obtained were thirty one respondents from traders who lived in and around Baturraden tourism site, ten visitors and ten from the population around the site itself and the rest of the respondents are from the head of the tourism department, Banyumas as owner representation authority in the field of tourism.

RESULT

A. Characteristics of Respondents

The traders involved in the survey consisted of 12 men (38.7%) and 19 women (61.3%). Most respondents are between 41 to 60 years old (58 percent), while 41 percent are between 21 to 40 years old. Based on the level of education, most respondents had elementary education which reached 54.84 percent, followed by junior high school amounted to 25.81 percent and high school graduate is around 19.35 percent and none of the respondents were university graduates.

B. Weighting with Analytical Hierarchy Process (AHP)

The results of in-depth interviews with all respondents/ informants reveal that there are five type of barriers faced by SMEs in Baturraden:

1. Marketing:

- a. Lack of innovation in marketing strategy: Majority of traders in Baturraden do not employ marketing techniques. In fact, marketing is essentially an overall management orientation reflecting attitudes. In the case of travel and tourism, the management must balance the interests of shareholders and owners with the long-run environmental interests of a destination, at the same time meet the demands and expectations of customers. The products offered are made from local resources available in the tourism

object. To attract visitors, traders just wait passively for visitors; they only offer a glimpse without any effort to be “proactive”. The concept of direct selling currently used by the traders does not sufficiently enough to attract more visitors. In addition, the price of products offered varies among traders which creates stiff price competition among traders.

- b. Lack of promotional activity: Traders in Baturraden do not have effective ways of promoting all its activities. They assume that the activities are the duty of local authorities. The chairman of tourism department revealed that one of the core factors that cause difficulty in implementing Baturraden promotion activities, is lack of human resources that fulfill some criteria such as smart, right, and *Kober* (have much free time). Of the three criteria, he paid close attention to the third criterion, which is *Kober* which is believed to be the most determinant factor for traders to be successful.
 - c. Do not have a solid business network: Although the Association of Baturraden Travel Traders (PPWB) exists, it does not operate effectively. Activities conducted by the association are the same every year. PPWB only organized event massively when there is big celebration such as Eid (Muslims’ special celebration), Christmas, and *Suran*, without any improvisations that can attract more and more visits that pass by Baturraden. Head of tourism department also reveals that in fact, the tourism industry Banyumas has been incorporated into the network of regional tourism industry in Central Java, but in Banyumas there are no figures and organizations that are committed to promoting the Tourism Industry Banyumas regularly.
2. **Human Resources:** In most cases the tourism industry tend to face procurement problems in the factor markets due to below-average labor productivity. With low productivity, the management of Baturraden increasingly finds it is hard to attract the necessary capital, and more difficult to attract highly qualified human resources. Investors are first and foremost attracted to high-performance industries. There are of course good reasons for this weakness in productivity, beginning with the fact that tourism is a labour-intensive industry. Some development constraints on human resources development are as follows:
- a. Low levels of education and skills: Most traders in Baturraden tourist attraction are junior high school graduates. Low level of formal education affects their ability in term of trading strategies, mastery of technology, and the desire to perform a variety of innovations.

- b. **Weak managerial:** Tourism department revealed that the management of Baturraden tourism attractions is less effective in managing the area. There has been little effort made by the management to cooperate with the local government in improving the management system of the object.

Thus management of Baturraden along with the government must solve the problem by identifying, and developing measures that are necessary to increase the productivity of Baturraden.

- 3. **Operational Factors:** The tourism industry is one of the least productive sectors in the economies of a country. An economy will be considered successful when its rate of innovation is high. Some of the operational issues in Baturraden are
 - a. **Low innovation:** Little marketing innovations have been made by the local government to promote Baturraden tourist attraction. The management of Baturraden should start innovating their products and services because other tourism object regionally, nationally and internationally have undergone fundamental changes. New destinations are emerging and have successfully competing against the existing tourism objects nationwide, which in many cases have exhausted existing resources and the potential for rationalization. Tourism policy of Baturraden should therefore increasingly focuses on the promotion of innovation. Innovations are expected to add consumer surpluses and to increase profits for Baturraden.
 - b. **Weak governance capabilities:** The location traders are not well organized, the traders are still scattered around the area, making it little bit difficult of the tourists to reach them.
- 4. **Financial Factors:** Financial problems arise in all areas of the business including tourism sector.
 - a. **Limited capital:** Traders in Baturraden tourist attraction generally complain of the problem of capital that causes them to not be able to survive to continue to sell in Baturraden tourist attraction. Small and medium scale businesses have an important place in the economy of the Banyumas with their less investment and more production and demanded product variety, contributing employment with lower investment cost, encouraging personal savings, completing the big scale businesses as a complement and being less affected from the economic fluctuations. Despite the contribution to the country's economy, SMEs face some problems as a result of either their structure or macro economy fluctuation.
 - b. **Limited budget provided by the local government:** Head of Tourism Banyumas also admitted that in recent years the budget to fund the tourism sector in Banyumas very limited.

C. Factors Inhibiting in Baturraden Tourist Attraction

The survey result reveals that factors inhibiting the development of Baturraden as a tourism object are marketing, human resources, financial, and operational factors. Those factors are then break down into several sub-factors. Marketing factors perceived as the most dominant factor in inhibiting the development of the tourism sector in Tourism Baturraden. 27.89 percent of respondents chose it. In addition the sub-factors are lack of promotional activities weighing 37.01 percent; no established business network with weighing 33.81 percent and the last is lack of innovation in marketing strategy with 29.18 percent.

Human Resources (HR) is the second factor with a score of 25.01 percent. The sub factors encompass lack of managerial weighing 60.18 percent, low level of education and expertise amounted to 39.82 percent.

Table 3
Weighting factors and sub-factors Constraints of Tourism Sector Development in Baturraden Tourist Attraction

| <i>First level</i> | | <i>Final weight</i> | <i>Second level</i> | |
|----------------------------|------------------|---------------------|----------------------------------------------|------------------|
| <i>Constraints</i> | <i>Bobot (%)</i> | | <i>Sub-constraints</i> | <i>Bobot (%)</i> |
| Marketing | 0,2918 | 0,2789 | Lack of innovation in marketing strategy | 0,0814 |
| | 0,3701 | | Lack of promotions | 0,1032 |
| | 0,3381 | | No business network | 0,0943 |
| Human Resources Management | 0,3982 | 0,2501 | Low education level | |
| | 0,6018 | | Lack of managerial skills | 0,1505 |
| Finance | 0,5554 | 0,2435 | Limited access to government fund | 0,1352 |
| | 0,4446 | | Lack of capital access | 0,1083 |
| Operation | 0,6093 | 0,2275 | Lack of ability in tourism object management | 0,1386 |
| | 0,3907 | | Lack of innovation in operation management | 0,0889 |
| Total | 4,0000 | 1,0000 | | 1,0000 |

Financial is perceived as the third factor that inhibits the development of the Tourism Sector in Baturraden. 24.35 percent of respondents give more weight to the financial factors of all the factors that exist. The most inhibiting financial

factors are limited budget provided by the local government with the weight of 55.54 percent; limited capital amounted to 44.46 percent. Operational is perceived as the last factor that inhibits the Tourism Sector in Tourism Baturraden amounted to 22.75 percent encompassing weak governance support with a weight of 60.93 percent as well as lack of innovation with the weight of 39.07 percent.

In more detail the factors that inhibit the Tourism Sector in Tourism Baturraden is presented consecutively based on their weighting scale as follows:

1. Marketing Factors

Marketing factor is a major limiting factor in the Tourism Sector in Baturraden. Every year, attractions Baturraden have a series of regular agenda such as festivals and festivals *suran gong*, but promotional activity or attempt to expose it to a wide audience that is still lack; it makes the existence of Baturraden tourist attraction less known by tourists who are visiting Central Java.

Solid business network is one of the strategies to attract tourists to visit Baturraden. This business network can be used as a means to share information about opportunities in the tourist traffic between businesses in the tourism sector. Parties Banyumas the tourism department has become part of a network of tourism in Central Java, but the lack of consistency in managing and running the network, making business networks that have been built cannot be used optimally.

2. Human Resources (HR)

The human factor is the second limiting factor that inhibits the development of Baturraden tourist attraction. Traders are expected to dress up neatly in order to attract visitors. Level of education and expertise can make a person more creative in terms of marketing the product merchandise. However, from the education and skill levels of the majority of traders in Tourism Baturraden still very low, it causes the monotony of their efforts to do to attract the visitors to purchase any products offered.

3. Financial Factors

Finance is the third factor hindering the development of business tourism sector in Baturraden. Funding is a very important aspect required to execute the development that has been planned. Limited budget provided by the local government is one of the reasons for the slow development progress in Banyumas. For businesses or traders who are in Baturraden, the most important thing is the availability of sufficient capital in order to sustain their business. The difficulty in accessing capital from banking and other financial institutions has reduced the ability of traders to enlarge their business.

Lack of standardize financial administration is among the factor that limit the access of traders on loan. Moreover, most traders come from low income family therefore unable to fulfill one of the requirements of obtaining loan that is collateral. Lack of collateral makes them difficult to access credit.

4. Operational Factors

Operational factors are also considered as a strong barrier to the development of Baturraden. An attractive layout design is one aspect that is able to increase the attractiveness of a tourism object. The layout in Baturraden did not become a major focus for the manager, because the manager would like to maintain the original condition Baturraden as one of the natural attractions. However, attention should be given to the traders who sell handicraft in the area to give a better and more pleasant experience to the tourists

Innovation in the attraction is an activity that must be done continuously. The low technical innovation visible from at least rides available in the area Baturraden Tourism Attraction. In addition, a vehicle available to play in Baturraden was deemed still monotonous and tend boring, while the low administrative innovation seen from less maintenance of public facilities such as toilets and vehicles in the environment Baturraden.

D. Analysis of Factors Determining Strategic

1. Determination of Strategic Factors: Based on the results of questionnaires and interviews on thirty one informants, the strategic factors can be classified as internal and external environment. Some of those internal factors are presented below:
 - a. Strength
 1. Traders' selling experience: Of the 31 respondents, most traders have experience of selling handicrafts in the area for more than 10 years. This experience makes them very familiar with the environment of Baturraden.
 2. The uniqueness of the product and distinctive culture of Banyumas some of the products offered for sale in Baturraden are knick knacks, and some traditional foods of Banyumas. Some cultural symbols of Banyumas, such as art *gong*, traditional dance such as *Lengger*, local symbolic figure known as *Bawor*, can be used as the characteristics that can be collaborated with the tourism industry.
 3. Natural Beauty: Baturraden natural conditions are still very beautiful, became one of the major attraction for visitors coming to Banyumas Regency

b. Weakness (Weakness)

1. The price of the products offered: Prices of various products offered around Baturraden Tourist Attraction are still considered expensive. Lack of capital makes traders less efficient in their production thus impacting the product prices.
2. Business Network: The absence of a strong business network has slow down the promotion of Baturraden as tourist attraction.
3. Managerial and Operational Aspects: Managerial system implemented in Baturraden is considered less effective. Some aspects such as the placement of the vendors, rides conservation and public facilities are still scattered around. As a result the location does not look neat and tidy. External factors Baturraden Tourist Attraction development efforts include:

a. Opportunities

1. Cultural festival organized by the Local Government Banyumas regency is now becoming an effective promotional tool for disseminating the existence of tourist attraction in the region. The festival is held as a moment to collaborate or associate all the art and culture with the promotion of tourism. Thus the festival is an opportunity for entrepreneurs and managers of Baturraden Tourist Attraction to introduce the beauty of the object and some local wisdom attached to it.
2. Increased public interest in the arts and traditional culture: A growing trend in society nowadays is to go back to nature. With increasing interest in the community and better promotion of local culture, the tourism industry of Baturraden the number of tourist visit will continuously increase.
3. The development of social media technology: The development of information technology especially the social media is becoming a great opportunity to promote tourist attraction on a massive scale.

b. Threats

1. Competition in the tourism industry: Competition in tourism industry in Central Java causing the tourism industry forces the State Government of Banyumas Regency to work harder in their marketing strategy. The geographic location, with no airport, of Baturraden makes it slightly difficult for visitors to reach the area. Thus Baturraden is less popular if compared with tourist attraction in other cities in Central Java.
2. The existence of alternative vacation spots: Increasing of entertainment venues is within easy reach to be one of a threat to the tourism industry.

For example, karaoke, swimming pools, and city parks are alternatives place for recreation for the community.

3. Natural Disasters: Recently *Slamet* mountain conditions is still active, thus some travelers are afraid to approach the area which is located at the foot of Mount *Slamet*.

CONCLUSIONS AND RECOMMENDATIONS

A. Conclusions

1. Some of the factors hindering the development of Baturraden tourist attraction are marketing, human resources, financial, and operational constraints
2. Based on the description and analysis of the weighting, marketing is the factor with the highest load, thus it is becoming the biggest obstacle in the development of Baturraden Tourist Attraction.
3. Some aspects of the Baturraden Tourist Attraction strength are the traders' business experience, uniqueness of Banyumas art and culture, and the beauty of nature. While some of the opportunities that can be further explored is the Banyumas cultural festival. The rise of public interest in the things that are ethnic and traditional, and the development of technology of social media as a possible promotional tool.

B. Recommendations

Increased capability in the field of marketing becomes the main means of developing Baturraden, therefore training in marketing become imperative to do. In addition, the synergy between business, society and the government needs to be improved to provide insight into the benefits of the existence of these attractions for the public at large.

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