

**KEDIRI TOURISM DEVELOPMENT STRATEGY MANAGEMENT
USING THE BLUE SEA STRATEGY APPROACH**

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ABSTRACT

Competition in the tourism industry in Indonesia is currently very tight, with each region competing to highlight its uniqueness. With this very tight competition, Kediri Regency is trying to get out of the competition (red ocean) by creating innovations through the concept of the Blue Ocean Strategy. Blue Ocean Strategy is a term in the science of strategic management that refers to a strategy to create new markets that have not been filled with intense competition. Blue Ocean Strategy is a strategy to conquer competitors by offering innovative product features, which have so far escaped the attention of competitors. This study uses a qualitative methodology using the results of observations, interviews, and document reviews. While this type of research is categorized as descriptive research. This descriptive qualitative approach facilitates in-depth exploration of strategic management in tourism development using the Blue Ocean Strategy approach at the Kediri Regency Tourism and Culture Office. The results of the study show that tourism development with the Blue Ocean Strategy approach has not been implemented formally and officially, but the elements in the Blue Ocean Strategy approach have been adopted by the Tourism and Culture Office of the Kediri Regency in developing tourism using the value of innovation.

.Keywords: *blue ocean strategy, strategic management, tourism*

BACKGROUND

Today tourism is a mega business for certain circles. Millions of people shell out a lot of money, leaving their homes and jobs to satisfy or make themselves happy and to spend leisure time. Among the bureaucracy, tourism is seen as something that can change the shackles of poverty into material prosperity (Reyes-Menendez et al., 2019). This view can be found easily in the formulation of the vision and mission of tourism development at the local to national level. The tourism sector is important in the effort to receive local revenue which is quite potential in Kediri Regency. It should be acknowledged that Kediri Regency has been able to raise the image of tourism more professionally by utilizing the potential that exists in mountainous areas such as Besuki. Kediri Regency Tourism must be able to get out of competition (Red Ocean) tourism at the national level by highlighting the uniqueness that is not owned by its competitors (Streimikiene & Korneeva, 2020).

One of the important topics related to strategic management discourse in the past five years, which seems to be a hot topic of discussion today, is the response to the ideas of a Korean professor, W. Chan Kim, and his colleague from France, Renee Mauborgne, contained in the book they titled Blue Ocean Strategy, an innovative idea about creating an unrivaled market space (Vieira & Ferreira, 2018). Blue Ocean Strategy is a term in the science of strategic management that refers to a strategy

to create new markets that have not been filled with intense competition (Leavy, 2018). This is done by creating and reaching new demands that have not been considered by competitors. This research tries to dig deeper into Tourism Development with the Blue Ocean Strategy Approach at the Kediri Regency Tourism and Culture Office.

RESEARCH METHODS

This study uses descriptive research using qualitative methods. A qualitative approach is an approach that intends to understand the phenomenon of what is experienced by research subjects, for example, behavior, perceptions, interests, motivations, and actions, using descriptions in the form of words and language (Hitchings & Latham, 2020). Descriptive research is a search for facts with the right interpretation. While descriptive research is a search for facts with the right interpretation.

Qualitative research is intended as a type of research whose findings are not obtained through statistical procedures or other forms of computation. The descriptive method is to learn about problems in society and the procedures that apply in society and certain situations, including relationships, activities, attitudes, views and ongoing processes, and the influence of a phenomenon or event (Sutoro, 2021). Qualitative methods can be used to reveal and understand something behind a phenomenon that is not at all known or to gain insight into something that is little known.

In this study, data were collected using several methods whose use was adjusted to the type and nature of the data obtained so that the data obtained would be truly objective. Data collection techniques in this qualitative research are divided into three basic types, namely conducting interviews, observation, and documentation (Puppis, 2019). Interviews were conducted with related parties regarding tourism development in Kediri Regency, namely the head of tourism-related fields. Observations were carried out at the Tourism and Culture of Kediri Regency by observing the processes that occur in it. Documentation was obtained from primary and secondary data provided by the Tourism and Culture Office of Kediri Regency.

RESULT AND DISCUSSION

The research was conducted at the Kediri Regency Tourism and Culture Office regarding the tourist attractions of Kediri Regency and tourism development using the Blue Ocean Strategy approach. Kediri Regency is a tourism asset in East Java on a national scale. Kediri Regency has great tourism potential, both natural and cultural tourism. The tourism potential of Kediri Regency includes mountain natural tourism, accommodation recreational park tourism, and cultural heritage. Kediri Regency is a tourist destination in East Java and has a potential tourist segment.

So far the tourism sector has made a sizeable contribution both at the regional and national levels, therefore the development of the tourism sector is very necessary for the sustainability of a region in Indonesia (Carton, 2020). Seeing the importance of the tourism sector in an area, an integrated tourism profile in an area can be said to be very important to attract investors and tourists to visit. This integrated profile can provide information about the tourism sector existing in an area and the direction of its development in the future (Priilaid et al., 2020). In terms of climatological conditions, the topography of Kediri Regency consists of lowlands and mountains through which the Brantas river flows, which divides from south to north. The air temperature ranges from 23° C to 31°

C with an average rainfall rate of around 1,652 mm per day. Overall, the total area is around 1,386.05 ed about 5% of the total area of East Java Province.

These conditions support a tourist area. Tourism in Kediri Regency cannot be separated from the carrying capacity of Kediri Regency, namely the natural and man-made potential for tourism activities, as well as protected and agricultural areas, agricultural industrial products, handicrafts, and artistic products of Kediri Regency which are integrated tourism potentials.

Tourism Attraction of Kediri So that it Becomes a Leading Tourism Destination in East Java

The tourist attraction of Kediri Regency which makes it a potential destination in East Java is divided into three categories namely natural tourist attraction, cultural tourist attraction, and special interest tourist attraction.

Natural Tourism Attraction

Based on the geographical location, Kediri Regency is located in a wet and dry tropical climate area. Many tourist attractions take advantage of nature in producing superior tourism products, including mountains, waterfalls, plantations, and hills.

Table 1. Natural Tourism Attractions in Kediri Regency

Tourist Attraction	Location	Facility	Information
Dolo Waterfall	Besuki Hamlet, Jugo Village, Mojo District	Waterfalls, camping grounds, large parking areas, toilets, prayer rooms, rows of restaurants or canteens, and children's play areas.	This waterfall has an attraction in the form of three levels of waterfalls with a height of 90 to 125 meters. The first level is the highest, while the other levels are only a few meters away.
Kelud Mountain	Sugihwaras Village, Ngancar District	vehicle parking area, Bathroom, food and drink stalls, motorcycle taxi base, Gazebo along the road to the crater.	Mount Kelud has an attraction in the form of a crater lake with a volume of water reaching 40 million cubic meters (m ³). The water in this crater has an average temperature of 35 degrees Celsius.
Ongakan Turtle Hill	Ongakan kelud, Forest Area, Besowo, Kec. siege,	vehicle parking area, Bathroom,	On top of this hill there is a beautiful view. On top of this hill there is a beautiful view.

Cultural Tourism Attraction

Kediri Regency shows its existence in preserving cultural diversity, both traditional and modern, as evidenced by the various cultural events that are regularly held, such as a thousand barongans. According to (Li, 2018) blue ocean strategy is characterized by unexplored market space, demand creation, and very profitable growth opportunities.

In the context of the Blue Ocean Strategy, the Kediri Regency Tourism Office dares to create something different and different from the others, a series of a thousand barongans that still exist today and the Santri festival which is a new and first breakthrough carried out by the Kediri Regency Tourism and Culture Office in East Java regional tourism competition scene. The large number of media covering these various events is a plus for the local government of Kediri District which can be witnessed by people from all over the world as a unique and interesting promotional media and has never been implemented in the East Java region.



Figure 1. The Thousand Barongan Dance Cultural Parade
Source : Kediri Regency Tourism and Culture Office, 2022

Special Interest Tourist Attraction

Kediri district has various types of special interest tourist attractions, ranging from sports tourism, recreational tourism, adventure tourism, and so on. This special interest tourist attraction is packaged in something unique, different, and modern so that it offers various tourist options for tourists visiting Kediri Regency.

Table 2. Special Interest Tourism Attractions in Kediri Regency

Tourist Attraction	Location	Facility	Information
Kampung Inggris	Singgahan Village and Tulungrejo Village, Pare District	Tourist Attractions, Health Facilities, Bank/ATM Facilities, Learning Places, Vehicle Rentals, Motorcycle Loans, Residential Places such as boarding houses,	It is an educational village with a focus on learning English.
Sepawon Agrotourism Rollas	PTPN XII Ngrangkah Pawon, Ngrangkah, Sepawon, Plosoklaten District	Parking lots, places of worship, places of lodging and outbound places	Sepawon is a plantation tourism object that offers various views and garden plants that thrive, so that the Sepawon tourist attraction looks beautiful. Sepawon offers an educational concept to learn about the process and

			processing of coffee and cocoa beans in a very fun way. In addition, there are also various products that you can buy and make souvenirs
Honey pumpkin village	Toyoresmi, Ngasem District	vehicle parking area, bathroom and pumpkin picking	Honey gourd cultivation center
Kampung Koi Pranggang	Punjul Village, Darungan, Pranggang, Plosoklaten	vehicle parking area, bathroom, Selling Koi	Koi fish farming center village in Kediri Regency

Source: Processed data, 2022

Tourism Development with the Blue Ocean Strategy approach by the Tourism and Culture Office of Kediri Regency

Singgahan Village and Tulungrejo Village, Pare District

The SWOT analysis is used as a reference or guideline for the Kediri Regency Tourism and Culture Office to carry out its main tasks and functions in tourism development and development which will later be contained in activities over the next 5 (five) years. The SWOT analysis was prepared in collaboration with all the Administrative Sections and Sections of the Kediri Regency Tourism and Culture Office in carrying out activities that contain outlines of the development and development of tourism and cultural affairs which include the Tourism Product Development Sector, the Tourism Promotion, and Marketing Sector, the Tourism HR Development Sector, as well as the Cultural Sector.

East Java regional-level tourism competition (Red Ocean)

Tourism competition at the East Java regional level between Kediri Regency, Malang City, Batu City, Pasuruan Regency, and Banyuwangi Regency is one of the positions where the Red Ocean condition occurs, where each region has a geographic location that is both in the highlands (mountains). which has a cool climate and beautiful natural scenery. Kediri Regency, Malang City, Batu City, Pasuruan Regency, and Banyuwangi Regency are competing with each other to advance and promote the potential and tourism products of their respective regions. Each region intensively promotes the excellence of tourism in the region.

Tourism Office Value Innovation Using a Four-step Framework.

According to Kim and Mauborgne (2014: 31) value innovation is the cornerstone of a blue ocean strategy. Value innovation places equal emphasis on value and innovation. Value without innovation tends to focus on value creation on a grand scale, something that enhances value but is not sufficient to make it stand out in the marketplace. Innovation without value tends to be technologically driven, market pioneering, or futuristic, and often targets what buyers are not yet ready to accept and consume.

The value innovation created by using a four-step framework consisting of reduce, eliminate, raise, and create is by identifying what factors must be reduced, eliminated, added, and created in the development of tourism in Kediri Regency. Factors that were eliminated related to illegal parking, the indifference of the community in disposing of garbage in the space provided, crime, and crime. Factors that are reduced are damaged road facilities and infrastructure, as well as in recruiting tourism employees who come from outside Kediri Regency. Furthermore, the factors that must be added are rest areas, street lighting, tourism events, seminars, and tourism counseling. The factors created are related to the emergence of various types of attractive modern tourism, tourism promos, and events tourist.

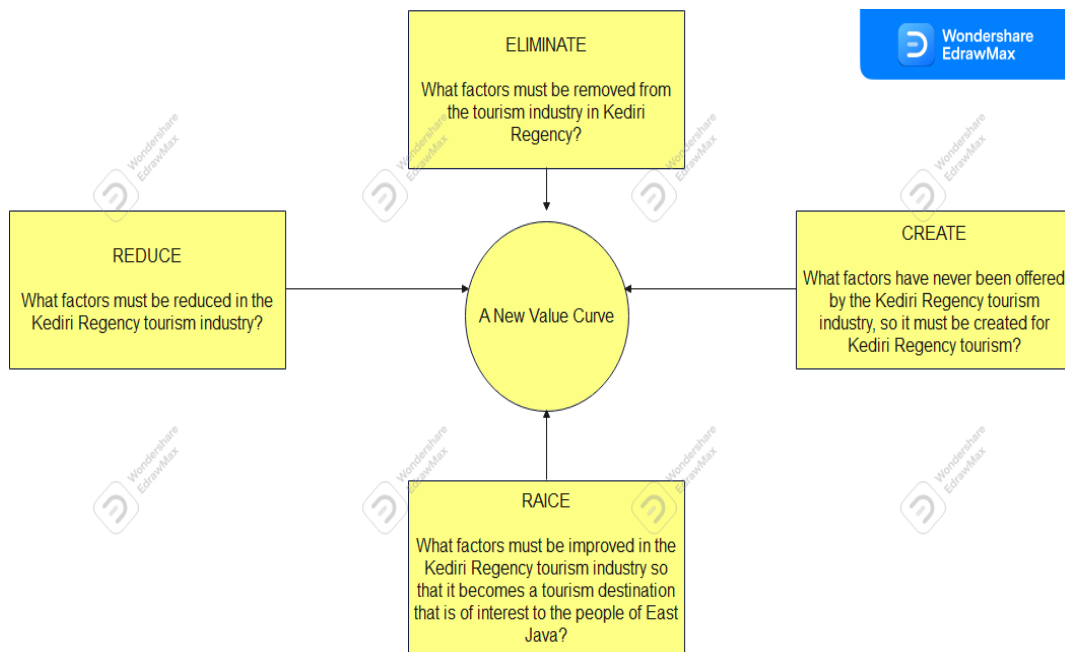


Figure 2. The Four-Step Framework of the Department of Tourism and Culture
Source: Processed data, 2022

Table 3. The Four Steps Framework of the Tourism and Culture Office of Kediri Regency

Remove	Upgrade
<ol style="list-style-type: none"> 1. Illegal parking rates 2. Culture of littering 3. Society's indifference 4. Criminality 	<ol style="list-style-type: none"> 1. Rest areas 2. Street lighting 3. Gift center 4. National and international tourism events 5. Seminars and counseling for entrepreneurs 6. Seminars and counseling for managers of tourist villages.
Reduce	Create
<ol style="list-style-type: none"> 1. Road facilities leading to damaged tourism sites must be reduced by repairing them 2. Recruiting employees from outside the Kediri Regency area must be reduced. 	<ol style="list-style-type: none"> 1. Modern tourism 2. Linkage system between tourist objects 3. Timber House 4. Economical Package Tourism (PAHE) 5. Discounts for birthday travelers

6. The unique Kediri Regency Tourism Information Center (PIP).
7. Modern square
8. Feriswhel
9. Kediri Regent's birthday promo

Source: Processed data, 2022

Strategy Canvas by the Department of Tourism and Culture

The Kediri Regency Tourism and Culture Office in making the curve value is based on six main elements in tourism development, namely in terms of price, product, facilities, service, marketing, and website. With a scale between 10-100 for each region of Java region east namely Batu City, Malang Regency, Pasuruan Regency, and Banyuwangi Regency.

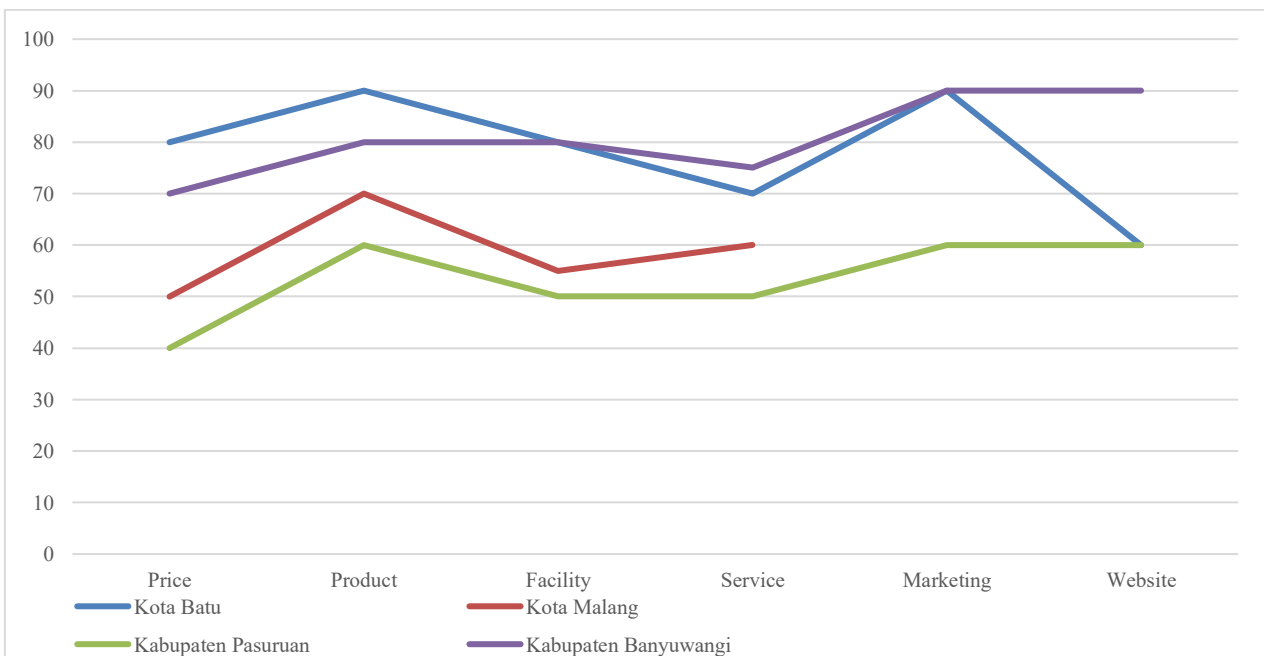


Figure 2. Strategy Canvas for Tourism and Culture Office of Kediri Regency

Source: Processed data, 2022

CONCLUSION AND SUGGESTION

The tourist attraction of Kediri Regency which makes it a recommended destination in East Java is divided into three categories, namely natural tourist attraction, cultural tourist attraction, and special interest tourist attraction. In the tourism development of the Kediri Regency Tourism and Culture Office, the elements in the Blue Ocean Strategy concept have been adopted in tourism development activities starting from conducting a SWOT analysis, mapping the conditions where the Red Ocean occurs, and creating value innovations for a product. low-cost flagships generate high tourism selling points, as well as create a canvases strategy by making curve values.

Based on the research that has been done, the management strategy used in tourism development using the Blue Ocean Strategy approach at the Kediri Regency Tourism and Culture Office still has deficiencies, so the researchers provide suggestions for consideration as follows:

1. For the management of natural tourist attractions as tourism destinations for Kediri Regency, the local government, especially the Tourism and Culture Office of Batu City, must pay more serious attention to preserving the natural environment because currently, natural lands such as agricultural land, plantations, and hills began to narrow with the emergence of new modern tourism. Even though modern tourism has mushroomed, the Tourism and Culture Office of Kediri Regency should have continued to highlight natural tourism which has been an icon of Kediri Regency for a long time with various forms of promotion and investment.
2. Regarding cultural tourism attractions, would it be better if other types of culture were preserved so that there would be even more cultural tourist attractions in Kediri Regency, because currently what is often held is a thousand barongans. Needs other types of culture to be raised in a celebration or parade, for example, in Kediri many batik cloth craftsmen can hold parade events or batik and weaving exhibitions in Kediri Regency, and many other types of culture need to be developed.
3. In terms of value innovation created by Kediri Regency, it is indeed lacking compared to competitors at the East Java regional level. Other competitors have been successful in creating creative tourism innovations. Many attractive promos and tourism events make competitors more familiar to local and foreign tourists. Therefore, the authors suggest that Kediri Regency strives to create and increase innovation by taking into account the conditions, as well as the ecosystem balance between natural and artificial.

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