

# INCREASING COMPETITIVE ADVANTAGE SUSTAINABILITY THROUGH STRATEGIC ALLIANCE

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## Abstract

This study aims to find out and examine the empirical description of the strategic problems faced and the strategies implemented in response to future human resource development needs as well as the Strategic Alliances conducted by STP to respond to global competition. Sustainable Competitive Advantage, This study uses a naturalistic qualitative approach, with descriptive methods and case studies, with data collection techniques using interviews, observation and document studies. The sampling technique used is purposive. Data analysis was carried out through the process of displaying data, reducing data and verifying data through a triangulation process. Sustainable Competitive Advantage, This study uses a naturalistic qualitative approach, with descriptive methods and case studies, with data collection techniques using interviews, observation and document studies. The sampling technique used is purposive. Data analysis was carried out through the process of displaying data, reducing data and verifying data through a triangulation process.

**Keywords:** *Strategic Management, Strategic Alliance*

## 1. INTRODUCTION

Competitiveness, excellence and quality are strategic issues and big agendas of BPSD Ministry of Tourism including Bandung and Bali Tourism Colleges (STP) as UPT BPSD Ministry of Tourism. In creating quality graduates who have the capability of sustainable competitiveness. In order to realize the vision and mission of the institution, with the weaknesses/ limitations that STP Bandung and Bali have, especially with regard to resources (teaching and educational staff, physical, financial facilities), then in the era of globalization. Workers 15 years or more who work at Competitiveness, excellences and quality in a certain situation. Ghony and Almanshur (2012, pp. 61-62) argue that case studies are research directed at collecting data, taking the previous week in trade and tourism. So, it is very natural to work in is a strategic issue and the big agenda of the Ministry of Tourism's BPSD including the Bandung and Bali Tourism Colleges (STP) as UPT BPSD of the Ministry of Tourism. Service areas such as tourism, particularly hospitality have been widely characterized in the academic literature as 'low-skilled' (Baum, 2008, p.74). This shows that the tourism sector does not only lack human resources at the middle level (executor) with bachelor's level, but there is also a shortage of human resources with university education as strategic development makers and policy makers. More specifically, the distribution of STP Bandung graduates by field of work shows that the majority of STP Bandung alumni are at the staff level (77%) and only 2% are at the supervisor level. This fact is not in accordance with the learning objectives that Diploma III graduates should at least be at the supervisor level when working. To realize their vision and mission, these two institutions are faced with a number of challenges, especially with regard to resources (teaching and educational staff, physical, financial facilities). is a must. On a wider scale, namely at the regional and international levels, Indonesian tourism human resources are still competing for positions at the craft level with human resources from the Philippines, India, China and Thailand.

To further sharpen the study of the themes studied, this research is directed at the following problem formulation: Meanwhile, Singapore and Malaysia have started to introduce human

resources at the middle management level. At the top level management, human resources from the United States, Australia and Europe still rank first. 1. What strategic problems are faced in Tourism education at the College of Tourism within the Ministry of Tourism? This condition is exacerbated by the fact that most tourism practitioners, policy makers and actors do not have tourism education. But it is precisely from various scientific disciplines that then try to increase their knowledge by learning by doing (Sadkar, 2009, p.15). What's more, at this time, many of those who have authority as tourism policy makers also come from non-tourism Masters or Doctoral degrees. 2. What is the strategy for responding to the needs of human resource development at the Tourism High School at the Ministry of Tourism in the future? Even though they should have the ability to be visionaries in the field of tourism, who do not only think contemporarily and selfishly, but also think ahead and act in the future (Kusmayadi, 2008, p.15). 3. What kind of strategic alliance does the College of Tourism do with the Ministry of Tourism to respond to global competition? Based on the background and identification of the phenomena that occur as previously described, it provides information that strategic management is needed. The tourism sector, not only requires technical personnel but also human resources who have competence at various levels, namely: (1) and (4) Technical personnel, namely human resources who have skill competencies to carry out tasks that are technical in nature in the tourism business. (Koster, 2005) Academics/researchers/scientists, namely human resources who have the competence to develop knowledge about tourism and or genuine concepts ; In fact, graduates from higher tourism institutions, both from the College of Tourism (Bandung and Bali) and the Tourism Academy (Medan and Makassar), have not been able to occupy positions according to their level of education. Research conducted by the Central Bureau of Statistics from 2006 to 2010, regarding the Conditions of the Tourism Sector Workforce, shows that workers with a university education background only account for 3% of the 22,212,885 population. High is very tight and rapidly changing, efforts to carry out and develop partnership (strategic alliance) with all stakeholders is a must.

## 2. LITERATURE REVIEW

STP Bandung and Bali's motivation to enter into an alliance with other parties was due to the encouragement to make STP Bandung and Bali a leading tourism higher education institution (a notable tourism education institution); provide guarantees for graduates to be able to work throughout the world at various levels of position; and in anticipation of the start of ASEAN. Meanwhile, the pre-conditions taken into consideration by STP Bandung and STP Bali in making alliances with other parties include the readiness of the organization, teaching staff, curriculum and educational infrastructure; externally is the partner's reputation factor. The policy strategy for improving lecturers carried out by STP Bandung and Bali, is through making a projection map of the functional positions of teaching staff up to 2019 as a guide in developing teaching staff to reach a standard of 40% who have a tourism education background from overseas universities and 70% of staff educators who already have CHE certification from AHLEI Referrals to the partnership are oriented towards developed countries that are internationally recognized, at least with UNWTO-TredQual certification; and operating in the Republic of Indonesia. broken down into activity planning documents and annual budgets; and conduct an annual review and evaluation of the achievement of targets from the program to fulfill the quality of international standard educators; and through the implementation of skills development programs for lecturers according to the trends that are developing in the industry both at home and abroad.

The strategic alliance carried out by STP Bandung and Bali is using a three-stage strategy, namely: there is a request for an alliance, there is an initial discussion that is quite broad in scope, and making the MoU as a bond in supporting points of cooperation in the form of formal and informal ties that are included in the strategic plan and the annual plan as the institution's annual key performance indicator (KPI). To maintain the continuity of the alliance, it is carried out by developing communication through monitoring programs and annual events Strategic Alliances To

Respond To Global Competition called the Partnership Gathering. Meanwhile, the strategic alliance regarding the activities and substance of the alliance carried out by STP Bandung and Bali is through several activities, including organizing education with international partners; organizing PKN for STP students; recruitment of STP graduates to work in various international tourism businesses; supporting the development of tourism education institutions in various regions in the country; providing education with a distance learning mechanism, The impact of the alliance on the academic community of STP Bandung and Bali, including providing benefits for each party, namely students, graduates, educational institution partners and the tourism industry; the academic community has strong confidence to face the future in the global era. The success of the partnership depends on a sense of mutual Free Trade Area or ASEAN Economic Community desire, and a sense of mutual need.

### 3. RESEARCH METHOD

This research uses a qualitative research design with a case study approach that seeks to understand and interpret a meaning of human behavior interaction events workers 15 years or more who work at Competitiveness, excellences and quality in a certain situation. Ghony and Almanshur (2012, pp. 61-62) argue that case studies are research directed at collecting data, taking Research Participants and Places 2011456 - Fax. (022) 2012097 e-mail : contact@stp-bandung.ac.id - <http://www.stp-bandung.ac.id> , And The environment of the Ministry of Tourism in entering the global market lies in optimizing the delivery of education both related to curricular (PBM) and co-curricular in preparing student competencies. STP Bandung and Bali have taken strategic steps to improve quality a. Research Participants 2) Bandung Tourism College, Jl. The strategic issue regarding the quality of lecturers who are globally competitive at STP within the Ministry of Tourism shows that STP lecturers have so far not been able to compete at the international level. (3) educators and educational staff, In essence, qualitative research is a research procedure that produces descriptive data in the form of written and spoken words from people and observed behavior (Bogdan and Taylor in Moleong, 2010, p.4).

In this study, what was observed was humans as key instruments, namely people as both informants and There are no STP educators who have received international recognition in terms of teaching, research and community service. The main problem is the lack of opportunities to participate in various international activities, such as congresses, conventions, international conferences, as well as to produce articles and publish academic journals that have international coverage. And education management policy actors in the Bandung and Bali Tourism Colleges; As for the participants in this study were: (1) Head of the Human Resources Development Agency of the Ministry of Tourism whose organizational structure directly oversees the Tourism High School both in coaching and development; (2) the Leaders of the Tourism High School at the Ministry of Culture and Tourism, namely the Chairperson, the Assistant Chairpersons, the Heads of Sections, 4) the tourism industry as users of graduates. With the use of qualitative methods, in accordance with the problems faced, namely regarding the quality and competitiveness of higher education on an ongoing basis, the development of an activity the information obtained is more complete, more in-depth and meaningful so that the research objectives will be achieved. b. Research Place

### 4. PROBLEM

The partnership and substance activities aligned with the College of Tourism within the Ministry of Tourism refer to the vision and mission of the institution, namely in an effort to produce graduates who have excellence Strategic issues of competence of STP graduates CONCLUSIONS AND SUGGESTIONS Bandung and Bali include a decrease in the interest of prospective students to register; facilities, theoretical, practical, and supporting facilities are inadequate both in quantity and quality; PBM tends to be conventional & hard skill oriented ; tridharma PT has not run optimally; quality culture has not yet been institutionalized in the process of providing education, regarding readiness to enter global competition is relatively not optimal;

not optimal programs and activities to hone soft skills The strategic problem of determining the quality of graduates at STP Bandung and Bali, including: PBM tends to be closed and conventional; the low quality and ability of educators in carrying out the latest learning methods and do not yet meet the standards of a global quality tourism higher education institution; the availability of educational infrastructure and facilities both for theory and practice is no longer sufficient to carry out world-class tourism education; not optimal qualifications of human resources, both educators and education staff; and the limited budget for the maintenance of educational facilities and infrastructure.

## 5. CONCLUSIONS AND SUGGESTIONS

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The policy strategy for improving lecturers carried out by STP Bandung and Bali, is through making a projection map of the functional positions of teaching staff up to 2019 as a guide in developing teaching staff to reach a standard of 40% who have a tourism education background from overseas universities and 70% of staff educators who already have CHE certification from AHLEI Referrals to the partnership are oriented towards developed countries that are internationally recognized, at least with UNWTO-TredQual certification; and operating in the Republic of Indonesia. broken down into activity planning documents and annual budgets; and conduct an annual review and evaluation of the achievement of targets from the program to fulfill the quality of international standard educators; and through the implementation of skills development programs for lecturers according to the trends that are developing in the industry both at home and abroad. The strategic alliance carried out by STP Bandung and Bali is using a three-stage strategy, namely: there is a request for an alliance, there is an initial discussion that is quite broad in scope, and making the MoU as a bond in supporting points of cooperation in the form of formal and informal ties that are included in the strategic plan and the annual plan as the institution's annual key performance indicator (KPI). To maintain the continuity of the alliance, it is carried out by developing communication through monitoring programs and annual events

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