

Competitive Advantage Tourism Village for Sustainable Development in Serang Regency

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Received November 13, 2024; Accepted December 24, 2024; Published March 15, 2025

Abstract – Three tourist villages in Serang Regency have been honored by the Ministry of Tourism and Creative Economy's Anugrah Desa Wisata Indonesia. Each of these tourist villages has competitive advantages that deserve to be considered for nomination. This study aims to determine the competitive advantages of tourist villages as a form of tourism competitiveness. The Diamond of Nations Advantages theory according to Porter has 4 dimensions, namely Factor conditions, demand conditions, related and supporting industries, and firm strategy, structure and rivalry. The research method uses a qualitative comparative approach with purposive informants. The results showed that the main factor condition is the superiority of natural resources owned, demand conditions related to product/service innovation for market needs. At the same time, the third dimension is in the form of strengthening existing businesses to continue to grow and compete. The fourth dimension relates to building networks/collaboration as an effort to overcome the problems and limitations faced in the development of tourist villages. Support from the local government and the community is the main key to the development of tourist villages so that they are better known and have advantages that support other tourist villages.

Keywords: *Competitive advantage, Tourism village, Sustainable development*

1. INTRODUCTION

The tourism industry has a strategic role in the economy of most countries and contributes very significantly to job creation and national income (Andreis et al., 2022). According to Baum 2015, Kusluvan et al 2010 in (Andreis et al., 2022) that the tourism industry is a tourism organization that is labor intensive, centered on hospitality services and human resources as the key to competitiveness. After the Covid-19 pandemic, the stretch of tourism in rural areas has strengthened with the growth and development of villages declaring themselves as tourist villages.

The United Nations World Tourism Organization states that rural tourism (village tourism) is a type of tourism activity where visitors get a nature-based life experience such as fishing, farming and traveling. The characteristics of an area that can become a tourist village include low population density, landscape and land use dominated by agriculture and forestry, as well as the structure and lifestyle of a traditional community (<https://www.unwto.org/rural-tourism>)

Citing data from <https://jadesta.kemenparekraf.go.id/sebaran> in 2024 the number of tourist villages in Indonesia is 6,027 villages with details of 4,688 pilot tourist villages, 992 developing tourist villages. A total of 315 developed tourist villages and 32 advanced tourist villages. At the local level, especially in Serang Regency, Banten Province, there are 32 tourist villages in the pilot category. Of the 32 tourist villages, 3 tourist villages namely Cikolelet Village, Kubang Baros Village and Padarincang Village have received the Indonesian Tourism Village Award with the category of pioneer tourist villages which are included in the top 500 - 50 tourist villages in Indonesia

According to Ivanova, tourist villages have unique and environmentally friendly products (Ivanova, 2015). Meanwhile, according to (Arismayanti et al., 2014) a tourist village is a combination of attractions, accommodation and supporting facilities presented in the structure of community life. The tourist village is a place to explore the history of the relationship between taste, place and emotional and spiritual experiences (Shen et al., 2019). Furthermore, according to (Kastenholz et al.,

2017) traveling to the village affects the preservation of the ecological conditions of a tourist destination.

In order for a tourist destination to thrive in today's competitive market, it needs a unique set of attributes and resources that provide special characteristics with its competitors so that it attracts more visitors to come. These factors of excellence include natural beauty, cultural heritage, infrastructure, accessibility and even the quality of services and facilities offered.

Competitive advantage was first introduced by Michael Porter that competitive advantage is the result of an effective combination of circumstances owned and strategies of business entities/organizations compared to competing entities in competitive industries (Porter, 1990). Furthermore, David (2002) states that competitive advantage is any effort that a business entity/company does very well compared to competing companies. Such as providing greater value or satisfaction to consumers at a lower price or by providing better benefits and services at the same price. Furthermore (Sachaleli, 2023) states that competitive advantage is something that cannot be easily imitated and is exclusive to the company or business. This value is created internally and is what differentiates the business from its competitors.

Research results (Farida et al., 2022) state that local community involvement and sustainable tourism have a positive and significant effect on the competitive advantage of rural tourism in Central Java in the Covid-19 Era. While the results of research (Sari et al., 2024) state that the factors of natural resources and the environment, the artificial environment, the operating sector, hospitality and cultural resources have a significant influence on the competitive advantage of the Apar tourist village in Pariaman, West Sumatra.

The results of research (Wardana et al., 2020) that efforts to apply the principles of rural tourism development through increased awareness and love of local culture and increased facilities and integrated cultural activities can increase the competitive advantage of tourist villages in Bali. Furthermore, (Sachaleli, 2023) states that the development of sustainable tourism villages is a competitive advantage in the tourist village of Mestia in Georgia. In his research (Lesmana et al., 2022) that the competitive advantage for Indonesian tourist destinations is in accordance with the unique geographic, demographic, and socio-economic characteristics of Indonesia.

In this study, researchers used the competitive advantage approach according to Michael Porter which is used to measure the competitive advantage of a country. The dimension is with 4 dimensions of factors, namely 1) initial conditions related to the internal state of the country along with its advantages; 2) Demand conditions relate to the company's ability to understand and deal with demand segments from different consumers in the country of origin, which helps predict the direction of change in competitor products and the possibility of developing new products. The third dimension of related and supporting industries relates to companies that have good quality interactions have an advantage over those that do not and 4) the dimension of strategy, structure and competing companies that the environment in their home country will greatly affect the strategic choices of foreign competitors (Porter, 1990).

A tourist village is the smallest part of a country where the organization of a tourist village in order to compete can consider the factors mentioned above so that it has an advantage and something unique compared to other tourist villages.

2. METHODOLOGY

This research uses a qualitative method with a comparative study approach in three tourist villages. According to Sugiyono (2012), comparative research is research that compares the existence of two or more variables in two different samples. Furthermore, Silalahi (2010) states that comparative research is research that compares two or more symptoms, can be descriptive comparative or comparative correlation. Descriptive comparative tries to compare the same variables in different samples.

The meaning of comparative or comparison is an effort to find out from many similarities, there must be differences. In this study, the research compared the competitive advantages of 3 tourist villages in Serang Regency that received ADWI ministry of tourism and creative economy. The research informants are purposive informants, namely the Head of the Tourism Destination Division of the Youth, Sports and Tourism Office of Serang Regency, Village Heads, Village Officials, Village Representative Bodies, Tourism awareness group (Pokdarwis), Communities and visitors.

3. RESULTS AND DISCUSSION

3.1. Overview of Tourism Village in Serang Regency

In the Strategy Plan of the Office of Youth, Sports and Tourism of Serang Regency 2021 - 2026, the target of establishing tourism destinations in Serang Regency is 5 destinations in 2022, 10 destinations in 2023 and 15 tourism destinations in Serang Regency in 2024 (Rencana Strategis Dinas Pemuda Olahraga Dan Pariwisata Kabupaten Serang Tahun 2021 - 2026, 2021). According to Law No. 10 of 2009, tourism destinations are geographical areas within one or more administrative areas where there are tourist attractions, public facilities, tourism facilities, accessibility and communities that are interrelated and complement the realization of tourism (UU N0. 10 Tahun 2009 Tentang Pariwisata, 2009).

Based on data from the Office of Youth, Sports and Tourism of Serang Regency, there were 2.55 million domestick tourists who came to Serang Regency in 2023 where the most visits occurred in April, while the least visits occurred in March. This is related to the situation of the month of Ramadan in March and the long holiday period of Eid al-Fitr in April. The number of tourist visits has increased by 14.49% from the previous year in 2022 as shown in graph 1 below:

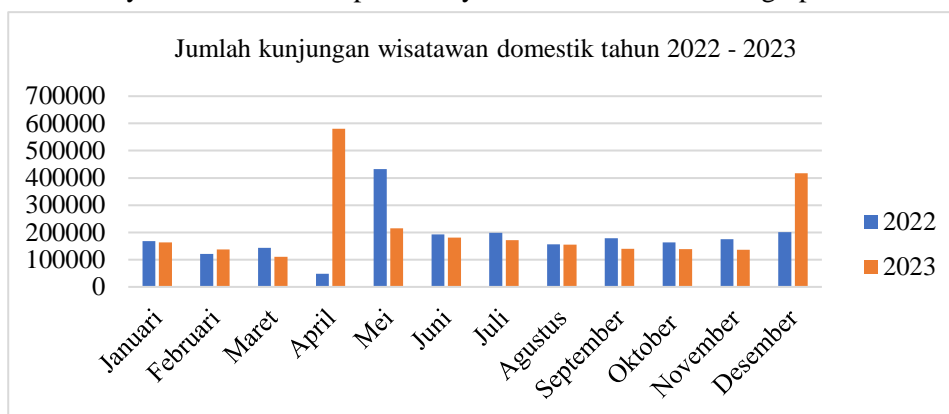


Chart 1. Number of domestic tourist visits

Source: Department of Youth, Sports and Tourism of Serang Regency

3.2. Competitive Advantage Tourism Village in Serang Regency

Michael Porter found that home country characteristics play an important role for business entities (firms) in international competition. The country of origin determines a firm's ability to innovate quickly and successfully using technology and methods. The following is a comparative description of tourist villages in Serang Regency that have been categorized as Indonesian Tourism Village Awards.

a. Cikolelet Tourism Village

Cikolelet Village was designated as a tourist village in 2017 based on the Decree of the Regent of Serang Number 556/Kep-606-Huk/2017. Cikolelet Village's main tourist attractions are Puncak Cibaja and Puncak Pilar. Puncak Cibaja and Puncak Pilar are places for camping ground, flying fox and also a place to take selfies at the top of the mountain with the nuances of beautiful natural scenery and cool air. However, the two natural attractions are no longer used because of land ownership issues and the non-renewal of the cooperation agreement with PT Perhutani as the manager of the Cibaja Peak area.

Currently, the development of Cikolelet tourism village is more directed at creative economy tourism attractions, cultural tourism and annual activities of the Tourism Village Festival event which is held in August each year with featured events of community cultural traditions and exhibitions of MSME products.

Cikolelet tourism village is considered more active in the development of tourism villages due to intense assistance by universities, namely the Trisakti Tourism Institute. In addition, the support of the Serang Regency Government which has set the Cikolelet Tourism Village Festival event as the flagship tourism agenda of Serang Regency.

The number of tourist visits at this time is still relatively small compared to when Puncak Cibaja and Puncak Pilar were the leading destinations and destinations for community groups to travel to Cikolelet. For lodging itself, homestay houses owned by residents are available and road access to Cikolelet Village is good. The following is an overview of Cikolelet tourist village

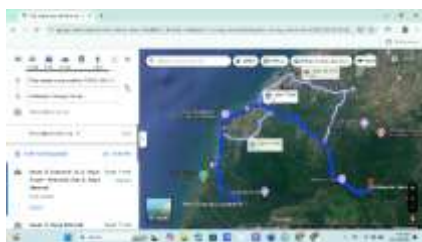


Figure 1: Distance to the village village



Figure 2: Land mark of cikolelet tourism



Figure 3: Cikolelet tourism village gate



Figure 4: FDWC opening in 2023

b. Kubang Baros Tourism Village

Kubang Baros tourist village is located in Cinangka District, Serang Regency. Kubang Baros Village was designated as a tourist village in 2021 with potential natural tourist destinations in the form of Betung waterfall, Curug Lilia and Hermis Hill. In addition, there are also hot springs that are believed by the community to treat various diseases. Kubang Baros Village also has cultural attractions and culinary tourism in the form of handicrafts from. Enjoying the tourist village in Kubang Baros visitors are given the opportunity to enjoy the natural beauty that is still beautiful, cool and also the cultural traditions of local wisdom.

Kubang Baros tourist village was established based on the Decree of the Regent of Serang Number 556/Kep.154-Huk.Disporapar/2021 concerning eight tourist villages in Serang Regency. The management of Kubang Baros tourist village has been run by the Dayangsumbi Tourism Awareness Group. The results of the study found that the management of tourist villages in Kubang Baros is not running well. This is due to the low understanding of the community regarding the application of Sapta Pesona in tourist villages due to the low capacity and capability of the community. The education level of the Kubang Baros Village community is mostly secondary school education with livelihoods as farmers and farm laborers.

Pokdarwis Dayangsumbi is also no longer active, making it difficult for the development of tourist villages. Another factor is the conflict over land ownership that is used as a tourist destination, namely Curug Betug and Curug Lila. The location of Curug Betug and Curug Lila is land owned by PT Krakatau Tirta Industri and part of the Cidanau River Watershed as well as a water conservation area and freshwater fish vegetation. This has caused the development of Cikolelet tourism village to not be able to continue and even now it is no longer “booming” among tourists.



Figure 5 : Village map



Figure 6 : Bitung waterfall



Figure 7 : Creative economy products of Kubang Baros Tourism Village
Source : Research result, 2024

c. Pamarayan Tourism Village

Pamarayan tourist village is located in the southern part of Serang Regency. Pamarayan Tourism Village was established in 2021 along with seven other tourism villages, including Padarincang based on the Decree of the Regent of Serang Number 556/Kep.154-Huk.Disporapar/2021 concerning eight tourism villages in Serang Regency. Padarincang Village's tourist destinations are Kacida Cibuntu Tourism, ciparias spring bath, curug cigumawang waterfall and rafting. The number of visitors per week reaches 100 people, while on holidays it can reach 500 people a month. The majority of visitors come from Banten Province, Jakarta, Bogor and Bandung.

Tour packages are offered with HTM 10 thousand per person. For rafting tours themselves the cost depends on the distance traveled. Short distances are around 50 thousand to 100 thousand for long distance tracks.

The creative and culinary economies developed include the Parigi Fish Pindang Center, the Jengkol Emping Center, the Banana Chips Center, the Bread Center, the Tiger Ketawa Cake Center. The tourism actors are Pokdarwis, while financial management and cooperation with third parties is carried out by BUMDES.

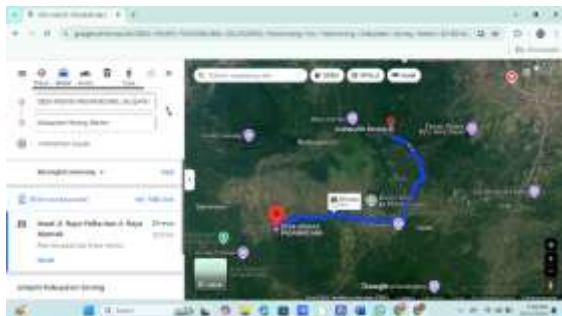


Figure 8 : Road map to location



Figure 9 : Rafting adventure



Figure 10. tourism package



Figure 11. Camping ground

Table 1. The following summarizes the competitive advantages of the 3 tourism villages in Serang Regency based on the 4 pillars of The Diamond National of Advantages

Analysis	Tourism Village	Condition factor	Demand condition	Related and supporting industry	Firm Strategy, Structure and Rivalry
Competitiveness Opportunities of Tourism Villages in Serang Regency	Desa wisata Cikolelet (2022)	1) Pioneer tourism village in Serang District. 2) Pokdarwis Anindya Pramudita as a tourism actor. 3) Community awareness in the development of tourism villages is high. 4) Special assistance from Trisakti Tourism Institute	Development of cultural tourism attractions and creative economy	1. Already have homestays and MSMEs of agricultural and fishery products 2. Alternative for tourists to stay when occupancy in Anyer is overloaded Cikolelet	collaborates with the private sector and universities in tourism village development activities, especially tourism village festival activities.
	Desa Wisata Kubang Baros (2023)	Tourism village adjacent to Cikolelet village	Creative economy products are very unique to be developed on an export scale	Art and cultural traditions that have similarities with the cultural traditions of Cikolelet village	Assistance by universities for digital marketing of Ekraf products
	Desa wisata Pamarayan (2024)	1. Tourism village with water attractions, namely rafting and camping ground 2. Financial Inclusion	Variation of traditional culinary products typical of southern Serang	Rafting tourism attraction is a mainstay	Pamarayan Village has become a university-assisted village in the Serang City area

Sumber : Research result 2024

4 CONCLUSION

The results of the study can be concluded that the competitive advantage of tourist villages in Serang Regency is highly dependent on condition factors, namely the strength of natural resources as the key to competitive advantage. In addition, tourist villages carry out innovations in developing new attractions such as cultural tourism and creative economy to attract tourist visits.

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