

# Rising the Competitiveness of a Cultural Tourist Destination in Banten, Indonesia through Stakeholder Orientation, Strategic Capability, and Shared Value Creation

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## Abstract

*The objective of this research is to determine the impact of stakeholder orientation, strategic capability, and shared value creation on the competitiveness of cultural tourist destinations. This study was carried out in order to improve the competitiveness of Banten, which has many cultural advantages but has not been fully utilized. This study employs quantitative methods, such as the analysis of structural equation models (SEM), which are supplemented by qualitative data. This research was performed out by distributing electronic questionnaires to 321 respondents from 8 districts and cities, including tourism officials, tour guide associations, tourism pioneer groups, tourism stakeholder's social media groups, youth groups, and creative entrepreneur's associations. In addition, focus group discussions with stakeholders were held to balance and strengthen the data collected. According to the results of the concurrent tests, Orientation Stakeholder (OS), Strategic Capabilities (KS), and Shared Value Creation (PNB) all contribute significantly to the competitiveness of cultural tourist destination variables. Remarkably, partial tests revealed that the variety of OS and KS has no effect on the competitiveness variables of cultural tourist destinations (DS). This implies that the indicators of OS, KS, and PNB should be improved in the future, particularly the variable of shared value creation (PNB), which plays an essential role.*

## Keywords

competitiveness; cultural destination; stakeholder orientation; strategic capability; shared value creation



## I. Introduction

A destination's positive image is determined by its attractiveness and how it is managed (Arcana & Wiweka, 2015; Ernawati et al., 2018). Today, the competitiveness of cultural tourist destinations is important in establishing a positive image of a tourist destination. This is due to the fact that competitiveness is the foundation for the creation of competitive advantages. According to (Porter, 2011), competition determines a destination's success or failure. The accuracy of destination activities that are useful for their performance, such as innovation, cultural strength, and good application, is determined by competition. A competitive strategy is the pursuit of a desired competitive position in an industry. Competing strategies aim to establish a profitable and long-term position in the face of the forces that shape industry competition.

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The diversity of cultural tourist destinations in Banten Province is an advantage, but this potential has not been supported by good stakeholder collaboration, adequate capabilities, and good interaction between managers and tourists (Arcana & Wiweka, 2016; Indrajaya et al., 2019, 2021). The lack of contribution of tourist destinations to the development of Gross Domestic Product (PDRB) (from 2013 to 2017) reflects the fact that tourism business activities are still underdeveloped (BPS Banten, 2021). Banten should see an increase in tourist visits due to its strategic location, which borders Jakarta, the country's capital, as well as West Java and Sumatra Island. This is supported by the strategic infrastructure of Tangerang City's Soekarno-Hatta International Airport, the Tangerang-Merak toll road, and the Merak Sea Harbor in Cilegon City. Another encouraging factor is the construction of the Panimbang-Serang toll road, which will facilitate access to Tanjung Lesung.

In terms of potential resources, Banten is among the top ten destinations in Indonesia, with 260,089 foreign tourist visits in 2019, more than Bromo, Tengger, Semeru / East Java (243,889), and Lake Toba / North Sumatra (258,822). However, tourism contributions to the PDRB remain lower in Banten (4.14 percent), East Java (14.63 percent), and North Sumatra (4.99 percent). And this ranking still trails Thousand Islands / DKI Jakarta (17.67%) and Borobudur / Central Java Temple (8.47%) (BPS, 2020). The competitiveness of cultural tourist destinations would play a significant role in the competitiveness of Banten tourism. This is demonstrated by the number of cultural tourist attractions in Banten Province, which totals 591 pieces and includes art attractions, local community lifestyles, cultural heritage areas, cultural heritage sites, cultural heritage structures, cultural heritage buildings, and sacred tombs.

In other words, if the competitiveness of cultural tourism destinations is a priority that should be addressed in Banten, it is suitable. This is already consistent with the product portfolio that will be the focus of the development of Indonesia's tourism market, both domestic and foreign tourists, namely culture (60%), nature (35%), and man-made (5%) (RENSTRA 2015-2019, 2015). Thus, if implemented in Banten Province, the development of cultural tourism competitiveness through stakeholder orientation variables, strategic capabilities, and shared value creation will be appropriate. Cultural tourism arose from ancestral heritage or ancestors developed and invented by their heirs (Wiweka, 2014; Wiweka & Utami, 2017). These cultural heritage aspects, in terms of Strategic Capability, Stakeholder Orientation, and Shared Value Creation, so that cultural tourism destinations, which are the mainstay of Indonesian tourism products, have a competitiveness with other countries.

According to this phenomenon, the purpose of this research is to investigate the effect of stakeholder orientation, strategic capability, and shared value creation on the competitiveness of Banten cultural tourist destinations. Furthermore, the study focuses on determining the practical benefits of the research outputs to stakeholders. Banten province now has a model to improve the competitiveness strategy of its destinations and compete with other provinces in Indonesia, particularly the cultural tourism provinces of Bali, Yogyakarta, Central Java, and Jakarta, by examining the effects of these three variables on the competitiveness variables of cultural tourism destinations. Understanding the characteristics of each variable reveals what indicators shape it, and this notifies what programs should be run by stakeholders, particularly the Banten Tourism Office, which has policymaking authority.

This study takes place in the tourism and strategic management environment, specifically in the context of cultural tourism and destination management. It generates outputs in the form of a destination competitiveness strategy based on stakeholder

orientation, strategic capabilities, and shared value creation. This output will benefit stakeholders in Banten Province's cultural tourism environment, primarily in accelerating the development of its cultural tourist destinations. The study's limitations are as follows: 1) the analysis unit in this study is a cultural tourist destination in Banten Province, while the observation unit is a tourism stakeholder in Banten Province; 2) variables in this study include competitiveness of cultural tourist destinations, stakeholder orientation of cultural tourist destinations, strategic capabilities of cultural tourist destinations, and shared value of cultural tourist destination creation.

## II. Review of Literature

According to (Calderwood & Soshkin, 2019) developed a tourism competitiveness index (DS) to assess tourist destinations' competitive advantages. Secondary data comes from trusted institutions around the world, while primary data comes from the Executive Opinion Survey, which polled 15,000 people around the world. Indonesia is ranked 50th in the world in terms of tourist destinations, trailing Singapore, Thailand, and Malaysia. Indonesian tourism still has a low competitive advantage, particularly in terms of sustainability and hygiene. The equation is intended to assess tourism destinations' competitive advantages in environmental aspects, tourism policy, infrastructure, and resource excellence. While the distinction is to include dimensions of destination management and efficiency in order to measure competitive advantages, as well as research other variables such as strategic orientation, destination capabilities, market niche marketing strategies, and Shared Value Creation.

Marketing is a process of planning and execution, starting from the conception stage, pricing, promotion, to the distribution of goods, ideas and services, to make exchanges that satisfy the individual and his institutions (Dianto in Asmuni *et al*, 2020). According to Tjiptono in Marlizar (2020) marketing performance is a function that has the greatest contact with the external environment, even though the company only has limited control over the company's environment. In the world of marketing, consumers are assets that must be maintained and maintained their existence in order to remain consistent with the products we produce (Romdonny and Rosmadi, 2019).

Using linear regression and a sample of 50 companies, (Darsono et al., 2016) investigated the impact of unique capabilities on the competitive advantage of tourism destinations in Aceh. There is a significant relationship between unique capabilities and competitive advantages, as well as competitive advantages and tourist destination performance. The equation is used to investigate the capabilities and advantages of competing in tourism destinations, with the difference being MICE tourist destinations in Indonesia, different dimensions of capability, and competitive advantage.

According to (Crilly, 2011) addresses the company's stakeholder orientation (OS) from the "inside-out." Case studies, literature reviews, and in-person interviews are examples of research methods. Searching for information from a variety of sources. Using fuzzy set analysis tools, both qualitative and quantitative data were collected. Exogenous factors are used by stakeholders in conjunction with company regulations, norms, and logic. The equation is investigating stakeholder orientation and is influenced equally by exogenous and exogenous environmental factors. Donal Crilly's research, on the other hand, finds that stakeholder orientation is influenced by company norms. While stakeholders' orientation in this study is influenced by stakeholders, reputation, management, and business experience in partnerships.

It is dependent on (Pearson et al., 2015) investigating the strategic capabilities (KS) of the top 22 Asian network airlines in Indonesia that compete with low-cost carriers. The questionnaires were distributed to 22 Indonesian airlines as part of the research method. As a result, there is a strong correlation between strategic capability and perceived actual performance, implying that airlines with strong strategic capabilities will have a strong overall performance. Strategic Capabilities are being researched by the equation. The difference, according to Pearson's findings, is that strategic capabilities can compete with low-cost airlines. Strategic capabilities are influenced by social media knowledge, strategic capability management, business resources, and organizational performance in this study.

Stand on (Jaakkola & Alexander, 2014) investigates the role of customer engagement behavior in shared Value Creation (PNB) from the perspective of a service system. Empiric research with data collection via in-depth interviews with 42 users, Scot rail representatives, and visits to ten leading stations in the UK. As a result, businesses should pay more attention to the resources that customers can provide, investigate the possibility of bringing together a diverse range of stakeholders around common causes, and employ organically emerging systems that provide opportunities for broader shared Value Creation. The equation is designed to investigate the impact of customer engagement on Shared Value Creation. The distinction is that this study was conducted in the tourist destination of Banten, Indonesia, whereas Jaakkola and Matthew's research was conducted at ten leading stations in the United Kingdom.

## **2.1 Cultural Tourist Destination**

According to (Arief et al., 2020; Demolingo et al., 2021; Ritchie & Crouch, 2010; Wiweka & Arcana, 2019) tourist destinations define development strategies in order to provide value and benefits to all stakeholders with varying goals. A tourist destination is a system that comprehends a wide range of relationships, interactions, and competitive environments (Buhalis & Spada, 2000). A local tourist destination is a physical space where a traveler spends at least one night, and it has physical and administrative boundaries that govern its management, as well as an image and perception that governs its market competitiveness (UNWTO, 2017). As a result, cultural resources such as historical buildings, contemporary art and sculpture, performing arts, religious relics, activities and ways of life of local people, and travel (trekking) to historical places using unique modes of transportation can be developed into tourist attractions (Pitana & Diarta, 2009).

## **2.2 Competitiveness**

According to (Grimstad & Burgess, 2014), competitiveness is coordination that promotes greening, which is a genuine concern for the environment. Based on (Corte & Aria, 2016), there is a new opportunity to gain a competitive advantage. The goal of competing is a combination of activities carried out by the company to achieve the goals with various activities in order to achieve the final goal (Perles Ribes et al., 2013).

## **2.3 Stakeholder Orientation and Competitiveness of Cultural Tourist Destinations**

According to (Wright et al., 1995), externally and internally oriented businesses influence the opportunity to compete more than the focus of the internal environment alone.

## **2.4 Strategic Capabilities and Competitiveness of Cultural Tourist Destinations**

According to (Dalgic & Leeuw, 1994), one of the important dimensions in marketing niche markets is having unique capabilities or competencies. According to (King & Tucci,

2002), dynamic capabilities are an important factor influencing the strategic success of digital marketing. Capabilities in business organizations are regarded as a critical component in determining a company's competitiveness. Capability is the most intangible aspect of a company's resources, but it is also the most important factor in determining success rates (Spanos & Prastacos, 2004).

### 2.5 Shared Value Creation and Competitiveness of Cultural Tourist Destinations

Research from (Ahmad et al., 2011) shows that there is an influence between business partnerships (shared value creation) and competitive advantages. Based on research of (Tan & Sousa, 2013) states that marketing business partnerships increase competitive advantage.

## III. Research Method

### 3.1 Data collection method

Data is gathered through the use of questionnaires in survey methods. According to (Sekaran & Bougie, 2016), the benefits of electronic questionnaires include a wide range of options, cost-effectiveness, the ability to deliver questionnaires quickly and precisely, respondents' ability to fill out questionnaires comfortably, and the ability to record live questionnaire results data.

This study's analysis unit is a cultural tourist destination in Banten Province, and the research population consists of 591 pieces of cultural tourist destinations in Banten Province. The observation unit works with the Local Government Tourism Office, Genpi, Industry and Business Actors Association (ASIPA), Association of Tourist Travel Bureaus (ASITA), Indonesian Guide Association (HPI), Tourism Pioneer Group (Pokdarwis), and Kang Nong / youth Banten Community.

**Table 1.** Sample distribution

Categorize	Destination	Sample
Art Attractions	81	44
Living Culture	12	7
Cultural Heritage Area	3	2
Cultural Heritage Sites	28	15
Cultural Heritage Structure	41	22
Cultural Heritage Objects	95	52
Cultural Heritage Buildings	73	40
Sacred Tomb	258	140
Total	591	321

According to (Kelloway, 1998), the sample size for the structural equation model (SEM) should be at least 200 observations. This research model's characteristics include 54 research indicators, so a sample of at least 54 multiplied by 5 is a minimum size of 270 and as many as 321 samples are taken. According to (Kerlinger, 2000), simple random sampling is a method of withdrawing from a population in such a way that each member has an equal chance of being elected. Simple random sampling collects samples at random from members of a population, regardless of the strata present in that population. The Likert Scale is used as the variable measurement in the questionnaire. The variables to be measured are spelled into indicators with Likert's Summated Rating (LSR), and the indicator is then used as a basis for compiling instruments in the form of questions or

alignments (Sugiyono, 2016). In this study, in-depth interviews with a variety of stakeholders were conducted. Focus Group Discussion (FGD) is used to collect qualitative data about participants' perceptions, so open-ended questions allow participants to provide answers accompanied by explanations (Krueger, 2014).

### 3.2 Analysis method

Four steps are involved in analyzing data pertaining to respondents' assessments of research variables. 1) Each variable / sub-variable indicator assessed by respondents was classified into five alternative answers. Each indicator's response rating is assigned a score ranging from 1 (strongly disagree) to 5 (strongly agree) (strongly agree). Furthermore, 2) computes the Total Score of Each Variable / Sub Variable as the sum of all variable indicator scores for all respondents. Furthermore, 3) to describe respondents' responses, descriptive statistics such as frequency distribution were used and displayed in the form of tables or graphs using Excel software and LISREL programs. Finally, 4) an average index analysis aims to describe each respondent's answer to a question asked from each variable.

**Table 2.** Variable Operationalization

Variable	Dimension	Indicator
Stakeholder orientation of cultural tourist destinations	Stakeholder	Cooperation, trust, information sharing, long-term commitment
	Reputation	Competence, excellence, customer trust, experience
	Management	Generation of services, ideas, processes, products, creative
	Business experience in partnerships	Adaptation, integration, organizational skills, competent resources
Strategic capabilities of cultural tourist destinations	Social media knowledge	Optimal, performance improvements, new opportunities, potential customer ideas
	Strategic capabilities of management	Job description, recruitment
	Business resources	Assessment of employee participation work, distribution of training information, quality, service, efficiency, location, equipment
	Organization performance	Growth, customer satisfaction, job satisfaction
Shared value creation of cultural tourist destinations	Usage value	Digital capabilities, networks, mechanisms, programs, friendly users
	Platform engagement	Social networks, blogs, online stores
	Local community-tourist social interaction	Benefits, welfare of locals, satisfaction of tourists, educational process
Competitiveness of cultural tourist destinations	Environmental resilience	Human resources, fast information, competence
	Tourist destination performance	Accountability, independence, fairness, healthy competition
	Competitive advantage	Superior quality

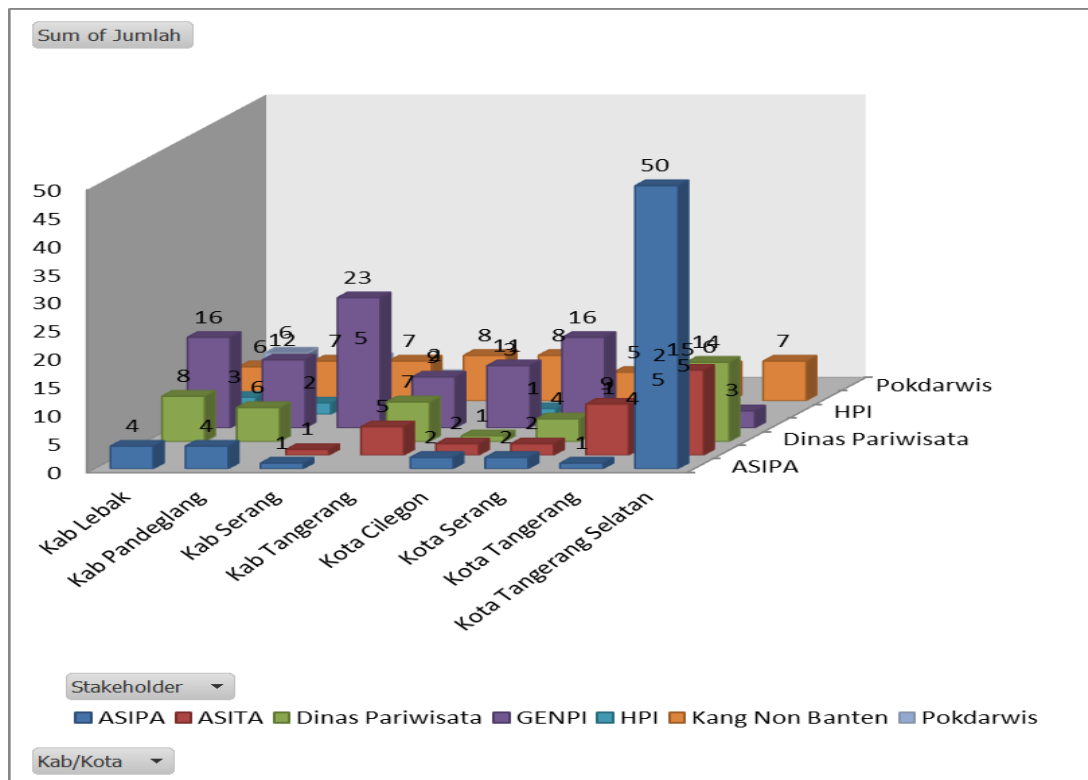
Verifiable Analysis is also used with structural equation modeling models to measure quantitative data and test hypotheses. According to (Bollen & Long, 1993), Structural Equation Modeling can be accomplished in four stages: model specifications, model identification, estimation, and testing the model's suitability. Table 2 shows that there are 4 variables studied, 14 dimensions and 54 indicators.

## IV. Results and Discussion

### 4.1 Results

#### Banten's and Respondents' Profiles

Banten is an Indonesian province located on the westernmost island of Java. It was established in 2000 and was previously part of West Java Province. Banten has a land area of 9,160.70 km<sup>2</sup>. Banten Province is divided into four cities, four districts, and 154 sub-districts. According to the 2010 Indonesian Population Census, the country has a population of 10,607,197 people. In 2005, the processing industry sector contributed 49.75 percent of PDRB, followed by trade, hotels, and restaurants (17.13 percent), transportation and communication (8.58 percent), and agriculture (8.53 percent) (BPS Banten, 2021).



Source: Primary data

**Figure 1.** Profile of respondents based on their origin and association

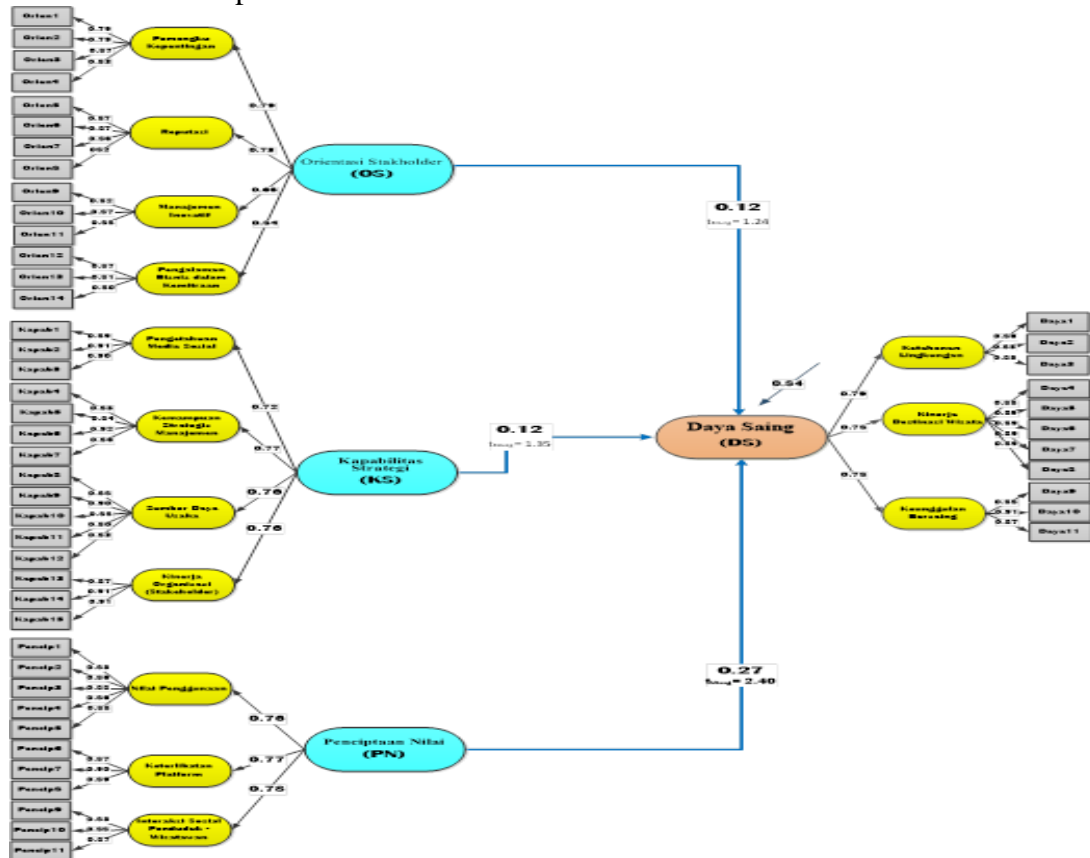
Figure 1 depicts the respondent's profile based on region of origin and association / institution of origin. Based on the origin of the region, the city of South Tangerang has the highest number of respondents (89), followed by Lebak Regency (43), Pandeglang Regency (36), Serang Regency (34) Tangerang Regency (32), Serang City (32), Tangerang City (30), and Cilegon City (30). (25). In terms of associations/institutions, Genpi has the most (95), ASIPA has the most (64), Kang Non Banten has the most (54), Tourism Office

has the most (44), ASITA has the most (34), Pokdarwis has the fewest (18), and HPI has the fewest (12).

## 4.2 Discussion

### a. Role of Stakeholder Orientation, Strategic Capabilities and Shared Value Creation on the Competitiveness of Cultural Tourist Destinations

Based on the results of the LISREL method analysis on each variable. Figure 2 depicts the influence of Stakeholder Orientation, Strategic Capabilities, and Shared Value Creation on the Competitiveness of Cultural Tourist Destinations.



Source: Primary data

**Figure 2.** Path Diagram of Stakeholder Orientation (OS) of Cultural Tourist Destinations, Strategic Capabilities (KS) of Cultural Tourist Destinations and Creation of Shared Value (PNB) of Cultural Tourist Destinations to the Competitiveness of Cultural Tourist Destinations

Based on the above image produced the following structural equation as follow:

$$DS = 0.12*OS + 0.12*KS + 0.27*PN + \zeta_2$$

According to the above structural model, the higher the Stakeholder Orientation of Cultural Tourist Destinations, Strategic Capabilities of Cultural Tourist Destinations, and Value Creation with Cultural Tourist Destinations, the higher the Competitiveness of Cultural Tourism Destinations in Banten Province.



**Table 3.** Test results influence independent variables on dependent variables in a partial and simultaneous manner

Hypothesis		Estimate Coefficient	S.E.	t-test	R2
1	Stakeholder Orientation, Strategic Capabilities and Shared Value Creation → (Competitiveness of Tourist Destinations)	R2 =0.16 F-test = 19.873**			
2	Stakeholder Orientation → (Competitiveness of Tourist Destinations)	0.12	0.096	1.24	0.03
3	Strategic Capabilities → (Competitiveness of Tourist Destinations)	0.12	0.088	1.36	0.03
4	Creation of Shared Values → (Competitiveness of Tourist Destinations)	0.27*	0.11	2.40	0.10

\*Significant at (=0.05 (t-table = 1.96)

\*\*Significant at (=0.05 (F-table = 2.63)

Source: Primary data

According to Table 3, there is a significant influence of Stakeholder Orientation of Cultural Tourist Destinations, Strategic Capabilities of Cultural Tourist Destinations, and Creation of Shared Value of Cultural Tourist Destinations on The Competitiveness of Cultural Tourist Destinations, because F-test 19,873 which means F-test > F-table. The findings of this hypothesis test support the author's expectations that the three variables, stakeholder orientation, strategic capabilities, and shared value creation, all play an important role in the formation of the competitiveness of cultural tourist destinations in Banten.

Because t-test > t-tables, only the Creation of Shared Value of Cultural Tourist Destinations has a significant influence on the value. These findings back up the findings of Achmad et al. (2011), who discovered a link between business partnerships (shared value creation) and competitive advantages. This is also consistent with Tan et al. (2017)'s theory that marketing business partnerships increase competitive advantage.

Remarkably, the Stakeholder Orientation and Strategic Capabilities of Cultural Tourist Destinations have no significant influence on the Competitiveness of Cultural Tourist Destinations, because t-test Stakeholder Orientation of 1.24, which means t-test < t-table. In the case of t test Strategic Capability of 1.36, this means t-test < t-table. This finding contradicts the findings of the Wright et al., (1995) study, which found that externally and internally oriented businesses influence the opportunity to compete more than the focus of the internal environment alone. Furthermore, in terms of the Strategic Capability variable, the findings differ from those of Dalgic and Leeuw's (1994) research, which states that unique capabilities or competencies are one of the important dimensions in marketing market niches. In addition, contrary to the findings of Spanos and Prastacos' (2004) research, capability is the most intangible aspect of a company's resources and the most important in determining success rate.

Despite this, one finding from the hypothesis test results indicates that the creation of shared value is the most significant variable in the competitiveness of cultural tourist destinations.

## **b. Practical Implication of this Research Outputs towards Stakeholders**

If the hypothesis test results in table 3 demonstrate that all variables of Stakeholder Orientation (OS), Strategic Capability (KS), and Shared Value Creation (PNB) have a significant influence on the Competitiveness of Banten Cultural Tourist Destinations (DS), but the OS and KS variables are not significant on partial tests, it can be concluded that all three variables should work together or be related to each other. OS, KS, and PNB should be used in conjunction to create variables in the competitiveness of cultural tourist destinations. The preferred variable in its application is The Creation of Shared Value, which is further supported by Stakeholder Orientation and Strategic Capabilities.

Academicians, businesses, communities, governments, and the media must consider the following indicators in the Shared Value Creation variable: 1) Digital capabilities, networks, mechanisms, programs, and friendly users (dimension of Usage Value); 2) Social networks, blogs, and online stores (dimension of Platform Engagement); and 3) Benefits, welfare of locals, tourist satisfaction, educational process (Dimension of Social Interaction between Local Community-Tourist).

## **V. Conclusion**

The creation of shared value is a variable that plays an important role in the competitiveness of cultural tourist destinations, which is the first valuable thing to learn from this research process. This means that the data gathered to demonstrate that the creation of shared value plays a critical role in the competitiveness of cultural tourism destinations was collected successfully and in accordance with expectations in this study. The second is the results of partial hypothesis tests, which state that OS and KS variables play no significant role in the formation of competitiveness of cultural tourist destinations. This can be interpreted as data from the sample failing to prove that OS and KS play an important role in DS. It is necessary to reconsider whether it is necessary to increase the number of samples collected or whether intervening variables that can strengthen the role of OS and KS against DS should be used in this study. Whether or not the intervening variable should be reconsidered.

The implication for future research is that it is necessary to increase the sample size by including new respondents, such as tourists who were not previously involved in the study, because tourists play an important role in assessing the performance or level of competitiveness of destinations. The next step is to identify the best variable to use as an intervening variable or moderation variable to increase the impact power of the OS and KS on DS. If it is related to the Internet of Things (IoT) age today, digital marketing strategies can be used as an option.

Overall, the research process has gone as planned; the research has been successful in proving the theory used through hypothesis tests and identifying the variables that play the most role in the creation of competitiveness of Banten cultural tourist destinations. This investigation also revealed, through simultaneous testing, that OS, KS, and PNB play an important role in the creation of competitiveness of cultural tourism destinations (DS). However, some insignificant variables associated with partial testing must be re-fixed, either in terms of the number of samples or from the structural equation model (SEM) that must be added variables that serve as intervening or moderating variables. In essence, the model for increasing the competitiveness of cultural tourist destinations based on stakeholder orientation, strategic capability, and shared value creation is feasible and fit to be submitted for implementation in order to accelerate the development of cultural tourism in Banten Province.

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