

# Strategies for Increasing Competitive Advantages of Rural Tourism in Boon Pring Tourism, Malang Regency, Indonesia

Hendra Rustantono<sup>1\*</sup>, Budi Eko Soetjipto<sup>2</sup>, Wahjoedi<sup>2</sup>, Sunaryanto<sup>2</sup>

<sup>1</sup> Doctoral Program in Economic Education, Faculty of Economics, Universitas Negeri Malang, Indonesia; Email: hendrarus09@yahoo.com

<sup>2</sup> Faculty of Economics, Universitas Negeri Malang, Indonesia.

**Abstract:** Tourism, which is increasingly seen as an important economic activity, has become a significant engine for overall development in many destinations. The development of tourism can also have a negative impact on the environment and the community around the tourist attraction. The development of tourism and tourism activities in it also contribute to environmental damage and the erosion of values and norms of the community around tourist attraction objects. The aim of this study is to describe and analyze the development conditions of Boon Pring Tourism Village, Malang Regency, Indonesia and analyze the sustainability of the tourism village. Data collection techniques are obtained through observation and interviews with the selection of informants by purposive sampling and accidental sampling. Data analysis methods used are qualitative data analysis techniques and SWOT analysis. Based on the description of the four strategies of Competitive Advantage of Rural Tourism produced in Boon Pring Tourism, namely SO strategy, ST strategy, WO strategy, and WT strategy shows that tourism development activities essentially involve the role of existing and related tourism stakeholders and cannot stand alone, must synergize with each other and step together to achieve and realize the agreed goals and targets. The community has an important position and role in supporting the successful development of Suranadi Tourism Village.

**Keywords:** *strategies, competitive advantage, SWOT analysis.*

## I. INTRODUCTION

Tourism, which is increasingly seen as an important economic activity, has become a significant engine for overall development in many destinations. It generates 10% of employment worldwide and accounts for 10.4% of global GDP (Mowforth and Munt, 2015). Promoting tourism can attract regional investment, create commercial opportunities, and support other industries in the destination area (Goodall and Ashworth, 2013). For example, tourism can improve local life through better local infrastructure and public tools (for sustaining tourism) that can improve health care, educational resources, employment opportunities, and income levels (Hudson and Ritchie, 2006).

Tourism can help drive poverty alleviation in the least developed countries because even unskilled workers in remote areas can find work in this diverse and labor-intensive industry (Anríquez and Stamoulis, 2007). In addition, in developing countries the development of tourism creates benefits for the social culture of the host community. The sociocultural value of tourism can include a great sense of community identity, a high sense of connection with the local environment, and an increase in social capital after an increase in the number of tourists (Kalaiya and Kumar, 2015). For example, in Indonesia, the existence of tourist destinations increases the attitudes of local residents towards

accepting differences, increases their understanding of the habits of others, and enables them to live healthier lives (Smith, 2009).

Malang City economic growth in 2018 then reached 5.72 percent. Although higher than the national and East Java figures, the growth has tended to be sloping in the last five years. Based on data from the Central Statistics Agency (BPS) of Malang City, the rate of economic growth seen from the gross regional domestic product (GRDP) reached its highest point in 2012 with 6.26 percent. That number dropped to 6.20 percent in 2013. Economic growth dropped again in 2014 to 5.80 percent and continued to fall to 5.61 percent during the 2015 and 2016 periods.

**Table 1.** Number of Foreign and Domestic Tourists Visiting Malang Regency in 2010 - 2018

Year	Foreign Tourists	Domestic tourists	Total
2010	4 187	1 938 066	1 942 253
2011	9 983	2 101 822	2 111 805
2012	29 504	2 014 105	2 043 609
2013	33 226	2 517 248	2 550 474
2014	80 792	3 170 575	3 251 367
2015	99 873	3 554 609	3 654 482
2016	129 663	5 719 881	5 849 544
2017	108 485	6 395 875	6 504 360
2018	100 234	7 072 124	7 172 358

Based on data from the Office of Tourism and Culture of Malang Regency in 2010 the number of foreign tourists reached 4,187 people, while domestic tourists reached 1,938,066 people (Firmansya, et al., 2018). In 2018 the number of foreign tourists reached 100 234 people and domestic tourists reached 7 072 124 people. The data shows that domestic tourists are increasing every year. Of course this can be a motivation for the Government of Malang Regency to further develop tourism potential in the area.

Malang Regency must of course continue to strive to promote various tourism objects that are spread throughout Malang Regency by participating in promotional events at the local and national level. This was done in order to publicize that many tourists were not aware of the natural beauty of the tourist charm in Malang Regency. In addition, the need for tourism infrastructure to support the needs of tourists in conducting tourist travel destinations such as roads, electricity, water, telecommunications, terminals, bridges and so forth (Morrison, 2018). For this reason, it is necessary to have the readiness of the local government of Malang Regency in the development of tourism infrastructure which must consider the condition of the location and condition of tourism objects in order to increase the accessibility of a tourist attraction and its own attraction.

The solution that can be done by Malang Regency in maximizing tourism development is through the development of a tourism village that pays attention to the ability and level of acceptance of the local community developed into a tourism village. Tourism village is a village that has the characteristics of the rural natural environment, social life, and culture which is one form of ecotourism activities in certain areas. There are 30 developing tourism village groups in Malang, namely 17 tourism villages.

The development of tourism can also have a negative impact on the environment and the community around the tourist attraction. The development of tourism and tourism activities in it also contribute to environmental damage and the erosion of values and norms of the community around tourist attraction objects. The impact of tourism activities is the problem of waste in an object of tourist attraction, both waste from service providers and tourists. Waste on an object of natural tourist attraction is generated by tourists who are less aware of the importance of maintaining cleanliness.

Overcoming the problems above, in the process of developing tourism can apply the concept of community based tourism. The concept of community based tourism is a tourism model whose ownership system and management is controlled by the community by considering environmental, social and cultural preservation, with the aim of increasing visitor awareness and learning about the surrounding community, and their way of life (Suansri, 2013: 4). The development of this concept is due to community dissatisfaction with the continuing tourism activities, but the benefits they feel are very few. In return, they only receive bad impacts from tourism activities, such as damage to natural resources, changing people's behavior, and culture (Archer, et al., 2005). Not only environmental problems can be overcome, but the problem of providing employment can also be overcome.

One of the villages in the regency that is far from urban harmony turned out to have a unique natural tourism and is on the rise from various groups who enjoy it, Boon Pring Andeman Tourism, Sanankerto Turen Village, Malang Regency. This tourism village strives to develop ecotourism concept tourism that can connect natural tourism trips and environmental beauty. In this context the village has conservation efforts, local economic empowerment in Boon Pring Tourism.

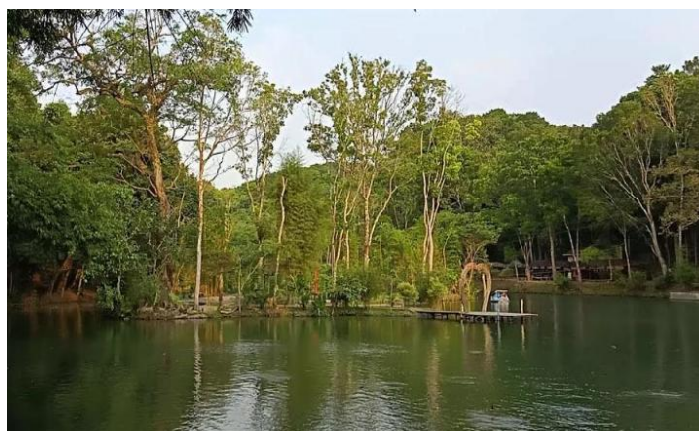
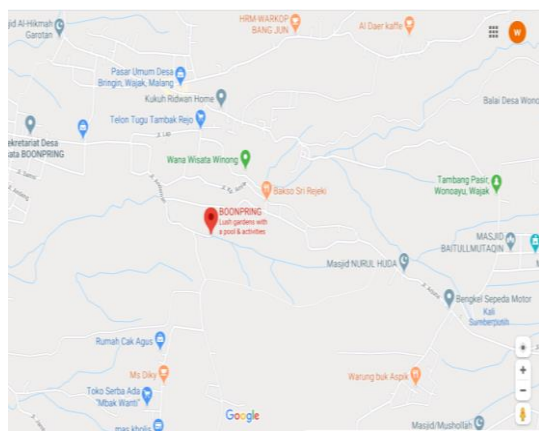
The superiority of Boon Pring Andeman Tourism for tourists who come is not just a tour that offers the shade and atmosphere of bamboo leaves when blowing in the wind, or the uniqueness that is possessed by the many types of bamboo steps, and offers the beauty of natural tourist spots suitable for taking pictures. In this part of the tourist spot also has a large lake that is full of small fish, and has a small island in the middle of Lake Sekarsari that is connected to the bridge, a bonus for tourists to visit.

From this background, researchers are interested in studying more in strategies to increase the Competitive Advantages of Rural Tourism in Boon Pring Tourism. The reason is because in the development of the Boon Pring Tourism Village which involves the active role of the community to maximize the development of the Boon Pring Tourism Village.

From the identification of the problem and the limitation of the problem that has been described above, the objectives of this study are as follows: 1) To describe and analyze the conditions of development of the Boon Pring Andeman Tourism Village, Sanankerto Village, in Malang Regency; and 2) To describe and analyze sustainability in order to achieve the Development of the Boon Pring Tourism Village.

## II. METHOD

Study Site: Boon Pring Andeman Tourism Village, Sanankerto Village, in Malang Regency.



**Figure 1.** The Location and View Boon Pring Andeman Tourism Village

Boon Pring is a new tourism park in Malang, precisely in Sanankerto Village, Turen District, Malang. The distance from Malang is estimated to be around 30-40 km to Turen, and from Turen to Boon Pring is approximately 8 km. This tourist park is in the middle of a bamboo forest because it is called as Boon (garden) Pring (bamboo). This tourist park originated from a reservoir which was said to have been built since 1978. It was only around 2015, this reservoir was used as an ecotourism site. The area is estimated at 36.8 ha. The purpose of developing this area as an ecotourism is to preserve its nature, protect water sources, and as an educational tourist spot, especially bamboo. Therefore bamboo arboretum was built with the addition of bamboo species in this location (Cobbinah, 2015). Therefore, the local government, assisted by local residents and youth, will add to the existing collection so that it can be used as a complete collection site and center for bamboo conservation, especially bamboo in Java, and if possible be a center for Indonesian lowland bamboo conservation.

### Types of research

In conducting research a researcher can use methods that are appropriate to the research design. Defining qualitative methods is a research procedure that produces description data in the form of written or oral words from people and observable behavior (Polkinghorne, 2005).

In general, qualitative research aims to understand the world of meaning symbolized in people's behavior according to the perspective of the community itself. So in this qualitative research not only presents the data as it is but also seeks to interpret the correlation as an existing factor that includes the standpoint or ongoing (Giorgi, 1997). While the qualitative research methods according to Jamshed, (2014) are based on the research foundation, research paradigm, problem formulation, research stages, research techniques, criteria and data inspection techniques and data analysis and interpretation. From the above explanation this research is qualitative research aims to develop, improve the quality, and benefit of the development carried out in the Boon Pring Tourism Village. For this reason, the type of research that can be used by researchers is a qualitative descriptive type that studies existing problems and applicable work procedures.

This qualitative descriptive study aims to describe what currently applies. In it there are efforts to describe, record, analyze and interpret the conditions that currently occur or exist (Ritchie and Spencer, 2002). In other words this qualitative descriptive study aims to obtain information about the existing situation.

In essence, qualitative descriptive research is a method of examining the status of a group of people, an object with the aim of making descriptive, systematic or factual descriptions or paintings of the facts or phenomena investigated (Sousa, 2014).

Data analysis methods used are qualitative data analysis techniques and SWOT analysis. Qualitative data analysis technique is done by collecting data obtained from various sources supported by research instruments and then proceed with data processing then described descriptively based on the problem formulation and data obtained in the field through interviews while to analyze the development strategy of the Boon Pring Tourism Village, namely by using SWOT analysis and village typology approaches.

### Data collection technique

Data collection techniques were obtained through observation and interviews with the selection of informants by purposive sampling and accidental sampling (Etikan, et al., 2016). Accidental sampling is a sampling taken from tourists both the community, tourism object managers and MSMEs that have businesses in the Boon Pring Tourism Village. Obtaining this data is used to formulate the development strategy of the Boon Pring Tourism Village.

## III. RESULTS AND DISCUSSIONS

### Results

SWOT analysis is used as a basis to provide an overview of the company's situation including the strengths and weaknesses, as well as with external situations namely opportunities and threats. SWOT analysis conducted on Competitive Advantages of Rural Tourism in Boon Pring Tourism is:

**Table 2.** Matrix of Competitive Advantage Strategies for Rural Tourism in Boon Pring Tourism

Internal (S-W)	Strength	Weakness
/	<ul style="list-style-type: none"> <li>• Travel is cheap and has many facilities</li> <li>• Rely on bamboo views with a natural rural landscape</li> <li>• Become a spring for Sanankerto village</li> <li>• Become a family vacation spot</li> </ul>	<ul style="list-style-type: none"> <li>• There is no specific website for Boon Pring</li> <li>• Access difficult roads, and lacking road directions</li> <li>• Whereas in the development of Boon Pring Tourism Village there is still insufficient budget availability in the effort to construct facilities.</li> </ul>

<p><b>External (O-T)</b></p>	<ul style="list-style-type: none"> <li>The community has good social relations, in addition to the values, social culture and culture have also been upheld by the community for a long time</li> </ul>	
<p><b>Opportunity</b></p>	<p><b>S-O</b></p>	<p><b>W-O</b></p>
<ul style="list-style-type: none"> <li>Get support from the government because it is in accordance with the vision and mission of the government</li> <li>Participated in a number of exhibitions conducted by the Malang Disbudpar</li> <li>Most people can get counseling from community empowerment programs in the form of counseling for small and old SMEs and get educational assistance for their children.</li> </ul>	<ul style="list-style-type: none"> <li>Introducing Boon Pring to the community with support from the government through Disparbud Malang so that Boon Pring's visit will increase</li> <li>The government needs to facilitate discussion forums that are held routinely to conduct discussions related to obstacles faced by the people of Boon Pring Tourism Village to find a solution together.</li> </ul>	<ul style="list-style-type: none"> <li>Design a special Boon Pring website to introduce this tour to tourists</li> <li>Designing supporting media such as signage which can be a plus of this tour</li> </ul>
<p><b>Treat</b></p>	<p><b>S-T</b></p>	<p><b>W-T</b></p>
<ul style="list-style-type: none"> <li>Become a competitor of the surrounding tourist villages</li> <li>Fluctuating visitor conditions</li> </ul>	<ul style="list-style-type: none"> <li>Design a special Boon Pring website so that tourists want to come to Boon Pring</li> <li>Improve coordination and synchronization</li> </ul>	<ul style="list-style-type: none"> <li>Designing visual identity and supporting media to increase Brand Awareness at Boon Pring</li> <li>Collaboration between the community and stakeholders</li> </ul>

<ul style="list-style-type: none"> <li>The existence of a Covid outbreak that hit the World</li> </ul>	between agencies involved in overcoming the problem of developing the Boon Pring Tourism Village.	must be carried out with good coordination in order to overcome the problems in the development of the Boon Pring Tourism Village.
--	---	--

Source: Primary Data After Processing, 2020.

### IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) Matrix

The IFE matrix is a matrix to find out the weight, rating and score of internal company factors.

**Table 3.** IFE Matrix

INTERNAL FACTORS	WEIGHT	RATING	SCORE
<b>Power</b>			
Tours are cheap and have many facilities	0,15	4	0,6
Relying on the view of bamboo with a stretch of rural nature	0,15	3	0,45
Become a source of spring water in the village of Sanankerto	0,15	3	0,45
Become a family vacation spot	0,15	4	0,6
<b>Total</b>	<b>0,9</b>	<b>14</b>	<b>2,1</b>
<b>Weakness</b>			
There is no specific website for Boon Pring	0,15	3	0,45
Difficult road access, and lack of road directions	0,15	3	0,45
That in the development of the Boon Pring Tourism Village there is still insufficient budget availability in the effort to construct facilities.	0,10	3	0,3
<b>Sub Total</b>	<b>0,6</b>	<b>9</b>	<b>1,2</b>
<b>Total</b>	<b>1,0</b>	<b>23</b>	<b>3,3</b>

Source: Primary Data After Processing, 2020

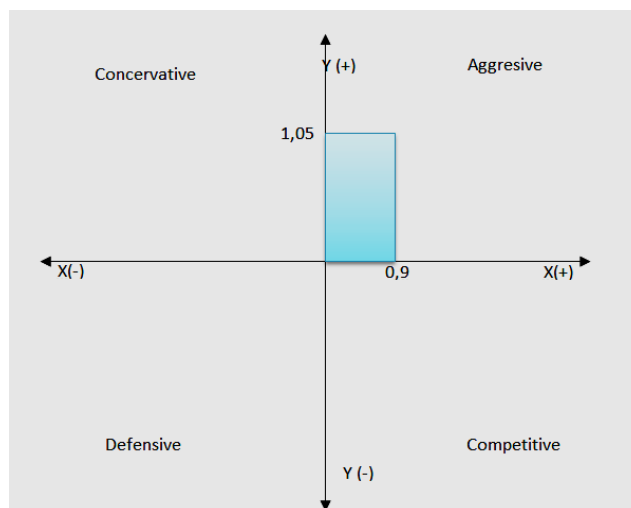
**Table 4.** EFE (External Factor Evaluation) Matrix

<b>EXTERNAL FACTORS</b>	<b>WEIGHT</b>	<b>RATING</b>	<b>SCORE</b>
<b>Opportunities</b>			
The community has good social relations, besides the values, social culture and culture have also been upheld by the community since long ago.	0,25	4	1,0
The community remains strong in maintaining local cultural values from generation to generation, and is not affected by foreign cultural contacts that affect cultural values	0,20	3	0,6
Community participation in the construction of infrastructure has become an activity that they must do every week for the sake of the environment in the development of the boon pring tourism village.	0,20	3	0,6
<b>Total</b>	<b>0,65</b>	<b>10</b>	<b>2,2</b>
<b>Threat</b>			
Become a competitor of the tourist villages in the vicinity	0,15	3	0,45
Fluctuating visitor conditions	0,10	3	0,3
Covid plague that swept the world	0,10	3	0,3
<b>Sub Total</b>	<b>0,35</b>	<b>9</b>	<b>1,05</b>
<b>Total</b>	<b>1,0</b>	<b>19</b>	<b>3,25</b>

Source: Primary Data After Processing, 2020

The calculation results of IFAS (Internal Strategic Factor Analysis Summary) and EFAS (External Strategic Factor Analysis Summary) matrices that produce X-axis values are the result of a reduction between the strength factor (2.1), and the weakness factor (1, 2) from the internal environment, namely of 0.9 and the Y axis value which is the result of a reduction between the opportunity factor (2.2) and the threat factor (1.05) of the external environment that is equal to 1.15, so it can be illustrated in the SWOT diagram in Figure 2.





**Figure 2.** SWOT Analysis Diagram

In Figure 2 it can be seen that the coordinates are in quadrant I (positive, positive). This indicates that the Competitive Advantage of Rural Tourism in Boon Pring Tourism is currently in a strong and potential position. The strategy recommendations given are progressive, meaning that the organization is in prime and stable condition so that it is possible to further expand, increase growth and achieve maximum progress.

Strategies of excellence Competitive Advantage of Rural Tourism in Boon Pring Tourism can be done with several alternatives. The determination of alternative strategies that can be developed can be seen in the following Table 5:

**Table 5.** Alternative Matrix of Competitive Advantage Strategy Results of Boon Pring Tourism SWOT Analysis

STRENGTHS (S)	OPPORTUNITIES (O)	THREATS (T)
	<p><i>S-O Strategy (Quadrant I)</i></p> <ul style="list-style-type: none"> <li>• Work with tourism stakeholders to develop the Boon Pring Tourism Village program.</li> <li>• Utilize the advantages of the village to add to the tourist attraction of Boon Pring Tourism Village.</li> </ul>	<p><i>S-T Strategy (Quadrant II)</i></p> <ul style="list-style-type: none"> <li>• Package local culture as an attraction with festivals or arts and cultural performances</li> <li>• Fostering local communities in using social media and the internet to promote the Boon Pring Tourism Village.</li> <li>• Empowering local communities in developing MSMEs and fostering local</li> </ul>

		communities in managing local resources
<b>WEAKNESSES (W)</b>		
	<p><b><i>W-O Strategy (Quadrant III)</i></b></p> <ul style="list-style-type: none"> <li>• Improve coordination and synchronization between agencies involved in overcoming the problem of developing the Boon Pring Tourism Village.</li> <li>• The government needs to facilitate discussion forums that are held routinely to conduct discussions related to obstacles faced by the people of Boon Pring Tourism Village to find a solution together.</li> </ul>	<p><b><i>W-T Strategy (Quadrant IV)</i></b></p> <ul style="list-style-type: none"> <li>• Community empowerment activities by counseling small UKM activities or empowering small industries.</li> <li>• Collaboration between the community and stakeholders must be carried out with good coordination in order to overcome the problems in the development of the Boon Pring Tourism Village.</li> </ul>

## Discussion

This research focuses on Competitive Advantage Strategies for Rural Tourism in Boon Pring Tourism in terms of physical, economic, human resources, and socio-cultural aspects.

Physical aspects. There is a big change in the physical aspects (infrastructure) which used to have no attention at all, and is now a clean and beautiful boon pring tourism village after being repaired by mutual cooperation by the boon pring tourism village community. Some people who used to have a habit of not caring about their environment are now gone. Community participation in the construction of infrastructure has become an activity that they must do every week for the sake of the environment in the development of the boon pring tourism village. While the negative impact is still not entirely good, because the assistance of facilities from the government is hampering the development of this village.

Economic aspects. The community has good social relations, besides the values, social culture and culture have also been upheld by the community since long ago. But with the opening of the Tourism Village as a Boon Pring Tourism Village, the community's social relations and habits uphold values, social culture and culture are getting better. But the positive impact felt by the people since opening the Tourism Village as feeling helped in their economy such as opening a food stall around the tourist, the unemployed can work as ticket guards or parking attendants. This is certainly able to sustain the community's economy better.

Aspects of Human Resources. The people of Boon Pring Tourism Village have an average profession as a Farmer, Farmer and Unemployment. The presence of Boon Pring Tourism Village has a positive impact on society. Most people can get counseling from community empowerment programs in the form of counseling for small and old SMEs and get educational assistance for their children. So that it can improve human resources better and develop.

Socio-Cultural Aspects. Socio-culture can be seen from the pattern of togetherness of the Boon Pring Tourism Village, which is manifested by the community's active response to the existing culture. This has a positive impact on socio-culture, which is that the community remains strong in maintaining local cultural values from generation to generation, and is not affected by foreign cultural contacts that affect cultural values. This social interaction as a dynamic reciprocal social relationship, which involves the relationship between individuals as individuals, between human groups, and between people and human groups in order to achieve the goal of maintaining cultural values, customs, and norms which have existed.

#### IV. CONCLUSION AND SUGGESTIONS

The conclusions from this research are as follows:

1. Some people who used to have a habit of not caring about their environment are now gone. Community participation in the construction of infrastructure has become an activity that they must do every week for the sake of the environment in the development of the boon pring tourism village. While the negative impact is still not entirely good, because the assistance of facilities from the government is hampering the development of this village.
2. There is a need for harmony between the activities carried out by the community and the government in relation to the development of Target Facilities. The government needs to act decisively to carry out relief efforts related to the development. Because the government is an actor in the success of a development program. Therefore a review of assistance is needed.
3. The government needs to review the 4 (four) aspects (Physical, Economic, Human Resources, and Socio-Culture) related to the development of the Boon Pring Tourism Village to be better in its implementation.
4. Based on the description of the four strategies produced, namely SO strategy, ST strategy, WO strategy, and WT strategy show that tourism development activities essentially involve the role of existing and related tourism stakeholders and cannot stand alone, must synergize and move together- together to achieve and realize agreed goals and targets. The community has an important position and role in supporting the successful development of Suranadi Tourism Village. Therefore, within the framework of tourism development activities especially the development of Tourism Villages, any development efforts or programs implemented must pay attention to the position, potential and role of the community as subjects or agents of tourism development for the realization of sustainable tourism.

Based on some of these conclusions, suggestions that can be given by researchers are there is a need for policies that regulate the development of the Boon Pring Tourism Village which involves an active role of the community in its planning and implementation. The policy is needed so that there is a clear legal umbrella in the development of the Boon Pring Tourism Village, especially in Malang Regency. So that people can more freely innovate in developing the potential of their villages.

## ACKNOWLEDGEMENT

This publication is dedicated to the Education Fund Management Institution (LPDP) from the Ministry of Finance of Indonesia, for the policy, information and funding supports so that this article can be completed.

## REFERENCES

- [1] Anríquez, G., & Stamoulis, K. (2007). Rural development and poverty reduction: is agriculture still the key?.
- [2] Archer, B., Cooper, C., & Ruhanen, L. (2005). The positive and negative impacts of tourism. *Global tourism*, 3, 79-102.
- [3] Cobbinah, P. B. (2015). Contextualising the meaning of ecotourism. *Tourism Management Perspectives*, 16, 179-189.
- [4] Etikan, I., Musa, S. A., & Alkassim, R. S. (2016). Comparison of convenience sampling and purposive sampling. *American journal of theoretical and applied statistics*, 5(1), 1-4.
- [5] Firmansya, D. B., Ramdani, F., & Tolle, H. (2018). WebGIS Application of Geospatial Technology for Tourist Destination in Malang. *Journal of Telecommunication, Electronic and Computer Engineering (JTEC)*, 10(2-3), 47-51.
- [6] Giorgi, A. (1997). The theory, practice, and evaluation of the phenomenological method as a qualitative research procedure. *Journal of phenomenological psychology*, 28(2), 235-260.
- [7] Goodall, B., & Ashworth, G.(2013). *Marketing in the Tourism Industry (RLE Tourism): The promotion of destination regions*. Routledge.
- [8] Hudson, S., & Ritchie, J. B. (2006). Promoting destinations via film tourism: An empirical identification of supporting marketing initiatives. *Journal of travel research*, 44(4), 387-396.
- [9] Jamshed, S. (2014). Qualitative research method-interviewing and observation. *Journal of basic and clinical pharmacy*, 5(4), 87.
- [10] Kalaiya, A. B., & Kumar, A. (2015). Tourism as a development tool: A study on role of tourism in economic development, employment generation and poverty reduction: Special focus on Kachchh. *International Journal*, 3(7), 189-197.
- [11] Morrison, A. M. (2018). *Marketing and managing tourism destinations*. Routledge.
- [12] Mowforth, M., & Munt, I. (2015). *Tourism and sustainability: Development, globalisation and new tourism in the third world*. routledge.
- [13] Polkinghorne, D. E. (2005). Language and meaning: Data collection in qualitative research. *Journal of counseling psychology*, 52(2), 137.
- [14] Ritchie, J., & Spencer, L. (2002). Qualitative data analysis for applied policy research. In *Analyzing qualitative data* (pp. 187-208). Routledge.
- [15] Smith, M. K. (2009). *Issues in cultural tourism studies*. Routledge.
- [16] Sousa, D. (2014). Validation in qualitative research: General aspects and specificities of the descriptive phenomenological method. *Qualitative Research in Psychology*, 11(2), 211-227.