

# Construction of Tourism Competitiveness Model Based on a Case Study of the City of Malang

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**Submission date:** 31-Dec-2021 07:52AM (UTC+0700)

**Submission ID:** 1736553600

**File name:** Turnitin.docx (382.36K)

**Word count:** 5629

**Character count:** 31470

# **Construction of Tourism Competitiveness Model Based on a Case Study of the City of Malang**

## ***Abstract:***

*This research aims to construct a tourism destination model to improve <sup>2</sup> tourism destination competitiveness for the city of Malang by exploring and understanding the condition of tourism destination competitiveness. Qualitative approach using case study based on the interpretivism research paradigms is used to collect and analyze the primary data namely: interview, observation, and photo documentation. This study builds a model to improve <sup>1</sup> competitiveness of a tourism destination based on the results of the study which consist of three layers: the innermost layer is called the core resources consist of unique characteristic of the city of Malang, middle layer is consist of tourism destination management, and the outer layer is the pull factors of tourism destination .Unique characteristics of the city of Malang include (Core Resources): (1) Story telling; (2) The city of Malang as cultural melting pot; (3) Landscape; (4) Fresh air and cooling weather; (5) Geographical position and condition. The core resources serve as the core value or philosophy for tourism destination management especially in creating policy and strategy to increase tourism destination competitiveness.*

**Keywords:** *Tourism destination, Tourism destination competitiveness, Tourism destinationation competitiveness model, Tourism resources, Resource-based Theory,*

**Type of Paper:** *Research Paper*

## **1. Introduction**

Indonesia's <sup>18</sup> travel and tourism competitiveness ranking in the WEF (World Economic Forum) is increasing steadily in the year of 2013, 2015, 2017, and 2019 from number 70, 50, 42, and 40 consecutively. The increased position of Indonesia's travel and tourism competitiveness index is happening due to the construction of tourism supporting facilities and the increase of access through the development of new airports and highways. However, the increased position of Indonesia's travel and tourism competitiveness is not supported by the research on the tourism destination competitiveness for each city or area in Indonesia. There is a need to study tourism destination competitiveness for a city or an area in Indonesia due to the fact that Indonesia is a big country that has many islands and cultures that vary from one city to another. One of the many ways to improve competitiveness in a city or an area is by studying the tourism destination competitiveness because it has been associated with the success of a tourism in many research <sup>6</sup> (Kozak and Rimmington, 1999; Crouch and Ritchie, 1999; Mihalič, 2000; Buhalis, 2000; Dwyer and Kim, 2003; Enright and Newton, 2004; Gooroochurn and Sugiyarto, 2005; Ching-Yaw et al., 2008).

This research is investigating the competitiveness of the <sup>2</sup> city of Malang as a tourism destination. It is located in a high plateau and surrounded by a range of mountains which include Semeru mountain and Kawi mountain. It was officially built on the 1<sup>st</sup> of April 1914 using the architectural design and plan that was created by Ir. Herman Thomas Karsten, a Dutch architect that helmed the construction of the city based on the *Bouwplan* (planning) I-VIII. Garden City was chosen as the theme for the city with trees and garden as the focal points of the development (Budiyono et al., 2012). There are a lot of heritage buildings from the Colonial era which include housing areas, public utility buildings, parks, streets and many others. The city of Malang offers urban tourism and cultural tourist attraction in the form of created tourist attractions like thematic kampong, shopping tourism, gastronomy tourism and culinary tourism. It also

has traditional food that can be bought and enjoyed by tourists as souvenirs such as a variety of fruit chips, Tempe chips, and traditional pastry called Pia and many others. The access to the city of Malang is also increasing with the opening of the highway that connects the city of Malang to other cities and districts around Malang. Various types of accommodation and restaurants are also available to cater the various needs of tourists. The number of domestic tourists is increasing every year especially since the highway opening in 2019. However, the length of stay is decreasing from 2.6 nights in the year of 2016 for hotels with star ratings and hotels with non-star ratings to 1.7 and 1.4 nights subsequently in the year 2020. The phenomena of the decreasing number of domestic tourists' length of stay despite the increased facilities and access has become the reason for the researchers to investigate the **competitiveness of the city of Malang as a tourism destination**.

**Table 1.** *The number of Domestic Tourists for the year of 2015-2020*

Year	2015	2016	2017	2018	2019	2020
Number of Tourists	3.376.722	3.987.074	4.335.975	3.795.229	5.170.523	662.570

**Source:** Summarize from Statistical Bureau for the City of Malang (2016-2021)

**Table 2.** *Length of Stay of Domestic Tourists for the Year of 2015 to 2019*

Year	Number of stay in Hotel with Star Rating (Nights)	Number of stay in Hotel with Non-Star Rating (Nights)
2015	2.69 (Nights)	2.69 (Nights)

2016	2.06 (Nights)	1.65 (Nights)
2017	2.06 (Nights)	1.65 (Nights)
2018	1.67 (Nights)	1.74 (Nights)
2019	1.74 (Nights)	1.44 (Nights)

*Source: Summarize from Statistical Bureau for the City of Malang (2016-2020)*

Competitiveness in tourism destinations looks like a simple concept however in practice it is not an easy concept to be defined (Dwyer and Kim, 2003). Until now, there is no agreement in the definition and the tool to measure the tourism destination competitiveness (Croes, 2005; Papatheodorou and Song, 2005; Gomezelj and Mihalič, 2008). Competitiveness models were created and used to analyze tourism destination competitiveness in some of the previous studies by. The earlier studies about competitiveness of the city of Malang and Malang district were about the strategy to improve tourism destination competitiveness in Boon Pring tourist attraction by Rustantono et al. (2020), and study by Prajawati (2020) about the competitiveness of the city of Malang as a destination for Sharia tourism. Until now there is no study about the competitiveness of a tourism destination using a case study to construct a model to improve the competitiveness of the city of Malang as a tourism destination. The main problems of this research is how to improve the competitiveness of the city of Malang as a tourism destination in order to increase the length of stay for domestic tourists. Based on the main research problems there are two questions that need to be answered in this research:

1. How competitive is the city of Malang as a tourism destination?
2. How to construct a model to improve the competitiveness of the city of Malang as a tourism destination?

To answer the research problems, the aim of this research is:

1. To explore and to understand the <sup>1</sup> competitiveness of the city of Malang as a tourism destination.
2. To construct a tourism destination model to improve <sup>1</sup> competitiveness of the city of Malang as a tourism destination.

## 2. Literature Review

### 2.1. The Competitiveness of Tourism Destination

According to UNWTO (2002) cited in Cooper (2016), a tourism destination is defined as a physical place where tourists spend at least one night to stay. Tourism destinations include tourism products which consist of supporting facilities, tourist attraction, and resources that have administrative border and management system, image, and perception as part of tourism destination competitiveness. From this definition, it can be seen that a tourism destination is a subjective concept <sup>4</sup> based on the perception of the tourists. Tourism destination is also covering a very wide scope from the product of tourism itself, management system and also administrative border. To be specific, in this research the term tourism destination is used based on the definition by Cooper (2016) that mentioned tourism destination as an amalgam of 4 A (Attraction, Amenities, Access, and Ancillary Services). Cooper and Scott (2005) cited in (Kozegar Kaleji et al., 2017) mentioned that tourism destinations act as the main reason for tourists to travel. Besides tourist attractions and the available services in the tourism destination, tourists also pay attention to other factors such as safety, security and environment cleanliness (Dragičević, et al., 2012).

Tourism destination competitiveness is a complex term to be defined because it is a relative concept and has multidimensional characters (Dwyer and Kim, 2003). Barney (1991) defines competitiveness as a group of physical resources, nature resources, cultural resources, and human resources that is rare,

inimitable, and able to produce capability to attain competitive advantage. Some of the researchers are focusing on the competitiveness definition on the tourists side like the definition by Vengesai (2005) that mentioned competitiveness of the tourism destination is associated with the destination's ability to give a better experience to the tourists compared to other destinations. While other researchers focus on the definition of competitiveness of a tourism destination in the local people side like the definition by Crouch and Ritchie (1999), tourism destination competitiveness represents the ability of a destination to provide a good standard of living to the local people. Meanwhile other researchers are emphasizing the definition of tourism destination competitiveness to both sides (tourists and locals). Hassan (2000) defined tourism destination competitiveness as the ability of creating and integrating product that has added value, able to preserve resources and at the same time able to maintain its position in the market compare to its main competitor, for Dupreyas and MacCallum (2013) it is the ability of a destination to optimize its tourist attraction for the benefit of the local and tourists in the form of providing products and services with good quality, innovative, and attractive at the same time. For El-Said and Aziz (2019) the competitiveness of tourism destination is fully depend on the ability of tourism attribute in giving a better service in the tourism sector in order to give a better experience for tourists in comparison with other tourism destination and at the same time able to preserve its own resources and improving the well-being of the society. Based on the definitions from various researchers above, it can be inferred that competitiveness of a tourism destination is the ability of a tourism destination to provide a destination that offers added value for tourists compared to other tourism destinations and at the same time able to improve the quality of life of the local people.

## 2.2. Tourism Destination Competitiveness Model



Some of the previous researchers were creating tourism destination competitiveness models in order to understand the <sup>19</sup> concept of tourism destination competitiveness and identify the indicators of it (Dwyer and Kim, 2003; Heath, 2003; Ritchie and Crouch, 1993; Sánchez and López, 2015). Some of the famous ones are models created by Crouch and Ritchie (1999, 2000) that have identified five key variables to measure destination competitiveness, while Dwyer et al. (2003) add on the demand condition to the tourism destination competitiveness model. Some of the previous researchers (Barbe et al., 2016; Armenski et al., 2012) were using a model created by <sup>3</sup> Dwyer and Kim (2003) to analyze the competitiveness of a tourism destination, while El-Said and Aziz (2019) were using the model that was created by Crouch and Ritchie (1999).

### **2.3 Resourced- based Theory**

According to Resourced- based Theory, the company's competitive advantage is dependent on the resources and capabilities owned by the company, strategy is created based on inward looking action (Barney 1991; Penrose, 1959; Selsnick, 1957) cited in Bernardo Jr. et al. (2018). Barney (1991), Barney and Clark (2007) listed the four required criteria for the resources to attain competitive advantage namely: VRIO (Valuable, Rare, Inimitable, and Organization). VRIO criteria were used in the previous studies for tourism destinations like the study by Huy and Khin (2016) and Tresna and Nirmalasari (2018). Some of the researchers have modified the VRIO criteria such as the study by Hinterhuber (2013) that added on criteria LU to the original VRIO criteria so it became <sup>2</sup> VRIOLU (Valuable, Rare, Inimitable, Organization, Large Market and Unmet Need). Hinterhuber (2013) added LU criteria to the VRIO based on his study because the original VRIO criteria was not enough to achieve competitive advantage for a company/organization. Alonso and Bressan (2016) is changing the Inimitable criteria to Substitutability to make it more applicable for their research. In this research, the researchers are using the extended



criteria of RBT namely VRIOLU by Hinterhuber (2013) <sup>1</sup> in order to be able to investigate the competitiveness of a tourism destination thoroughly.

### 3. Methodology

Interpretivism is used as the research paradigm because this research believes in multiple realities (Phillimore and Goodson, 2004) that can be seen from the primary data collection method by using interviews with 10 informants to gain deeper and richer meaning. This research is using a qualitative approach to answer “how” questions like has been mentioned by Silverman (2007) that qualitative approach is relevant for the study to answer “how”, “what”, and “why” questions. The research setting is the city of Malang with tourism destination competitiveness as the unit of analysis. Tourism destination is an amalgam of 4A (Attraction, Access, Amenities, and Ancillary Services). Exploring and understanding tourism destination competitiveness equal to trying to explore and understand the 4A of tourism destination amalgam (Attraction, Access, Amenities, and Ancillary Services) using the <sup>2</sup> VRIOLU (Valuable, Rare, Inimitable, Organization, Large Market, and Unmet Need) criteria.

This research is using purposive sampling by approaching the key informant and then asking for recommendation for the experts that know about the <sup>1</sup> competitiveness of the object of this study as a tourism destination. The key informant is the head of Tourism and Culture Department for the city of Malang. Based on the recommendation by the key informant, the researcher is approaching another 9 informants as experts of the competitiveness of the city of Malang.

Primary data for this research is collected using semi-structured interview, observation, and picture documentation. All the interviews were transcribed manually by the researchers as a way to familiarize

themselves with the data. The transcripts were analyzed manually using matrix verbatim and using NVivo software through coding process to identify the emerging themes. To limit personal and methodology bias the researchers are using 4 triangulation by Decrop (2004) namely: (1) Data triangulation (primary data is collected using semi-structured interview, observation, and picture documentation); (2) Investigator triangulation (data was collected and analyzed by 4 researchers); (3) Method triangulation (this research is using qualitative method with qualitative data and quantitative data from statistical bureau); (4) Theory triangulation (this research is based on tourism destination competitiveness and Resource-based theory).

The validity and reliability of the result of this research is improved by 4 validity and reliability test created by Lincoln and Guba (1985) cited in Decrop (2004): (1) Credibility test is improved by doing member checking as a form of data verification by returning the analyzed data to the informants to make sure the researchers are able to capture the meaning that are trying to be said by the informants; (2) Transferability in the qualitative research is done by conducting analytical generalization which means that if the similar research is conducted in other settings the result will be similar. In this research, transferability is improved by writing a thick description about the data collection process and analysis; (3) Dependability test is similar to reliability test in quantitative approach. In this study, dependability is improved by using peer debriefing that is asking the 4 researchers to take turns to read the thematic analysis made by one researcher to check whether the emerging themes representing the collected data; (4) Confirmability is equal with objectivity in quantitative research. To improve the confirmability in this research, the researchers are writing the data collection and data analysis in a comprehensive manner and also by conducting self-reflection. The lead researcher and the rest of researchers are residents of the city of Malang so they are able to provide more insight when doing data analysis to look for the emerging themes in the interview transcript. The lead researcher is also an avid traveler that has been to various

tourism destinations in many countries so she is able to relate to the explanation of the strength and the weaknesses of the destination like has been mentioned by all of the informants of this research. Data was analyzed using 6 steps thematic analysis by Braun and Clark (2006) cited in Nowell et al. (2017) specifically: (1) Learning more about the data by immersing oneself to the data by reading the transcript several times; (2) Writing early codes; (3) Identifying the themes; (4) Analyzing the themes; (5) Defining and Re-analyzing themes; (6) Writing the result.

#### **4. Result and discussion**

##### **4.1. Emerging Themes**

Through the manual thematic analysis and coding process using software NVivo 12 there are 11 main themes with 43 sub themes in this research. The 11 main themes are:

1. Tourist attractions in the city of Malang.
2. Unique characteristics of the city of Malang.
3. Accessibility of the city of Malang.
4. Ancillary services.
5. The problems that can decrease tourism destination competitiveness.
6. The mapping of the strength of the city of Malang.
7. Synergy of the stakeholder of a tourism destination from the supply side.
8. Safety, cleanliness, and friendliness of the locals.
9. Strategy to improve tourism destination competitiveness.
10. Tourism in the city of Malang during COVID-19 pandemic.
11. The availability of hotels and restaurants.

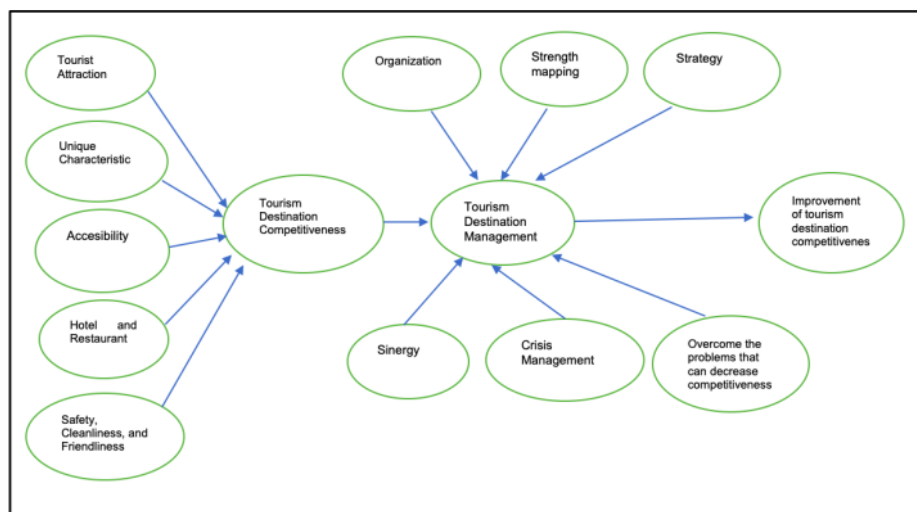
Based on the emerging themes it can be seen that the city of Malang has tourism destination competitiveness that can be seen from the availability of 5 core resources (uniqueness of the city of

Malang), tourist attractions, access to the city and to various tourist attractions, safety, cleanliness, and friendliness of the local, and availability of various hotels and restaurants to accommodate the needs of tourists but still not optimally managed to increase the length of stay for tourists.

#### 4.2. Tourism Destination Competitiveness Model

Based on the result of the study the researchers are creating a proposition model and tourism destination competitiveness model to improve the competitiveness of tourism destinations. Figure 1 is the proposition model, Figure 2 is based on the level of factors from the most intrinsic until the most extrinsic.

*Figure 1 Proposition Model*



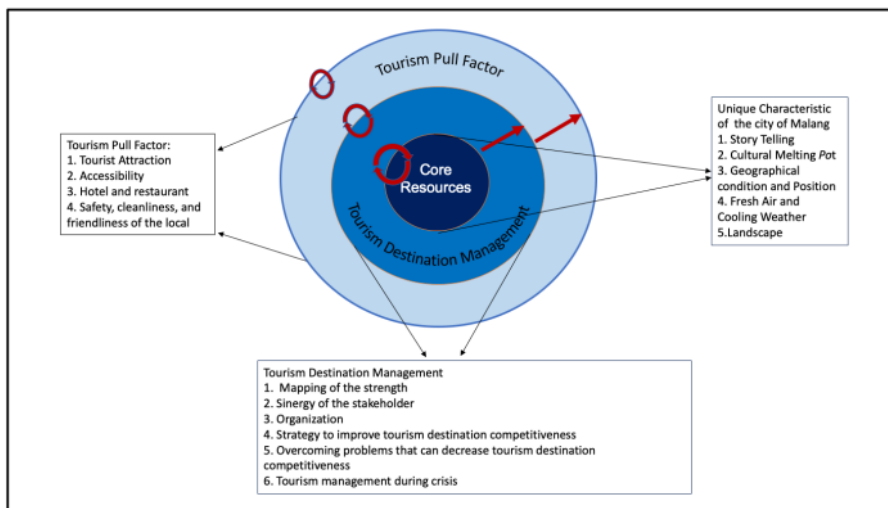
Proposition for this Model:

1. Tourist attraction, destination's unique characteristic, accessibility, hotel and restaurant, safety, cleanliness and friendliness of the local are the determinant factors of tourism destination competitiveness.

2. Tourism destination management consists of: organization, strength mapping, strategy to increase tourism destination management and synergy to overcome problems that can decrease tourism destination competitiveness.

3. Determinant factors of tourism destination competitiveness that is managed efficiently through a good tourism destination management will improve tourism destination competitiveness

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Figure 2 Tourism Destination Competitiveness Model



The Tourism Destination Competitiveness Model in this research is built based on the emerging themes from this research. The innermost part of the model is the Core Resources that represents the uniqueness of the city of Malang namely: (1) Story Telling; (2) Melting Pot; (3) Landscape; (4) Fresh Air; (5) Geographical condition and position. Core resources is a unique characteristic that belongs to the city of Malang and cannot be replicated easily by other destinations because it is formed by various elements namely history, culture, and geographical condition and position that require a long time to form.

The middle layer of the model consists of tourism destination management which include: (1) Strength mapping; (2) Synergy of the stakeholder; (3) Organization; (4) Strategy to increase tourism destination competitiveness; (5) Overcome the problems that have reduce the competitiveness of the city of Malang as a tourism destination (6) Tourism destination management during crisis. The outer layer consists of the pull factor of a tourism destination namely: (1) Tourist attraction; (2) Accessibility; (3) Hotel and Restaurant; (4) Cleanliness, safety, and friendliness of the locals.

This model is inspired by the Organization Culture model by Schein (2004) that stated organization culture is consist of 3 layers such as: (1) Underlying assumption as the source of belief; (2) Espoused belief and value that represent strategy, aim, and philosophy that serve as justification for action; (3) Artefact: structure and process of organization that can be seen. If belief and value are aligned and based on assumption, it can be used as a philosophy that can unite all the employees in the organization (Schein, 2004).

Unique characteristic of the city of Malang is placed as the core resources in this model and also serves as philosophical value for the development of the pull factor of tourism destinations. The core resources serve as philosophical value as a basis for creating policy and strategy in order to improve tourism destination competitiveness. The development of iconic tourist attractions must be based on the unique characteristics of the city of Malang such as story-telling, cultural melting pot, landscape, geographical condition and position, fresh air and cooling weather. All the stakeholders from the supply side in a tourism destination must have the same philosophical value to be able to work together to achieve the same goal.

The core resources required arguably is the longest time to form because it involves the aspect of history, geographical condition and position, and also weather. The middle layer took slightly longer to be formed compared to the outermost layer because it involves coordination with many tourism destination stakeholders. This model can be applied in other tourism destinations as a model to improve

tourism destination competitiveness with the same procedure and using the interview questions based on the VRIOLU framing by Hinterhuber (2010) to identify the core resources that uniquely belong to the particular tourism destination. The core resources act as the philosophical value for the tourism destination management and for the pull factor of the tourism destination.

### 4.3. Discussion

#### 1. Tourism Destination Competitiveness

Tourism destination competitiveness consists of: (1) Tourist attraction; (2) Unique characteristics of tourism destination; (3) Accessibility; (4) Hotel and restaurant; (5) Safety, cleanliness, and friendliness of the locals. Tourism destination development is needed so the city of Malang able to achieve competitive advantage compare to other destination as has been mentioned in the study by Alonso and Bressan (2016)

##### (1) Tourist attraction

The city of Malang offers various tourist attractions such as: heritage tourist attraction, museum tourist attraction, shopping tourist attraction, gastronomy tourist attraction, culinary tourist attraction, thematic kampong tourist attraction, cultural tourist attraction, and festival tourist attraction. The new tourist attraction development is needed besides the already established one to attract more tourists to visit the destination especially in low season. Cultural tourist attraction is one of the attractions that is able to attract tourists to visit tourist destinations (Sánchez and López, 2015). Festival or event is one form of attraction that can be used to promote the local culture. Festivals and events have <sup>4</sup> an important role in attracting tourists and are able to increase tourist visit in low season (Buhalis, 2000). Culture, events and festivals are part of tourism <sup>7</sup> destination competitiveness (Dwyer and Kim, 2003; Buhalis, 2000; Sánchez and López, 2015; Heath, 2003).

##### (2) The uniqueness of the city of Malang



Geographical condition, weather, culture and history are the determinant factors for the tourist for choosing to visit a destination (Ritchie and Crouch, 2003; Heath, 2003). Sánchez and López (2015) also agree that weather is one of the factors for tourists to decide whether they are going to visit a destination. Culture and history is one of the determinant factors in the tourism destination competitiveness model created by Ritchie and Crouch (2000) and Heath (2003). The unique characteristics of the city of Malang (Core Resources) consist of: story-telling, the city of Malang as cultural melting pot, geographical position and condition, fresh air and cooling weather, and landscape. This finding agrees with the previous researchers that include weather, culture, and history as the determinant factor in the tourism destination competitiveness model (Ritchie and Crouch, 2003; Heath, 2003; Sánchez and López, 2015).

### (3) Accessibility

Accessibility is part of resources and supporting factor in tourism destination competitiveness model by Dwyer and Kim (2003). In this research, accessibility is part of the determinant of tourism destination competitiveness together with 4 other factors namely: tourist attraction, unique characteristic of tourism destination, hotel and restaurant, safety, cleanliness, and friendliness of the local. Accessibility is not only about access but also the availability of parking space, sidewalks for pedestrians, and ability to overcome traffic congestion problems. This problem has a potential in decreasing tourism destination competitiveness and the well-being of the locals, as has been mentioned by previous studies that tourism destination competitiveness is not only measured by tourists' satisfaction but also by the well-being of the locals (Hassan, 2000; Crouch and Ritchie, 1999).

### (4) Availability of hotel and Restaurant

This research agrees with previous research that includes the availability of hotel and restaurant as the determinant factor of tourism destination competitiveness (Dwyer and Kim, 2003; Goorochurn and Sugiyarto, 2005; Heath, 2003; Ritchie and Crouch, 1993). In the tourism destination competitiveness model by Dwyer and Kim (2003) hotel and restaurant is part of the created resources, in the model by

Ritchie and Crouch (1993) hotel and restaurant is part of the tourism superstructure. In the model by Heath (2003) the hotel and restaurant is placed under the foundation of the model. In the model by Gooroochurn and Sugiyarto (2005) tourism infrastructure which include hotels and restaurants are measured based on the price and cleanliness.

(5) Safety, cleanliness, and friendliness of the local

Cleanliness, safety, and the <sup>4</sup> friendliness of the local people is part of the tourism destination competitiveness in the model by <sup>5</sup> Dwyer and Kim (2003) and Ritchie and Crouch (1993). Cleanliness, <sup>22</sup> safety and security is one of the factors during the decision making process for <sup>4</sup> tourists to visit a tourist destination (Mihalič, 2000). The result of this research is in agreement with the research by <sup>5</sup> (Dwyer and Kim, 2003; Mihalič, 2000; Ritchie and Crouch, 1993) that stated cleanliness, safety, and the <sup>4</sup> friendliness of the local people is part of tourism destination competitiveness.

## 2. Tourism Destination Management

Tourism destination management is one of the factors that determine the increase of tourism destination competitiveness (Sánchez and López, 2015; Gomezelj and Mihalic, 2008; <sup>5</sup> Dwyer and Kim, 2003; Ritchie and Crouch, 1993).

(1) Organization

Organization has an important role in tourism destination management as has been described by UNWTO (2019). Organisations in tourism have functions like Destination Management Organization which not only focus marketing but also strategic planning, coordination, and management for the integration of the stakeholder of a tourism destination from the supply side so they can work together to achieve the same goal (UNWTO, 2019).

(2) Mapping of the strength of the city of Malang as a tourism destination

One of the important activities of tourism destination management is the mapping of the strength of a tourism destination. The finding from this study in agreement with the Tourism Destination

Competitiveness Model by Dwyer and Kim (2003) which can be used to identify the strength and weakness of tourism destination as part of creating strategy to increase the number of tourists' visit and spending to improve the well-being of the local people economically and socially.

### (3) Synergy of the stakeholder of tourism destination

Coordination and synergy of the stakeholder from the supply side is one of the activities that has become the key success factor of a tourism destination (Dwyer and Kim, 2003; Heath, 2003). Coordination and integration is needed in the tourism destination management so the stakeholder can work together to achieve the same goal (UNWTO, 2019). The availability of tourist attractions and the supporting facilities will not be able to increase tourism destination competitiveness if not managed properly and efficiently through the synergy of the tourism destination stakeholder from the supply side.

### (4) Strategy to improve tourism destination competitiveness

Strategy to improve tourism destination competitiveness in this research include promotion, marketing strategy, innovation, and competitive strategy. The finding in this research is in agreement with Heath (2003) and Dwyer and Kim (2003) that using synergy and marketing balance as part of the focus implementation to improve tourism destination competitiveness.

### (5) Overcome the problems that will decrease tourism destination competitiveness

There are several problems that can decrease tourism destination competitiveness in this research such as: the yearly festival and event that is no longer available; there is no iconic tourist attraction in the city of Malang; the traffic congestion, lack of parking space, and sidewalk for pedestrian that is occupied by street vendor; and the spatial planning violation problem. All of the problems above require the government to initiate the policy and other stakeholders to work together to overcome the problems.

#### (6) Tourism management during crisis

Crisis management is part of the tourism destination model that was created by Ritchie and Crouch (1993) long before the COVID-19 pandemic. A tourism destination must be ready for a crisis situation, not only due to pandemic but also due to other unlikely events like force major or financial crisis.

#### 3. Connection between <sup>15</sup> Tourism Destination Competitiveness and <sup>21</sup> Tourism Destination Management

Based on <sup>2</sup> the result of the data analysis, the researchers are able to identify the factors that determine tourism destination competitiveness and tourism destination management activities that can be utilized to improve <sup>2</sup> tourism destination competitiveness. The findings of this research also confirm the research by Armenski et al. (2012) that stated tourism destination competitiveness can be increased by integration of tourism resources and tourism destination management. The finding is also in agreement with the research by Buhalis (2000) and Ritchie and Crouch (2000) that stated tourism destination competitiveness can be increased by integration between tourism resources and tourism destination management.

### 5. Conclusion

The city of Malang has a low competitiveness in tourism destination because of some problems namely:

(1) Yearly festivals and events that are no longer available made the city of Malang lose one of its main tourist attractions.

(2) The city of Malang does not have an iconic tourist attraction that makes people have difficulties in associating the city of Malang with the main tourist attraction that can function as the pull factor for tourists.

(3) Traffic congestion problems, lack of parking space, and the condition of the sidewalk in some areas that is occupied by street vendors is part of the access which is also the determinant factor of tourism destination competitiveness. This problem is potentially decreasing tourism destination competitiveness

and also the well-being of the local. These problems must be addressed together by the local government and other tourism destination stakeholders from the supply side.

(4) Communication and service problems require attention from the government of the city of Malang and other tourism destination stakeholders from the supply side. There is a need for training and certification for the front liner so they can standardize and provide excellent service to tourists.

(5) Development that violates spatial planning also needs to get attention from the government. The local government of the city of Malang needs to come up with policy and regulation to address the development that violates spatial planning because it can potentially cause traffic jams and decrease the tourism destination competitiveness.

### **5.1. Theoretical Implication**

This research is using a framework based on Resource-based Theory to understand and to explore tourism destination competitiveness. By framing inward looking interview questions, the researchers are able to find the <sup>3</sup> strengths and weaknesses of a tourism destination. The identified strengths and weaknesses can be used as the basis for strategy formulation. This research is also confirming that Resource-based theory can be used in the tourism context as a framework to understand and to explore tourism destination competitiveness. The strategy to improve competitiveness for a tourism destination depends on the condition of each tourism destination so there is a need to understand and to explore the condition of tourism destination competitiveness. There is no one size fits all strategy for improving the competitiveness of each tourism destination because each tourism destination has its own strengths and weaknesses.

### **5.2. Practical Implication**

Synergy from the tourism destination stakeholders from the supply side namely: (1) the local government; (2) the actor of the tourism industry which include business owner, human resources in tourism sector such as artist, the front liners and local that lives in the thematic kampong; (3) the advocate of the tourism such as organization and academician. The synergy is conducted based on the unique characteristic of the city of Malang that acts as a philosophical value to overcome the problems of low competitiveness and to plan the strategy to improve tourism destination competitiveness.

The strategy to increase tourism destination competitiveness is in the form of innovation and integrated promotion that focus on highlighting the competitiveness of the destination. The city of Malang has various tourist attractions which include: heritage tourist attraction, culinary tourist attraction, gastronomy tourist attraction, thematic kampong tourist attraction, festival tourist attraction, and museum tourist attraction. It also has competitiveness in the geographical condition and position that provide cooling weather and fresh air with easy access and complete facilities which include various hotels and restaurants with huge range of price and choices to accommodate the needs of various tourists.

The tourism destination stakeholders need to work together to hold a yearly festival and event consistently. Festival and event is held based on the unique characteristics of the city of Malang so it can be an iconic tourist attraction for the city of Malang.

### **5.3. The Limitation and Future Research**

This research is only focusing on the internal <sup>12</sup> point of view of the tourism <sup>12</sup> destination competitiveness due to the inward looking nature of Resource-based theory. The external aspect such as the competitor and cultural and political aspect of the potential tourists are not discussed in this research. Tourism destination competitiveness model in this research is only focusing on understanding and exploring the

competitiveness of a tourism destination from the supply side. The future research about tourism destination competitiveness should be done from both sides (supply and demand) in order to get a holistic view of the competitiveness of a tourism destination. Other theories besides Resource-based Theory should be used as a framework to explore <sup>10</sup> competitiveness of a tourism destination as a way to add more theory to tourism destination competitiveness exploration.



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