



The Determinant Factors of Tourism Destination Competitiveness and Destination Management: A Case Study from Malang City

Andini Risfandini^(✉), Armanu Thoyib, Noermijati Noermijati, and Mugiono Mugiono

Universitas Brawijaya, Malang, Indonesia
risfandini@gmail.com

Abstract. This research aims to identify the determinant factors of tourism destination competitiveness and the determinant factors of destination management. This research applies interpretivism as the research paradigm with a single case study qualitative research. Data were collected through semi-structured in-depth interviews. The researchers transcribed the interview results and a thematic analysis was conducted to find the emerging themes in the transcript verbatim. The determinant factors of tourism destination competitiveness consist of tourist attraction, unique characteristics of tourism destinations, good accessibility, amenities (hotel and restaurant), safety, cleanliness, and friendliness of the locals. Destination management consists of organization, strength mapping, strategy to improve tourism destination competitiveness, synergy, addressing the problems that can decrease competitiveness, and tourism management during crises. Concerning the Covid-19 pandemic, the research findings include tourism management during crises as part of destination management. Crisis management is deemed important during the Covid-19 pandemic, especially for the tourism sector, which the pandemic has hit the hardest. The major proposition of this research is that the determinant factors of tourism destination competitiveness managed through organized and thorough destination management could improve tourism destination competitiveness.

Keywords: tourism destination competitiveness · destination management · determinant factors

1 Introduction

Indonesia's tourism destination competitiveness has increased in the past 8 years, from 70th in 2013 to 40th in 2021 [1]. Unfortunately, there is no tourism destination competitiveness analysis for cities and tourism destinations in Indonesia. There is a need for a tourism destination competitiveness analysis for each tourism destination because Indonesia has many islands that offer various tourism destinations. Tourism destination competitiveness analysis is deemed to be important because it has been associated as the success factor of tourism destinations in many of the previous research [2–7]. The unavailability of tourism destination competitiveness analysis for Malang city serves as

the reason for the researchers to conduct this research. This research aims to identify the determinant factors of tourism destination competitiveness and destination management.

Malang city has arguably low competitiveness as a tourism destination because of the decreasing length of stay from 2.65 nights in 2016 to 1.65 per night in 2020 [8]. In order to improve the tourism destination competitiveness of Malang city, the researchers conducted this study to identify the tourism destination competitiveness factor and the factor of tourism destination management that can be used to improve the Malang city's competitiveness as a tourism destination. Identifying the determinant factors of tourism destination competitiveness serves as the first step to creating a model to improve competitiveness for a tourism destination.

1.1 Determinant Factors of Tourism Destination Competitiveness

Differences can be seen in the determinant factors of tourism destination competitiveness. The actual performance indicators of the tourism sector, like the number of tourist arrivals and tourist satisfaction, were used in the research by [9]. Research by [10] includes global tourism performance, performance dynamics, the size of the industry, and the local's quality of life. Various studies' list of the determinant factors of tourism destination competitiveness can be found in Table 1.

1.2 Tourism Destination Management

Tourism destination management is one of the determinant factors of tourism destination competitiveness [5, 9, 16, 17]. Table 1 exhibits that some previous studies placed destination management as part of the determinant factors of tourism destination competitiveness. In the Calgary model by [16], destination management is one of the five elements that shape tourism destination competitiveness along with supporting factors and resources, core resources and attraction, tourism policy, planning, and development. Tourism destination competitiveness by [16] places destination management as an activity that can improve the quality and effectiveness of resources and supporting factors and adapt to the limitation of determinant factors.

In the integrated model by [5], destination management consists of organization, human resources, marketing strategy, and safety regulation. The management aspect in the model created by [14] is part of the strategy and holistic marketing framework, consisting of branding and destination image, competitive positioning, demand management, innovative marketing strategy, and visitor satisfaction management. According to [18], destination management consists of management coordination of all tourism stakeholders, including strategic activity and coordination to avoid tourism destination stakeholders doing redundancy in their role.

Studies by [2, 19] reveal that tourism destinations can be improved by coordination between tourism resources and destination management. [20] states that tourism destination competitiveness will be benefited by integrating tourism resources and destination management. The use of resources effectively and efficiently could support tourism development and contribute to competitiveness [21]. The statement of the previous studies above underlines the importance of destination management in effectively using the resources to increase tourism destination competitiveness. Based on [2, 21] and some

Table 1. Determinant Factors of Tourism Destination Competitiveness from Previous Research

Research	Determinant factors of Tourism Destination Competitiveness
1. [9]	Inherited natural resources, inherited cultural resources, created resources, namely recreation activities, shopping, entertainment, tourism infrastructure, destination management, marketing and human resources, visitors' statistics, situational conditions such as price competitiveness, demand factor, and natural attributes.
2. [11]	Tourism infrastructure, economic condition, safety, security, health, price competitiveness, environment sustainability, government policy, and the skills of the worker and training.
3. [12]	Economy, infrastructure, environment, and tourism products.
4. [10]	Tourism performance in the current global market, tourism performance dynamism, the size of industry in the economic structure, and the quality of life of the locals.
5. [13]	Tourism and heritage, communication facility, social competitiveness, and education.
6. [7]	Price, economic openness, technology development, infrastructure, human development in tourism, social development, environment, and human resources.
7. [14]	Core resources and supporting resources, destination, policy, planning and development, and marketing policy and development.
8. [5]	Resources, destination management, situational condition, demand condition, destination competitiveness, and social and economic well-being.
9. [15]	Facility, accessibility, service quality, price, image, location, environment, and tourist attraction.
10. [16]	Basic resources and attraction, destination management, supporting factor, tourism policy, and tourism planning and development.

of the researchers that had created the tourism destination competitiveness model [5, 9, 16, 17], it can be inferred that tourism destination management is an important part of tourism destination competitiveness. In this research, the identification of activities as part of tourism destination management is conducted to create a framework that can be used to improve tourism destination competitiveness.

2 Research Methods

This research applies interpretivism as the research paradigm with a single case study qualitative research because of the nature of data collection that accept many realities as part of the knowledge forming [22]. The informants were chosen based on their expertise and understanding of tourism in Malang city. The informants of this research consist of 10 informants, with 2 of them acting as the key informants. Data were collected through semi-structured in-depth interviews. The researchers then transcribed the interview results, and a thematic analysis was conducted to find the emerging themes in the data verbatim. The reliability of the result was improved by conducting credibility, transferability, dependability, and confirmability test by Lincoln and Guba (1985) in

[23]. The researchers returned to the informants to get data verification once the thematic analysis was ready. The informants were asked whether the researchers could capture what they were trying to say in the interview and classify it into emerging themes.

3 Results and Discussion

3.1 Minor and Major Proposition

11 main themes with 43 sub-themes emerge from the data analysis. The 11 main themes are clustered again as part of the minor and major proposition to identify the determinants of tourism destination competitiveness and destination management. Forming minor and major propositions is part of the process to answer the research question: what the determinant factors of tourism destination competitiveness and tourism destination management are?

Tourist attraction; Based on the thematic analysis results from the data verbatim, it can be deduced that tourist attraction is one of the main reasons visitors visit a tourist destination. Tourist attraction supported by strategic location, local characteristics, and creativity is part of tourism destination competitiveness. Minor proposition 1: Tourist attraction is one of the determinant factors of tourism destination competitiveness. Unique characteristics of Malang city; Each tourism destination has different unique characteristics. These unique characteristics are part of tourism destination competitiveness. Minor proposition 2: Unique characteristics of a destination are part of the determinant factors of tourism destination competitiveness.

Accessibility; Accessibility is not only about access to the tourist destination but also the availability of parking spaces and easy access to the destination. A destination that has open access with the availability of parking space and reliable public transport signifies that the destination has competitiveness. Minor proposition 3: Accessibility is one of the determinant factors of tourism destination competitiveness.

The availability of various hotels and restaurants; The availability of various hotels and restaurants that can accommodate the needs of visitors from various cultural backgrounds with different needs, wants, and motivation to visit a tourism destination is part of the tourism destination competitiveness. Minor proposition 4: The availability of various hotels and restaurants is one of the determinant factors of tourism destination competitiveness.

Cleanliness, safety, and friendliness of the locals; Some of the factors that make visitors consider going to a destination is cleanliness, safety, beautiful tourist attraction, and the friendliness of the locals. The cleanliness, safety, and locals' friendliness factors are determinant factors of tourism destination competitiveness. Minor proposition 5: The cleanliness, safety, and locals' friendliness factors are determinant factors of tourism destination competitiveness.

Organization; Ancillary services or organizations that organize the stakeholders in tourism destinations to work in synergy to increase tourism destination competitiveness are part of destination management. Minor proposition 6: organization is part of destination management.

Addressing the problems that can decrease the tourism destination competitiveness; Some problems can decrease tourism destination competitiveness in this research,

including unavailability of iconic tourist attractions, spatial problems, service and communication problems, traffic jams, parking space and sidewalk availability, and unsustainability of yearly festivals and events. Identification and addressing the problems that can decrease tourism destination competitiveness are part of destination management. Minor proposition 7: Addressing the problems that can decrease tourism destination competitiveness is part of destination management.

Strength mapping of Malang city as a tourism destination; The strength of a tourism destination varies based on the resources available in the tourism destination. Some of the strengths of Malang city as a tourism destination include Malang as a MICE destination, and the availability of human resources in the tourism sector. Strength mapping of a tourism destination is part of destination management. Minor proposition 8: Strength mapping is part of destination management.

Synergy of the tourism destination stakeholders from the supply side; A synergy of the tourism destination stakeholders from the supply side includes the role of the local government in developing and preserving tourist attractions, art, and culture in a tourism destination, and partnerships with tourism organizations that understand its role and function to avoid redundancy are part of the destination management. Minor proposition 9: Synergy of tourism destination stakeholders from the supply side is part of destination management.

Strategy to improve tourism destination competitiveness; Strategies to improve tourism destination competitiveness include promotion and marketing, innovation, and competitiveness. Minor proposition 10: Strategy to improve tourism destination management is part of destination management.

Tourism management during crisis; The readiness of the tourism stakeholder from the supply side, especially business owners, in managing their business during crises like the Covid-19 pandemic is needed to adapt to the current crises so that the business can

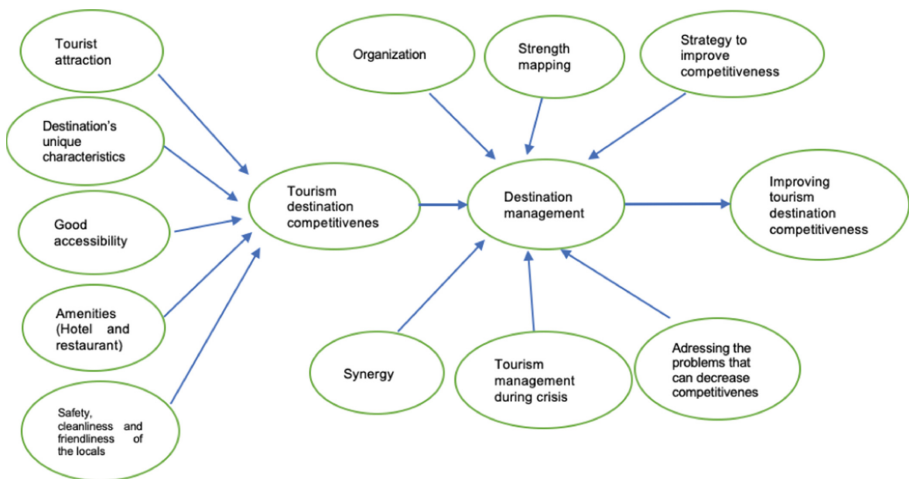


Fig. 1. Relationship Model of Determinant of Tourism Destination Competitiveness and Destination Management

survive. Minor proposition 11: Tourism management during a crisis is part of destination management.

Based on the 11 minor propositions above, it can be concluded that: (1) The determinant factors of tourism destination competitiveness consist of tourist attraction, unique characteristics of tourism destinations, good accessibility, amenities (hotel and restaurant), safety, cleanliness, and friendliness of the locals. (2) Destination management consists of organization, strength mapping, strategy to improve tourism destination competitiveness, synergy, addressing the problems that can decrease competitiveness, and tourism management during crises. Based on the description of 11 minor propositions, the researchers posit a major proposition as follows: the determinant factors of tourism destination competitiveness managed through good destination management could improve tourism destination competitiveness. The relationship model based on the 11 minor propositions and 1 major proposition can be seen in Fig. 1.

3.2 Discussion

Based on the data analysis of the 11 emerging themes and forming of the minor and major proposition, the researchers have identified the determinant factors of tourism destination competitiveness and destination management with the major proposition as follows: the determinant factors of tourism destination competitiveness managed through an organized and thorough destination management could improve tourism destination competitiveness. The findings of this research are in line with [2, 19], which reveal that tourism destination competitiveness can be improved through coordination between tourism resources and destination management. The research findings underline the importance of destination management that tourism destination stakeholders manage from the supply side. The findings of this research are also in line with [20] that posits tourism destination competitiveness can be improved by integrating tourism resources and destination management. Concerning the Covid-19 pandemic, the findings of this research include tourism management during crises as part of destination management. Crisis management is deemed important during the pandemic, especially for the tourism sector, which the pandemic has hit the hardest. These results support the previous model on tourism destination competitiveness by [16] and the statement by [18] on the basic function of destination management organization.

The results of this research serve as an addition to the previous research on the analysis of tourism destination competitiveness by explaining the determinant factors of tourism destination competitiveness and giving the role to destination management in improving tourism destination competitiveness. Further research using quantitative methods should be conducted to measure which determinant factors have the biggest effect on influencing tourism destination competitiveness.

4 Conclusion

The result of this research serves as an addition to the previous research on the analysis of tourism destination competitiveness by explaining the determinant factors of tourism destination competitiveness and by giving role to destination management in improving

tourism destination competitiveness. Even though statistical generalization is not possible for qualitative research, analytic generalization is achievable. This research can be performed in other tourist destinations with the same method to yield similar results. Further research using quantitative methods should be conducted to measure which of the determinant factors that has the biggest effect in influencing tourism destination competitiveness.

Author Contribution. Andini Risfandini is first author and Corresponding Author. Doctoral Student, Management Department, Faculty of Economics and Business, Universitas Brawijaya.

Armanu Thoyib is Professor, Lecturer, Management Department, Faculty of Economics and Business, Universitas Brawijaya, Indonesia.

Noermijati Noermijati is Professor, Lecturer, Management Department, Faculty of Economics and Business, Universitas Brawijaya, Indonesia.

Mugiono Mugiono is Doctor, Lecturer, Management Department, Faculty of Economics and Business, Universitas Brawijaya, Indonesia.

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