



Competitive Advantage And Sustainable Tourism Balkondes At Borobudur Area Magelang Regency

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Abstract

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The phenomena of stagnant tourists' visits at Balkondes is the background why this study is carried out will lead to the shortage of people's revenue. It is proposed to identify the competitiveness of Balkondes tourism in Borobudur Area, Magelang Regency with the approach of Porter's Diamond and to formulate the sustainable tourism strategy with SWOT. Data collection employs structured interview with technique of informant determination by using the combination of quota sampling technique and accidental sampling technique with 200 respondents. The research result indicates the correlation and mutual support between each main component of Porter's Diamond as well as the main component with supporting factors. As resulted by SWOT analysis, Balkondes has Strength and Opportunities that could be optimized as a strategy to sustain the tourism, on the other hand, the existence of Weakness and Threats could obstruct the sustainability of Balkondes tourism in Borobudur Area Magelang Regency.

Keywords: balkondes, competitiveness, porter's diamond

1. Introduction

Tourism is defined as tourism-related activities that are supported with facilities aided by community, businessmen, government and local authorities. Tourism development strategies should be initially planned to improve existing products, to find the opportunity for new market expansion and to set long-term priority for local industry (Badarab et al., 2017). Tourism is a trip activity that carried out by a person or a group of persons to visit specific location in terms of recreation, self-development or exploring the uniqueness of tourism attraction, only for temporary of time [2].

Tourism provides huge potential for foreign exchange [3–5]. Tourism is in the fourth position for sector that contributes the foreign exchange after oil and gas, palm oil, coal and processed rubber [6]. Ministry of Tourism predicted that in 2020 tourism sector will be in the first position for foreign exchange contributor in Indonesia. The data from Competitive Industrial Performance Index indices that, if being compared with other ASEAN countries, in 2017 Indonesia has the superiority in tourism trip, price, infrastructure of airport, natural resources, cultural resources and travel business, yet it has bad review in security, tourists' safety, sanitation and hygiene, and ICT readiness, environment preservation due to tourism activities and tourist service infrastructure [7]. Tourism supports foreign exchange and has



advantages and disadvantages. Tourism has been affected by the Covid-19 pandemic and its impact is considered the largest compared to other outbreaks that have ever existed [8–10]. Various recovery efforts were carried out by the government and the private sector to recover from adversity both at the national and local levels. Therefore, it is necessary to formulate a strategy to increase competitive advantage so that community empowerment will increase and have a positive effect on welfare.

Balkondes or Village Economic Centre is the manifestation of tourism development around Borobudur that is based on people's empowerment, Balkondes has been launched in 2017. Borobudur is defined as world's heritage site, one of the 10 New Bali Tourism Destinations or 10 Priority Tourism Destinations in Indonesia [11]. Balkondes is the medium for village authorities and community in developing the economics potency. It provides benefits to extend the business opportunities in tourism sector and community's economics independency through the tourists' length of stay. It could be actualized by the existence of new transaction in each village in the area of Borobudur that could increase their economic revenue.

The manifestation of that program is the existence of tourism object in each village in Borobudur district, there are twenty Balkondes in Magelang Regency with their own characteristics [12]. The more unique a village with its local wisdom, the more attractive it becomes for tourist, both domestic and international. Yet, the tourists will be bored if the view or attractions are stagnant. The tourism attraction that follows the preferences of consumers, occasionally has the sense of competitiveness. The tourists that visit Balkondes come with variation in numbers. The stagnancy of visits is believed due to the limited information access, difficulties in accessing the location, less-interesting attractions and less-involvement from surrounding people.

Problem formulation in this research is identification competitiveness of Balkondes tourism in Borobudur Area Magelang Regency and formulate sustainable tourism strategy in Balkondes Borobudur Area Magelang Regency. Special purpose for this research is to identify the competitiveness of tourism of Balkondes and to formulate the strategy of sustainable tourism in Balkondes Borobudur Magelang Regency. The phenomenon of stagnant visits will lead to the shortage of people's revenue, as the result of multiplier effect in Balkondes tourism.

The theory of competitive advantage was first introduced by Porter in 1990 [13]. The competitive advantage of a commodity is defined as an advantage that could be developed by various efforts, therefore competitive advantage not emphasizing only on the nature of a product or service. Economic competitiveness of a nation could be differed by five factors, which are endowment, attitude and value, social condition, industrial organization, and government leadership. Competitiveness is a set of institution, rules and factors that determines the productivity level of a country. According to WEF, there are three groups of competitiveness pillars, which include basic needs (institution, infrastructure, macroeconomics stability, health and basic education), efficiency enhancer (that covers higher education and training, efficiency of goods markets, efficiency of labor's markets, good financial markets, technology existences, market size), factor of innovation and sophistication (that include business sophistication, innovation).

Tourism is defined as numerous of tourist activities supported by facilities that are accommodated by communities, businessmen, government and local government. Formerly,



tourism development strategy should be designed for the improvement of existing products, to seek for opportunity for new market expansion and to set long-term priority for local industry [1]. Tourism is travel activities performed by a person or group of people for recreation purposes, self-development or to learn about the uniqueness of tourist attraction and visited temporarily (Constitution of Republic of Indonesia No. 10 Year 2009 about Tourism, 2009).

Previous research, either have been carried out by current research team or others, will be the basic for introducing the research proposal. First research provides the illustration that inter-companies collaboration is not considered as the best way, since the tourism tends to be similar to one another, it is also stated that higher education is a means to attain local competitiveness, to improve the security by considering on the terrorism incident in Portugal by using analysis tool of Porter Diamond and Partial Least Square-Path Modelling [14]. The second research employed SWOT analysis tool, illustrates the condition of rural area in the susceptible level in dealing with the openness towards tourists, hence it takes the certain policies to enhance the strength, minimize the weaknesses and threat as well as to expand the opportunities [15]. The third research also applies SWOT analysis tool that illustrated the tourism development in Albania, which is still experiencing the shortage of original brand as tourism destination. Hence, the mouth-to-mouth or buzz was selected as the strategy for tourism marketing [16]. The fourth research employs The Travel and Tourism Competitiveness Index (TTCI) as analysis tools, for describing the Mediterranean countries which adopt and implement the similar model of tourism development, based on 4S (Sun, Sea, Sand and Sex). The weaknesses lie on the lack of offers differentiation as well as competitive shortages. In terms of planning and marketing, there is excessive promotion and distribution of tourism offers [17]. The fifth research illustrates more competitive environmental evolution that leads to more investments, more service providers, innovative products, quality enhancement, lower cost, and accessibility that give positive impacts towards ICT industries, by utilizing Porter Diamond analysis tool [18]. The sixth research suggests relatively strong competitiveness of Indonesian CPO that Indonesia CPO has the strongest comparative and competitive advantage, Indonesia have an export position at maturity stage in international market. Moreover, Diamond Porter show that support competitiveness of Indonesia CPO in international market are production and supporting and related industries factors [19].

UNWTO defines sustainable tourism as tourism that takes complete account of current and future economic, social and environmental impacts, addressing the needs of visitors, industry, the environment, and local communities [20]. In the process, tourism competitiveness is also important. One of the important things in competitiveness is capability, capability is the most intangible aspect of the company's resources and the most important to determine the level of success [21]. From a strategic management point of view, capabilities are central to organizational activities utilizing strengths to increase competitiveness, contribute to growth, and improve organizational performance [22]. Some researchers focus on tourism development and not many focus on the relationship with competitiveness. Therefore, this research discusses about the description of competitive advantage and strategy of sustainable tourism for Balkondes in the Borobudur area, Magelang Regency using analysis tools of Porter Diamond, Strengths-Weaknesses-Opportunities-Threats (SWOT) Matric, Internal-External (IE) Matric.



2. Method

This research is classified as multi-disciplinary between strategic management and marketing management. This research is taken place in Balkondes (Village Economics Centre) that are scattered in 20 different locations in the area of Borobudur, in Magelang Regency under the consideration of crucial problems. There are 100 respondents from Balkondes administrators taken as samples. While, other 100 respondents are derived from visitors (visitors with at least one visit). The data collection employs the interview instrument, while the determination of respondents uses the combination between quota sampling technique and accidental sampling technique, in which described as sample determination that is carried out unintentionally. Quota sampling is a technique to determine sample out of population that shares similar characteristics up to certain expected numbers (quota). Data collection is directly exposed to sampling unit and will be resumed once it fulfilled. Accidental sampling technique targets every sample that accidentally is met by the researcher, if the prospective sample is considered as proper data source. Porter's Diamond and Strengths-Weaknesses-Opportunities-Threats (SWOT) matrix are utilized as analysis tools.

Porter's Diamond is focused on four important factors that determine the competitiveness, which are the conditions of production factors, the conditions of domestic request and demand quality for certain industrial products, the existence of related industry and internationally competitive supports, company's strategy, structure and inter-company competition system [23]. Porter's Diamond analysis provides illustration that related to the policies' strategies to enhance the tourism competition, hence it could be identified the potencies and the problems in tourism throughout several factors, which are (1) the condition of resources factors that cover natural resources, human resources, science and technology resources, capital resources, infrastructure resources; (2) the demand condition that covers domestic demand composition, numbers of demand and growth pattern, internationalization of domestic demand, (3) related and supporting industry; related industry (supplier industry, commerce industry), supporting industry (indirect-influenced industry); (4) the competition and strategy include competition in the workplace, strategy includes promotion, socialization and publication [24]. Higher education is believed as a way to achieve territorial competitiveness, inter-company cooperation is considered as unreliable way since the tourism business is similar, to increase the security by considering the existence terrorism incident in Portugal that was resolved by using analysis tools of Porter's Diamond and Partial Least Square-Path Modelling [14]. More competitive environment evolution results to bigger investment, more proper services, various of innovative products, increasing quality, lower cost and bigger accessibility that lead to positive influence to industry, by using Porter's Diamond analysis tool [18].

Strengths Weaknesses Opportunities Threats (SWOT) is a process of strategic planning formulation by determining internal and external strategic factors, later to implement that information in quantitative model of strategy formulation. Rangkuti (2009) suggested the stages that should be taken in the implementation of SWOT analysis, by identifying the internal and external factors and arranging internal and external strategy factors table. The stages that should be performed in SWOT analysis is to identify internal factors (IFAS) and external ones



(EFAS) designated to identify factors that related to opportunity and threat. SWOT provides illustration about the area of countryside that positioned in the vulnerability threshold due to their openness to tourists. Hence, it takes policy to enhance the strength, to minimize weakness and threat and to increase the opportunity [15]. SWOT gives the illustration in tourism development in Albania that still lack of its original brand as a tourism destination, thus marketing development strategy only employs mouth-to-mouth or buzz [16]. SWOT reveals that all Mediterranean countries adopt and apply the development model that more less similar, based on 4S (Sun, Sea, Sand and Sex), the weakness suggests the lack of tourism offering differentiation as well as competitive lost. While from the perspective of planning and marketing, it is considered as exaggerated in promotion and offering distribution [17].

3. Results and Discussion

This analysis is employed to identify several factors that influence the competitiveness of Balkondes in Borobudur Area Magelang Regency. Analysis tools is arranged based on Porter's Diamond model that includes several important factors, as follows: resources, demand, related industry and supporting industry, industrial competitiveness along with its supporting components, which are government's role, factor and opportunity factor in enhancing the competitiveness. The result of interrelated components of Porter's Diamond indices that main factors, which are the condition of resources, demand, related and supporting industry, structure, competition and strategy along with its supporting factors, which are government's role and opportunity, considered as related and supportive. The connection among components of Porter's Diamond is described, as follows:

1. Competition, Structure and Strategy with Factor of Resource

Competition component, structure and strategy with resource component share supportive connection, since physical resources, such as Balkondes along with its facilities, infrastructure and human resources are important factors in determining applied strategies in facing the competition with other tourism object, which are promotion or publication in media. Publication in media such as photo or travel videos, material of promotion, brochures, post-card, report and article, film, TV series, documentary, animation, travelling blog, and blog. The purpose publication in media is visual imagination role in narrating the tourism experience before experiencing the tourism visit [26].

2. Factor of resource with related and supporting industry

For the component of resource factor with related and supporting industry, there is a supportive correlation. It is due to the existence of resource, such as Balkondes physical building along with human resources as the administrator could support the growth of supporting industries around object, by establishing new market that will directly related to the growth of culinary industries/tourism package with jeep, that currently becomes one of the signatures and point of interest for Balkondes competitiveness



3. The Condition of demand with related and supporting industry

There are supportive correlation happens between two components of demand in addition to related and supporting industry. By considering the fluctuated visit from the tourist will have direct proportional with demand towards output resulted by supporting industries as the input of related industry that later will determine the economic benefits for both sides. The high demand of hotel occupation will lead to the high demand of amenities, consumption and tourism package.

4. The condition of related and supporting industry with competition, structure and strategy

The condition of related and supporting industry with competition, structure and strategy has supportive relationship. Both industries contribute to the strategy determination in enhancing Balkondes competitiveness, such as the utilization of massive promotion, and proposing interesting offers to increase the numbers of tourists.

5. The condition of demand with competition, structure and strategy

The condition of demand with competition, structure and strategy has supportive relationship. It is caused by the tendency mass tourism has altered to niche based on environment. It could be the strategy determination to offer various of environment-based tourism package. The urgency to predict and to plan the future unexpected issues and tourism crisis, especially transportation tourism, the improvement of autonomous transportation that is predicted to give risks for traditional transportation provider. It should be planned and handled later to improve the image of tourism marketing [27]. Sustainability tourism need environment innovation and innovation that motivated by consumers in tourism and hospitality [28].

6. The condition of resource factor with demand factor

The supportive relationship is existed between resource factor and demand factor, since the condition of resource factors that existed in each Balkondes is sufficient enough to fulfil tourists' preferences. The higher resource leads to higher demand. Hence, it requires the enrichment of resource to provoke higher demand. The Memorable tourism experiences on behavioral intention through destination image and tourist's satisfaction in tourism, influence the behavioral intention directly or indirectly through the destination image and tourist's satisfaction [29].

While, the relationships between supporting component with main component, as defined by Porter's Diamond, are as follows:

1. The Role of Government that Supports the Entire Main Components

Government has an important role to support every components of competitiveness of Balkondes. The role of government towards the condition of resource factor is manifested by providing the training for the administrator to enhance the competitiveness. Then, for related and supporting industries, the government allocates funding for the first year of Balkondes. The government also supports the condition of demand by responding the growth of tourists' visits to Borobudur temple through the development of homestays. Lastly, the support of



government on the component of competition, structure and strategy in the form of promotion to enhance competition and tourism visit. Determinants of tourism development among others networking media and industrial communication, consumers' behavior and reaction, marketing strategy, the support of politics-economics-social and technology, government regulation, nature, environment, skills and expertise as well as industrial action and competition, consecutively [30].

2. The Role of Opportunity that Supports the Entire Main Component

The supporting component is defined as the role of opportunity that has the supportive correlation with the entire main component. The role of opportunity in supporting the resource component is the existence of infrastructures, which are Balkondes and all facilities attached to it, as the opportunity to get more visitors. Opportunity also encourages the related and supporting industries, it is indicated by the tourism business improvement before COVID-19 that triggers the increasing of visitors' numbers and the growth of SMEs in the surrounding area. Next, the role of opportunity also supports the demand, which appoints the location of Balkondes that situated near by Borobudur temple and the tendency of tourism activities that shifted from mass tourism to niche tourism based on the environment. It attracts tourists to visit Balkondes. Opportunity also supports the condition of competition, structure and strategy. There is a chance for Balkondes to be able to compete with other tourism objects around Magelang Regency, by considering that cheap, unique and Instagram-worthy natural tourism becomes a strength and competitive advantages for Balkondes that still attracts the people to visit, segmented specially for school-aged visitors who dominate the visits in Balkondes Magelang Regency.

Each Balkondes has its own characteristics that are adjusted with village's potency. Hence, the tourists will not be bored to visit some or entire Balkondes. Nevertheless, the tourists have insufficient time to visit all Balkondes, due to limited duration of visit. Therefore, to assist the tourists to determine the appropriate tourism object based on route maximally, the application is required. Greedy algorithm is applied to determine the route, the result then processed to calculate the prediction for visit time and travelling time [12]. The calculation result will be applied to an application named as TurBo. This is an android-based application to determine numbers of destinations based on allocated time. It is used to ease the tourists in having more destinations with efficient time arrangement.

In formulating the improvement strategy of Balkondes, Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis is employed. It is based on the logics that could maximize the strength at the same time could minimize the weaknesses and threat.



Table 1. SWOT

INTERNAL	Strength (S)	Weakness (W)
	Balkondes only available in Magelang Regency	The lack of professionalism in running the tourism object/unclear job description for administrators
	There are a lot of choices of Balkondes in Magelang Regency, which is 20	The lack of training for administrators
	It has distinctiveness and attraction in the form of view, decoration creativity, layout, and facilities available in Balkondes	The gap of revenue between one to another Balkondes
	Balkondes is a village's asset	Lack of innovation and creativity
	Low entrance fee, or even free in certain Balkondes	The lack of attractions
	Hospitable services and friendly people	Incomplete amenities for the homestay
	Responsive to complain	Tourism packages and other offers are only available in some Balkondes
	Spacious location	Unoptimized promotion
	Clean and low budget homestays	Unfamiliar for most of the people
	Various culinary	Lack of direction sign
	The availability of signature souvenirs for each Balkondes	Narrow worship place and toilet
	Organized by surrounding people, hence they have high sense of belonging	Unsafe parking lot
	Low-cost maintenance	
EXTERNAL	Strategy S-O	Strategy W-O
Opportunities (O)		
The interest of visitor to return	To maximize the 20 Balkondes attraction that only existed in Magelang Regency with facilities and interesting offers to make visitors to re-visit, to attract the organization or community to establish their agenda and to inform the people massively by employing low-cost promotion media with the utilization of internet	To optimize the interest to re-visit and to recommend the place to others, the enthusiasm of organization to establish outdoor activities should be balanced with the professionalism of Balkondes administrators, by performing routine trainings and clear job description, hence the innovation and creativity could be enhanced
The interest to recommend other persons to visit	To optimize the existence of village asset, which is Balkondes located around Borobudur and to alter the	To optimize the existence of each Balkondes near Borobudur temple and the tendency of tourist to



	tourism pattern, which referred to niche tourism based on environment, so the surrounding community and the village could earn high economic benefits	conduct niche tourism through interesting offers with the assistance of surrounding people and by improving low-budget promotion with the utilization of high internet access, hence Balkondes could be well-informed and visited by larger amount of visitors. Therefore, the benefit gap could be avoided
There are lots of organizations, institutions or communities that intend to carry out outdoor activities	To increase the sense of belonging of surrounding people to collaborate in maintaining, preserving and supporting existing Balkondes to be better	
Low-cost promotion		
High access of internet in the digital era		
Locations are near by Borobudur Temple		
The tendency of tourism, from mass tourism to niche tourism based on the environment		
To provide economic benefits to surrounding people and to earn incomes for village by profit sharing		
Could be enjoyed by all ages and segments		
The existence of supports from surrounding people		
The existence of collaboration with home industries around tourism objects		
Threats (T)	Strategy S-T	Strategy W-T
The existence of competition from	To optimize the characteristics and attractions that existed in each Balkondes to attracts the investor who	To improve professionalism of the administrator through series of trainings and clear division of jobs



other tourism objects in Magelang Regency	could develop Balkondes to be more advance, so it could fulfil the customer's preferences and satisfaction as well as to maintain numbers of visitors, to deal with competitions among other tourism objects. Therefore, in the future time, it could attract tourism travel agency to be involved	to improve the ability in innovation and creativity, so it can compete with other tourism objects and able to attract investor for developing Balkondes in all aspects
Domination of millennial visitors who seek for sustain innovation	To optimize the existence of distinguished souvenir and high sense of belonging from surrounding people that could directly or indirectly be a promotional media. Hence Balkondes could be well-known by wider community	To maximize the promotion to introduce and attract wider target of visitors as well as to attract tourism travel agency to offer tourism package to Balkondes
Absence of investor		
The gap of visitors' number among Balkondes		
Less-noticed by wider people, only known by residents of Magelang Regency and surrounding		
Visitors are dominated by domestic visitors around Magelang Regency		
None of travel agency that offers traveling package to Balkondes yet		
Difficult access to location due to Balkondes area that situated in the village area		
The absence of public transportation		

Source: data processing results, 2021

The stage of integration is defined as the process to combine the element of strength, weakness, opportunity and threat by using SWOT Matrix that is performed after analysing internal and external factors (Table 1). It is purposed to determine alternative strategy for



Balkondes development in Borobudur area, Magelang Regency. It covers SO, WO, ST and WT.

1. Strategy of Strengths-Opportunities (S-O)

Strategy of S-O is a strategy that utilizes internal strength to use external opportunities, in its objection to get benefits for Balkondes at Borobudur Area Magelang Regency. Several alternatives of S-O strategies resulted, are as follows:

- a. To maximize the attractiveness of 20 Balkondes that only existed in Magelang Regency, along with their facilities and offers to attract visitors for re-visiting, organization/communities that would like to carry out their activities, promotion to wider communities by employing massive low-cost promoting by utilizing high internet access.

This strategy is based on the attraction of the scenery, creativity of the decoration, layout and facilities as well as the uniqueness of each Balkondes, to attract more visitors, both individual, small and big groups by employing low-cost promotion media, massively.

- b. To optimize the existence of village's asset, which is Balkondes that situated around Borobudur, and the type of tourism that more preferred to niche tourism based on environment to attract more tourists, hence the people around tourism object or the village earn higher economic benefits

This strategy is emerged due to the ownership of a village's asset that has value, in the form of physical building, which is Balkondes that has strategic location near by Borobudur temple. It is also supported by the tourism preference that altered to niche tourism based on the environment that should be optimized to earn higher economic benefits for surrounding.

- c. To increase the sense of belonging from surrounding people to protect, preserve and support Balkondes, so it could be more progressed.

This strategy is based on the sense of belonging level from surrounding people that should be maintained to make Balkondes under conducive management, that later will provide benefits for both sides.

2. Strategy of Weakness-Opportunities (W-O)

Strategy of W-O is the strategy that formulated to overcome the weaknesses by utilizing existing opportunities. Several alternatives of strategies are listed, as follows:

- a. To optimize the motivation of visitors to come and recommend it to others, as well as the numbers of groups that would like to hold outdoor activities that should be supported with the professionalism of Balkondes administrators, that could be enhanced by exposing them to routine trainings and clear job's division. It could enhance the innovation and creativity.

This strategy is suggested to overcome the lack of management system professionalism and lack of trainings for administrators. Hence, the human resources quality improvement should be maintained to balance the desire of visitors to return as well as to recommend it to others and to support the community that would like to carry out outdoor activities, by considering that Balkondes is an appropriate location to host open-space activities.



- b. To optimize the existence of each Balkondes that situated near Borobudur Temple, and the recent preferences of tourist to carry out niche tourism through unique and interesting offers with the cooperation from surrounding people. To improve low-cost promotion optimally by employing the high internet utilization to expose Balkondes extensively to wider community and to reduce gap of benefits among Balkondes.

The strategy is recommended to introduce Balkondes with its specialities to wider community in the alteration of tourists' behaviour that currently prefer to environment-based tourism. It is also supported with its location near Borobudur. Hence, massive low-cost promotion could be performed by employing the high access on internet.

3. Strategy of Strength-Threats (S-T)

The strategy of S-T is defined as a strategy that is created to use internal strength to avoid or mitigate the external threat effect towards Balkondes. Several alternatives for strategy of S-T are accommodated, as follows:

- a. To optimize the characteristics and attractiveness of each Balkondes to invite investors that could develop Balkondes to be more progressive and could fulfil the visitors' preferences and satisfaction, as well as to maintain its position in competition for numbers of visits with other Balkondes or other tourism objects. Hence in the future time, it could attract travel agency.

This strategy is based on the high demand of visitors' preferences and satisfaction as well as the competition between other Balkondes or other tourism objects. For that purposes, hence the characteristics and attractiveness in each Balkondes should be optimized to attract the investor in order to create more progressive Balkondes

- b. To optimize the existence of certain souvenirs and the sense of belonging from surrounding community that directly and indirectly could become promotional media for promoting Balkondes to wider communities.

This strategy is developed based on the existence of certain souvenirs, sense of belonging and people's hospitality that provide comforts to visitors. It will trigger good memory that possibly becomes indirect promotional media.

4. Strategy of Weakness-Threats (W-T)

Strategy of W-T is a strategy that purposed to mitigate the internal weaknesses to avoid possible external threat. Several alternatives are introduced, as follows:

- a. To enhance the administrators' professionalism through trainings and jobs' division to enhance the ability to innovate and creativity, hence Balkondes could compete with other tourism objects and could attract investor to develop Balkondes in all aspects.

This is based on the weaknesses, such as the lack of innovation and creativity as well as professionalism that unfortunately could lead to the decreased numbers of visitors. Therefore, the administrators must maintain the innovation and creativity to make Balkondes in Magelang Regency is able to compete with other tourism objects. This effort could attract the investor that could develop the Balkondes in all aspects.

- b. To maximize the promotion for exposing the Balkondes and to attract more visitors as well as to attract travel agency to offer the tourism package to Balkondes.

This strategy is based on the most visitors that still originated from Magelang Regency area. Hence, the promotion should be improved to expose this tourism object to more people outside



Magelang Regency. Hence, in the future time, there is a cooperation with travel agency that offers a tourism package to Balkondes.

Discussion

The condition of competitiveness employs Porter's Diamond approach. The result of inter-component relationship in Porter's Diamond reveals the existence of correlation and supportive condition among main factors, which are conditions of resources, demand, related and supporting industries, structure, competition and strategy with supporting factors, which are government's role and opportunity factor. Factor of Balkondes tourism sustainability in Magelang Regency is analysed by using SWOT analysis. Overall, it has (a) 13 Internal strengths in which Balkondes only existed in Magelang Regency, there are 20 types of selection for Balkondes; it has characteristics and attraction from the view, creativity, decoration, layout and facility; Balkondes is a village's asset; low entrance cost or even free for certain Balkondes; the good services and hospitality; responsive in handling complaints; spacious location; clean homestay with affordable price, various type of culinary; specific souvenirs, running by community that leads to high sense of belonging, affordable maintenance cost; (b) 11 External opportunities that support the development and improvement Balkondes, the desire of visitors to re-visit; the preferences to recommend other people to visit; more organization, institutions or groups of community that would like to hold outdoor activity, low-cost promotion; high internet access in the digital era; the location that is situated near Borobudur Temple, the tendency of tourist from mass tourism to niche tourism based on environment; to provide economic benefits to surrounding people with profit sharing system; could be enjoyed by all ages with various segments; the supports from surrounding people; the collaboration with home industries around tourism object; (c) 12 Internal weaknesses, in terms of lack of the professionalism in managing the tourism object/unclear job description, lack of training; the gap of benefits among Balkondes; lack of innovation and creativity; lack of attraction; incomplete homestay's amenities; tourism package and other offers that are unavailable in all Balkondes; unoptimized promotion; less-known by society; lack of direction sign; narrow worship place and toilet; unsecured parking space; (d) 9 external threat that consists of competitions with other tourism objects in Magelang Regency; domination of millennial visitors that need sustain innovation; absence of investors; gap of visitors' numbers; less-known by society, only familiar by Magelang Regency residence and surrounding; the visitors are dominated by domestic tourists from Magelang Regency; absence of travel agency that offers tourism package to Balkondes; difficult access to location; absence of public transportation that could lead to the obstacles for development and will impact to sustainable tourism.

In terms of the enhancement of competitiveness for tourism object Balkondes in Magelang Regency, the researcher suggests for government to support the facilities, which are road access and public transportation to and from the tourism object. In addition to that, the government should support two important factors, which are human resources and marketing strategy. Previous studies say that marketing and infrastructure (transportation such as roads, public transportation modes, and parking lots) are very important in the development and management of tourism in increasing tourist visits [31–34]. Balkondes in Magelang Regency



needs good and oriented management to optimize Strength and Opportunity and able to overcome Weaknesses and Threat that could obstruct the development of Balkondes. Under appropriate SWOT control, Balkondes is expected to be the selected tourism object that capable to deal with fiercer competition among tourism objects. The special characteristics and its attraction as well as its existences that situated only in Magelang Regency should be considered as alternative strategies. Yet by considering its weak management, available human resources must involve in routine training to create better management that could enhance the innovation and creativity in providing services to consumers. Human resources are the front line in providing services for customers, therefore human resources are required to have the appropriate qualities, abilities, and skills, this can be achieved through participation in various supporting training [35,36]. Hence, the consumers' preferences and expectations could be fulfilled. It is expected by implementing the strategies, the position of Balkondes that currently in the level of average, in short time could be improved to strong in dealing with internal and external environment.

4. Conclusion

Competitive competitiveness using the Porter Diamond approach is known that the main factors and supporting factors support and support each other. Sustainable Tourism Balkondes in Magelang District with a SWOT analysis approach shows that strength factors include attractive scenery and environmental conditions, affordable entrance tickets. Opportunity factors include the desire of visitors to visit again, a location close to the Borobudur temple, providing economic benefits for the community as well as village income through results, support from the surrounding community, cooperation with cottage industries around the object. Weakness factors include the lack of professionalism in the management of tourist objects / main tasks and functions of the manager, lack of training for managers, lack of innovation and creativity, and lack of vehicles offered. And threat factors include millennial visitors who want sustainable innovation, visitors are dominated by local tourists from Magelang, the unavailability of public transportation which can be an obstacle to the development of Balkondes which will have an impact on sustainable tourism. In improving the competitiveness and sustainability of Balkondes, it is better to focus on improving existing weaknesses such as the division of main tasks and functions of managers, increasing the quantity and quality of training for managers, and improving infrastructure, especially related to transportation. Future research should develop a study focus on Balkondes that operates and temporarily stops operating, and can show the extent to which Balkondes and community empowerment are related to improving community welfare.

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