

Competitiveness Analysis to Increase Dusun Wangun Potential as a Tourism Village

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Abstract

In recent years, the number of tourism villages has increased in Indonesia. The government, via the Ministry of Village, Development of Underdeveloped Regions, and Transmigration and the Ministry of Tourism, continue to support the development of tourism villages in Indonesia. It has been proven that the tourism village program increases the quality of living of its residents. Dusun Dusun Wangun in Gunung Puntang Bandung, West Java, is well known as a coffee-producing village. Puntang Coffee, produced by Dusun Wangun, is quite famous: it even won the first place in the Specialty Coffee Expo in Atlanta (United States). The village is also designed as a tourism village, but this is not widely known. The village, however, has a lot of potential for tourism that can be highlighted and developed. Based on the description above, the researchers wished to find out what issues might obstruct the development of Dusun Wangun as a tourism village and gather information to understand the advantages and disadvantages of Dusun Wangun as a tourism village. To assist in the analysis, researchers used Porter Five Forces Analysis to answer research questions. The research data were obtained from interviews with residents and tourists who had visited Dusun Wangun. Data were collected on the strengths, weaknesses, suggestions, and other opinions to improve the competitiveness of Dusun Wangun. Hopefully, the results of this research can be used to determine the most appropriate strategies and solutions for developing tourism in Dusun Wangun.

Keywords—Competitiveness Analysis, Tourism Village, West Java Tourism, Economic Development, Porter Five Forces

Abstrak

Beberapa tahun belakangan ini banyak bermunculan desa wisata di Indonesia. Pemerintah melalui Kementerian Desa, Pembangunan Daerah Tertinggal, dan Transmigrasi serta Kementerian Pariwisata, terus menggalakan pembangunan desa wisata. Desa wisata terbukti mampu meningkatkan kesejahteraan penduduknya secara signifikan. Dusun Wangun di Gunung Puntang Kabupaten Bandung Jawa Barat, dikenal sebagai salah satu desa penghasil kopi. Kopi Gunung Puntang hasil dari Dusun Wangun cukup terkenal, bahkan pernah memenangkan peringkat pertama di SCAA Atlanta Amerika Serikat. Sebenarnya dusun tersebut juga dirancang sebagai desa wisata. Namun, gaungnya sebagai desa wisata hingga saat ini belum terdengar. Padahal dusun tersebut memiliki cukup banyak potensi pariwisata yang dapat ditonjolkan dan dikembangkan. Berdasarkan uraian masalah di atas, peneliti ingin mengetahui masalah-masalah apa yang mungkin menghambat perkembangan Dusun Wangun sebagai daerah wisata. Peneliti juga ingin memahami kelebihan dan kekurangan yang dimiliki oleh Dusun Wangun. Untuk membantu analisa, peneliti menggunakan *Porter Five Forces Analysis* untuk menjawab pertanyaan penelitian. Data penelitian didapat dari hasil wawancara kepada penduduk sekitar dan wisatawan yang pernah mengunjungi Dusun Wangun. Peneliti juga membagikan kuesioner terhadap 68 wisatawan yang telah mengunjungi Dusun Wangun untuk mengetahui kelebihan dan kelemahan dari Dusun Wangun dan meminta saran dan pendapat dari mereka untuk meningkatkan daya saing Dusun Wangun. Diharapkan, hasil dari penelitian ini, ke depannya bisa digunakan untuk mencari solusi strategi paling tepat untuk menjadikan Dusun Wangun tersebut sebagai desa wisata.

Kata kunci— Analisa Potensi, Desa Wisata, Pariwisata Jawa Barat, Pembangunan, *Porter Five Forces*

Article info

Received (17/02/2019)

Revised (21/01/2020)

Accepted (07/03/2020)

Corresponding_author: dian_k@binus.ac.id

DOI: <https://doi.org/10.25124/jmi.v20i1.2794>

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I. INTRODUCTION

Indonesia is a country with great potential in the field of tourism. It is widely recognized throughout the world for the beauty of its nature. Tourists can explore not only the big cities but also remote areas. An increasing number of villages in Indonesia are becoming tourist villages. The Indonesian government also recognizes the value of tourism villages in developing local areas. Tourism can improve the welfare of the surrounding community, especially those who live around the tourist village. This drives the Indonesian government through the Ministry of Villages, Development of Underdeveloped Regions, and Transmigration and the Ministry of Tourism to promote the tourist villages' development continuously in all regions of Indonesia.

Pujon Kidul Village in Malang can be used as an example of a prosperous tourism village. Its citizens manage offer agribusiness-based activities, such as picking vegetables and fruit, processing milk, and raising livestock. Nowadays, Pujon Kidul Village is one of most popular the tourist destinations in Indonesia (Kompasiana, 2017).

Bandung Regency in West Java has a village that has hidden potential to become a tourist village. This village is known as Dusun Wangun. It located on Mount Puntang. Not only is it famous for its beautiful scenery and fresh air, but Dusun Wangun is also renowned as the best coffee producer in Indonesia. Gunung Puntang Coffee has achieved the first rank in the Specialty Coffee Expo in Atlanta (United States) (Kompas, 2016). There is much potential that can be explored in Dusun Wangun, but until recently, the name of Dusun Wangun as a tourism spot has not been heard often.

The researchers wished to analyze Dusun Wangun's competitiveness factor, which can increase its potential as a tourist village. The researchers also tried to find all potential factors Dusun Wangun could develop to achieve its goal as a successful tourist village. This study used a qualitative method. It gathered data from a sample and secondary resources. Data collected were analyzed and summarized using Domain Analysis. Porter Five Forces Factor was used as domain.

These research results are expected to be used as a basis for further research to find the most appropriate and applicable solutions. Strategies designed can be applied so that in the future, Dusun Wangun can be recognized as a tourism village, and it can increase the prosperity of its community.

II. LITERATURE REVIEW

The utilization of the Porter Five Forces Analysis is different in each industry (M.E. Dobs, 2014). In Porter's Five Forces theory, a manager must analyze the company's competitive position by identifying and manipulating the existing forces to create a competitive advantage (Fort, 1997). The Porter Five Forces divided into rivalry in the industry, supplier strength, buyer strength, threats from new entrants, and threats from substitute products/services (Michael E. Porter, 2008).

1. Competitive Rivalry.

It analyzes the strength of the competition currently faced by the company. The strengths of these competitors can be measured by the number of competitors that exist and by the advantages possessed by competitors (O. Furrer, 2000).

2. Bargaining Power of Suppliers.

It measures the amount of control that the supplier has to influence prices. When the price of raw materials rises, several options can be made, firstly increasing the price; consequently, the demand for goods will decrease. The second is to reduce margins so that it can maintain demand but minimize profit. Both of these choices can affect company revenue. (K. Andriotis, 2004).

3. Bargaining Power of Customers.

It analyzes the power of consumers to affect business. Consumers will have the ability to increase or decrease product/service prices. When a competitor sells an identical product/service, the consumer has the power to determine rates. Other strengths of consumers can emerge due to their purchasing power or due to information available in the market. (M.E Porter, 2008).

4. Threat of New Entrants

It analyzes and measures the level of difficulty new entrants face when opening a similar business. The

- easier it is for competitors to enter, the higher the business risks the company must face (M.E. Dobbs, 2014).
5. Threat of Substitute Products or Services.
It is analyzing the possibility of consumers moving to other products/services, which could replace company product service offered (M.E. Dobbs, 2012).

This Porter Five Forces Analysis has experienced many developments. Some researchers proposed a new model resulting from the development of the Porter Five Forces Analysis. For example, Tony Grundy (2006) combines Porter's Five Forces competitiveness analysis with other analysis tools such as Growth Drivers and PEST Factors. Porter Five Forces Analysis is also used by several researchers to analyze the competitiveness level in agribusiness and tourism industries.

M. Hudori (2013) analyzes the competitiveness of PT. Astra Argo Lestari Tbk., a national agribusiness company, using Porter Five Forces Analysis. The researcher can find the main competitors of the company, the opportunities that the company has, and the obstacles faced by the company. A. Perdana et al (2012) use the Porter Five Forces model to understand the competitiveness of timber farmers in Indonesia. From the analysis, it can be concluded that the main competitors of the farmers are large companies. David S.Y. Cheng (2013) discusses the strength and weakness analysis of the hotel industry by using the Porter Five Forces Analysis tool.

III. RESEARCH METHODOLOGY

Because the data analyzed is qualitative, researchers used exploratory research methods to answer the research questions. According to Earl Babbie (2011), exploratory research methods can be used to achieve three main objectives: First, to satisfy the desires and curiosity of researchers in understanding and exploring a problem; second, to assess the feasibility of conducting more extensive follow-up research; and third, to develop methods that can be used in further study.

One of the analysis techniques that can be used to process the qualitative data obtained is domain analysis. Domain analysis is commonly used to determine the content or data of a critical topic (S. Atkinson et al., 1996; B. Hjørland, 2002). The key problem of this research is the factors that influence the competitiveness of Dusun Wangun. It used the Porter Five Forces factor as the domain details. Then each result was analyzed, and the relationship from each domain with the competitiveness of Dusun Wangun as a tourism village can be concluded.

Qualitative data were obtained from interviews, observations, and content analysis. Researchers interviewed surrounding residents, resident leaders, coffee farming groups, community leaders, and 68 Dusun Wangun tourists. It used simple random sampling to determine the sample taken. The researchers hoped to gain as much feedback as possible about Dusun Wangun's advantages, disadvantages, and potential as a tourist village. The researchers also used secondary data from BPS and the government to complete the research report.

IV. RESULT AND DISCUSSION

Porter Five Forces Analysis is used to analyze the competition faced by a business. From the results of this analysis, the attractiveness factors and the shortcomings that affect the business can be found. Using this analysis, the company can formulate and choose the most appropriate strategies for growth and development in the future.

The Indonesian government, through the Ministry of Villages, Disadvantaged Regions, and Transmigration, and the Ministry of Tourism, is trying to enhance the development of tourist villages. The creation of a tourism village has been proven to significantly increase local community incomes one of the coffee-producing villages in West Java, Dusun Wangun has hopes of becoming a well-known tourist destination.

A. PORTER FIVE FORCES

To ascertain the potential of Dusun Wangun Village, the researchers analyzed all factors related that could enhance its competitiveness rate. The researcher used the Porter Five Forces Analysis as a tool. Five main aspects were analyzed: competitors, threats from new entrants, threats from substitute products, supplier strength, and buyer power.

B. COMPETITORS

Dusun Wangun has many direct and indirect competitors. There are many exciting destinations for tourists to visit in Bandung and its surrounding areas (Tempat Wisata Seru, 2017). From the interviews, it was known that only 10.4% of tourists said that they would return to Dusun Wangun. 20.9% of respondents did not have plans to return to Dusun Wangun. The rest were still hesitant to make a decision. Most tourists who were not interested in returning complained about a lack of facilities such as bathrooms and the cleanliness of their accommodations. According to most tourists, the main attractions of Dusun Wangun are its natural beauty and friendly people.

Most tourists stated that tourist attractions such as Cikole, Glamping, Ranca Upas, Tangkuban Perahu, and Lembang were alternatives they would choose over Dusun Wangun. According to Haji Abud, a community leader who had helped build access in Dusun Wangun, Dusun Wangun itself had been designed to be a tourist village. Access to the location, although small, was adequate, and the town is neatly arranged. The hamlet has coffee and forest farming as a tourism attraction. Loyal tourists who often visit Dusun Wangun are coffee lovers, motor track lovers, and students.

However, several things are expected to hamper the popularity of Dusun Wangun, such as the lack of publications and unmanaged tourism objects. Evidence that tourism object in Dusun Wangun has not been managed well are: the tourist village did not have many activities for tourists, the lodging still relies on residents' homes, and there is no standard lodging available.

C. THREATS FROM NEW ENTRANTS

It is difficult to establish and manage a tourism destination as big as Dusun Wangun. It requires significant funds and resources to build infrastructure and maintain a tourist attraction. Dusun Wangun is a coffee-producing village; its inhabitants possess extensive knowledge about coffee. They understand the process of coffee production from planting seeds, selection, to processing. In Indonesia, there is no coffee-related tourism yet. However, this attraction has not been well managed by its residents, so it is unable to compete with other agribusiness tourism in Bandung.

Dusun Wangun is located in the mountains; access to technology in Dusun Wangun has not been adequate. This village provides Instagrammable photo spots, but the internet is weak. To increase the number of visitors, they must consider cooperating with telecommunications companies to acquire stable internet access. According to the chairman of the residents' committee, (RW) Mr. Yaya, the main difficulty faced in the development of Dusun Wangun as a tourism area is getting investors to develop the area. Most residents want to manage these tourist destinations independently. They are afraid of being driven off their land.

Dusun Wangun has potential as a tourist village. Threats from newcomers can be minimized if the village maintains power over its tourist objects. The main advantage of Dusun Wangun, which can be a differentiator from other tourist attractions, is the coffee plantation. Nowadays, coffee is becoming a trend in the world (Voice, 2019), so coffee tourism can be a unique attraction for tourists. But many facilities and infrastructure must be repaired. Many tourists interviewed suggested widening the entrance road, expanding parking facilities, improving toilet facilities, and remodeling the lodging in to a modern and cleaner place.

D. THREATS FROM SUBSTITUTE PRODUCTS

When a tourist is asked about the advantages that Dusun Wangun has, 89.6% of respondents chose its natural beauty, 88.1% of respondents chose the freshness of the air, 73.1% chose the friendliness of its residents, and 48.1% chose its food. Then, we can conclude the advantages of Dusun Wangun according to tourists, if sorted are natural beauty, air quality, friendliness of the people, and cuisine.

Costs when traveling to Dusun Wangun are relatively low. But as explained above, in Bandung and its surroundings, there are many attractions comparable to Dusun Wangun. Tourists could choose other locations that are more attractive.

According to tourists, there are many tourist attractions in Bandung that provide similar attractions. Lembang, Cikole, Ranca Upas, and Glamping also offer the natural beauty of the mountainous areas of Bandung. Therefore, according to Mr. Ayi Sutedja, a coffee entrepreneur in Dusun Wangun, the village must offer different tours that can be touted as unique to the area.

E. SUPPLIER POWER

The village is quite isolated. It is not easy for residents to obtain even basic daily necessities. To reduce dependency on suppliers, according to Mrs. Yayah, one of the residents who rents out her house to tourists, the residents decided to provide themselves with some staples, such as vegetables. They grow vegetables in their yards and between coffee plantations.

Tourism agents and investors can be one of the leading suppliers of the tourism industry. Travel agents become a bridge to promote a tourist attraction, and investors provide funds that can be used to provide facilities at a tourist site. Until recently, the residents of Dusun Wangun have not cooperated with travel agents or investors. Haji Abud stated that the main obstacle was that they did not have a reliable network with related parties, and the residents were also worried that the investors would minimize the role of the indigenous people of the village.

F. BUYER POWER

Dusun Wangun has a small cadre of loyal tourists. They are coffee lovers and motorcyclists who love tracking. But the overall number of tourists coming to the village is relatively small and the revenue gained from tourism is not significant. Ms. Yayah and Mr. Yoyo, the residents who provided accommodation, stated that the frequency of the tenants is not reliable: sometimes they have guests once a week; sometimes once a month.

Tourists have high bargaining power because there are a large number of substitutions. Therefore, tour packages with low prices have not been able to make Dusun Wangun more competitive. As mention before, in the Bandung area, there are lots of affordable tourism places commensurate with Dusun Wangun that can be chosen by tourists.

Figure 1 summarizes all data results. It used Five Porter Analysis to classify data gained, so it is easier to draw a conclusion.

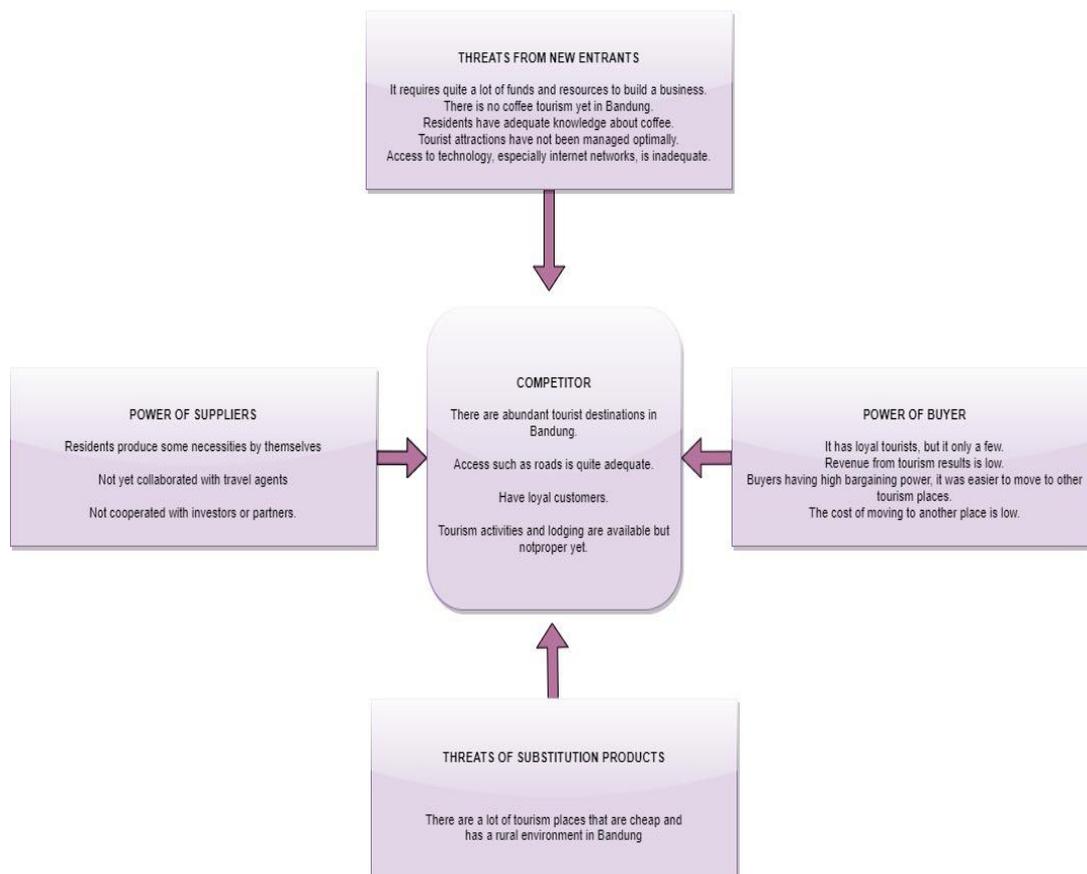


Figure 1. *Porter Five Forces* from Dusun Wangun as a tourist village. (Sources: Michael E. Porter (2008) with modification)

G. FACTORS THAT GIVE POSITIVE EFFECT TO COMPETITIVENESS

It can be concluded that Dusun Wangun's potential to become a tourist village is as follows: Dusun Wangun is located in Bandung, which is one of the favorite tourist destinations in Indonesia. It is located in the mountains, so it has fresh air and abundant water. Access to the village is available. It has paved and flat roads as access. The place is neat and quite beautiful. The village also has many beautiful photo spots. Dusun Wangun has a coffee plantation whose quality is internationally recognized. The people also have extensive knowledge of coffee. Its coffee plantations can be expected to become a competitive advantage. Not only coffee, but residents of Dusun Wangun also have the potential to develop a vegetable tourism business.

H. FACTORS THAT GIVE NEGATIVE EFFECT TO COMPETITIVENESS

Bandung and the surrounding area are well known as a favorite destination for both local and foreign tourists. Tourists have many choices for where to spend their leisure time. It becomes a reason why the competitive rate in the tourism industry in Bandung is very tight. There are no unique tourist attractions that can be offered by residents of Dusun Wangun. It is better for residents to make a specific schedule for tourists, for example: a walk to the coffee plantation, a brief tutorial about coffee, coffee processing, and cycling or horseback riding around the village.

Dusun Wangun lacks infrastructure and facilities: access is narrow, it hard to get proper transportation, standardized lodging is not available, it lacks parking space for private vehicles, and it is difficult to access the internet. Villagers do not have partners to enhance their business. Villagers must change their point of view and seek out partners or investors who will benefit both parties. Business education should also be given so that villagers can sort out which parties provide the most beneficial agreement. Besides all the factors mentioned above, the village still lacks promotion. The name of Dusun Wangun is rarely heard among tourists to Indonesia. It needs an intensive advertisement to make the village more famous.

I. PROPOSED IMPROVEMENTS

Dusun Wangun has potential as a tourist village. This can be maximized if improvements are made to access, facilities, and infrastructure. If possible, the road to Dusun Wangun should be widened. The village should provide transportation facilities, ample parking space, a decent homestay with adequate bathrooms, better internet access, and engaging tourism activities. To achieve all these goals, substantial capital is required. Therefore, investors or partners are necessary. However, to protect the interests of the population, the related party should find the most appropriate investor or partner.

Promotion must be carried out so that potential tourists are interested in coming to Dusun Wangun. The village must prepare enjoyable tourism activities so that tourists are curious and more likely to choose Dusun Wangun.

V. CONCLUSION

Dusun Wangun is located in Bandung, one of the favorite tourist destinations in Indonesia. It is situated on a mountain that boasts fresh air and beautiful natural scenery. It already has a flat, well-paved road for access. There are many spots for lovely photo shoots. Distinct from other tourism sites, Dusun Wangun has coffee plantations, which can be exposed as their competitive advantage. The competition rate in tourism places in Bandung is tight. The villagers' mindset about partners should be broadened. Facilities and infrastructure should be fixed, primarily related to transportation, lodging, and access. Lastly, appropriate promotion is needed to make this village better-known to potential tourists. Dusun Wangun should consider an incentive promotion of their village to attract as many as tourists as possible. Even better, they should search for a reliable partner who can improve the facilities in the village, so tourists enjoy their experience and decide to visit the village more than once. Further research is still needed to maximize the potential of Dusun Wangun as a tourism village. Based on the above proposals, deeper research needs to be carried out to find the best solutions.

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