

## Study of Cikadu Edutourism Value Chain as A Buffer Zone of Tanjung Lesung

Filda Rahmiati<sup>1</sup>, Andi Ina Yustina<sup>2</sup>

Faculty of Business, President University<sup>1,2</sup>

Jl. Ki Hajar Dewantara, Kota Jababeka, Cikarang Utara, Bekasi, Jawa Barat, 17550,  
Indonesia

Correspondence Email: [filda.rahmiati@president.ac.id](mailto:filda.rahmiati@president.ac.id)

ORCID ID: <https://orcid.org/0000-0002-3974-9145>

### ARTICLE INFORMATION

#### Publication Information

#### Research Article

#### HOW TO CITE

Rahmiati, F., & Yustina, A.I. (2022). Study of Cikadu Edutourism Value Chain as A Buffer Zone of Tanjung Lesung. *Journal of Community Development in Asia*, 5(1), 11-20.

#### DOI:

<https://doi.org/10.32535/jcda.v5i1.1381>

Copyright © year owned by Author(s).

Published by JCDA



This is an open-access article.

License: Attribution-Noncommercial-Share Alike (CC BY-NC-SA)

Received: 6 November 2021

Accepted: 8 December 2021

Published: 20 January 2022

### ABSTRACT

This paper profoundly examines the tourism value chain for a strategic advantage. A descriptive method was conducted by surveys and in-depth interviews with stakeholders in Cikadu Edutourism, including businesses, SMEs, community people, academicians, and the media. The value chain components of edutourism value chain's development strategy were evaluated to construct a comprehensive chain. Our findings indicate that the proposed programs could give Cikadu Edutourism a competitive edge by enhancing the quality of life, increasing revenue as a product sold to visitors, and a range of other benefits.

**Keywords:** Competitive Edge, Edutourism, Stakeholders, Tourist Activities, Value Chain

**JEL Classification:** L83, Z32, J10

## **INTRODUCTION**

The value chain concept is a critical tool for assessing competitive advantage drivers (Porter, 1985). It is a separate component of competitive advantage. A business could gain a competitive edge by completing critical strategic tasks at a lower cost or higher quality than competitors (Kaplinsky & Morris, 2000; Sachitra, 2016). Additionally, it can protect from the competition, which results from distinctive traits and comprises access obstacles (Kaplinsky & Morris, 2000; Martel & Klibi, 2016; Zich, 2009).

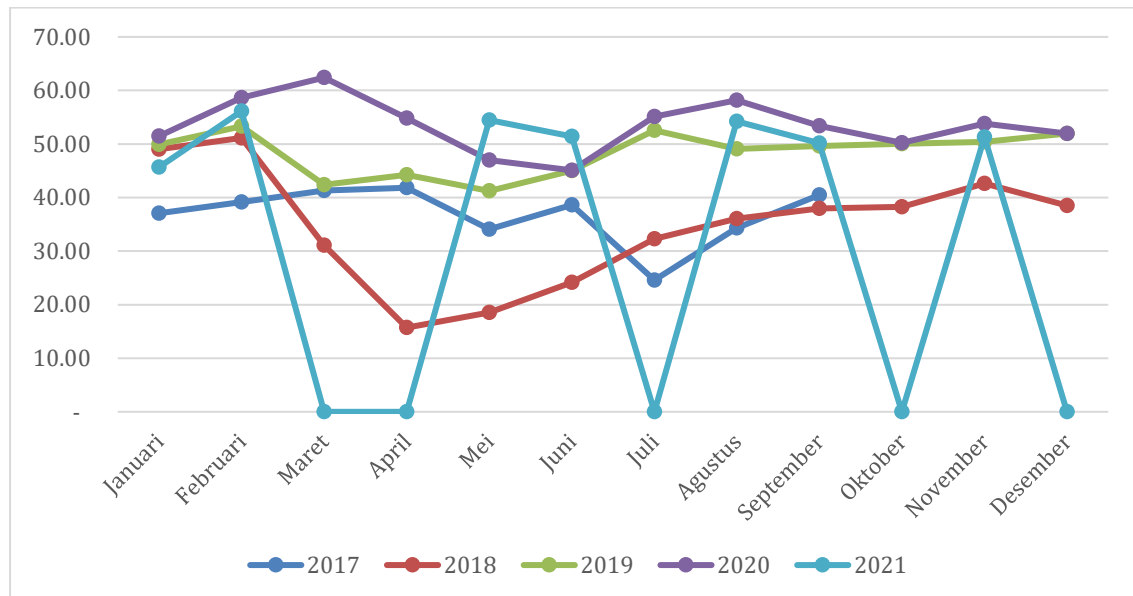
Porter's value chain is applicable and widely utilized in the travel sector today (Curta, 2014; Dong & Hwy, 2002; Ensign, 2001; Laiskodat, Akmeo, & Utami, 2017; Martel and Klibi, 2016; Sharma & Christie, 2010; Skipworth, Godsell, Wong, Saghiri, & Julien, 2015; Yilmaz & Bititci, 2006b ). Numerous tourism service providers make up the tourism sector with their collaborative efforts (Yilmaz & Bititci, 2006).

Tourism is a competitive business (Barham, Dorry, & Schamp, 2016; Hu, Horng, & Sun, 2009; Palatková, 2012; Pulvanova, 2009). It contributes to the world's fastest-growing economies by increasing demand, alleviating poverty, fostering development and tolerance, and creating job opportunities (Calderwood & Soshkin, 2019). Tourism is second only to mining revenue generated by foreign earnings in several countries (Bremner, 2017). It contributes up to \$1.4 trillion in global export revenue (World Economic Forum, 2017). As a result of the increased revenue generated by increased demand, an intense rivalry has developed among tourism service providers (Mottironi & Corigliano, 2012; Zhang, Song, & Huang, 2009).

Porter's original value chain must be modified to the tourist industry's value chain method. Typical service settings include the flow and transformation of tangible items in manufacturing, transformation flow of records, and transformation flow of human physical and mental characteristics (management and consumers) (Sharma & Christie, 2010). As a result, the value chain adds to a better understanding of tourism by highlighting how establishing and managing effective local networks gives multiple competitive advantage sources. Additionally, it will ensure the local government's commitment to enhancing the area's competitiveness and differentiating it from competitors (Mottironi & Corigliano, 2012; Yilmaz & Bititci, 2006a).

The value chain approach to tourism in the tourist context entails all stakeholders cooperating in a chain-like fashion to produce value and offer products and services to clients (Hinshaw, 2017; International Finance Corporation & World Bank, 2006; Navakiran, 2010; Yilmaz & Bititci, 2006b). According to Vignati and Laumans (2010), the tourism value chain is a set of services (such as tour organization, hotel, excursion, and transportation) that tourism service providers would give in response to the satisfied tourism demand through joint venture efforts. As a result, the tourist industry's interconnectedness is highly dependent on one another. When one supplier fails to supply a service, it has a ripple effect on the other suppliers.

**Figure 1.** Room Occupancy Rate



Source: (Statistic Indonesia Banten Province, 2021)

The edutourism value chain has a significant impact on Cikadu Edutourism's long-term profitability. Figure 1 illustrates that between 2017 and 2021, the number of tourists to Banten Province increased. However, due to a tsunami, particularly in Tanjung Lesung, the number of tourists to Banten Province has substantially decreased, by 62% in 2018 (Statistic Indonesia Banten Province, 2021). Numerous efforts have been made to rehabilitate tourism, and facilities have been refurbished, however tourists continue to feel insecure, and as a result, the Tanjung Lesung district remains empty (Setiawan, 2019).

Apart from the Tsunami calamity, 2020 started with a health crisis of the Covid-19 Virus. Due to the pandemic's extensive impact, the government restricted social interaction, travel, and health procedures. As a result, the New Normal has been established. However, the social restrictions let tourists feel at ease while having fun in Tanjung Lesung. Tanjung Lesung's initiatives have alleviated tourists' concerns about safety (Tanjunglesung.com, 2021)

Tanjung Lesung is a tourist hotspot, one of ten New Balis and Tourism Special Economic Zones (SEZs) (Indonesia Investment Coordinating Board, 2017). This entails the development of tourist-friendly services and infrastructure, such as the Serang-Panimbang Section I Toll Road. It was scheduled to open in mid-2021 and would significantly shorten the travel time to Tanjung Lesung. As a result, it is necessary to supplement the current strategy by delving further into the Tourism Value Chain to obtain a competitive edge. The responsible regional autonomy should strengthen the regions, notably by enhancing human welfare (Pailah, 2021).

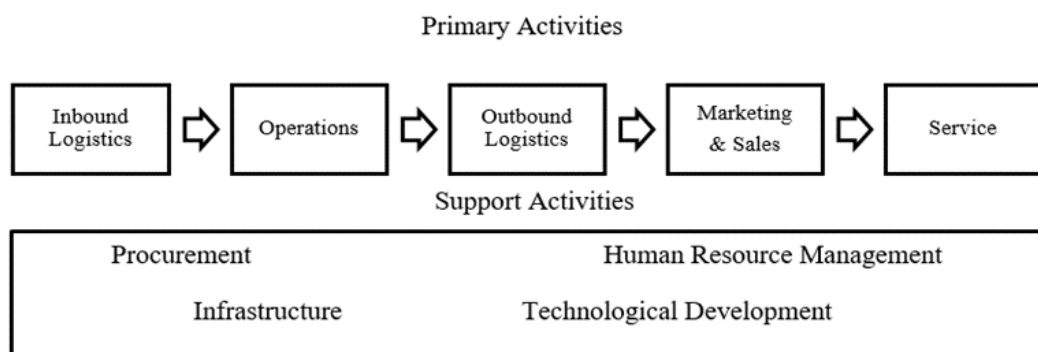
## LITERATURE REVIEW

Porter (1985, 1998) created Porter's value chain model for manufacturing businesses (see Figure 2). This paradigm consists of two value activities, which are distinct tasks performed by a firm. The two types of value activities are primary and support activities. Because primary operations include actual product transportation, visible activities are

determined by the industry and corporate strategy. These critical functions are divided into the following categories: incoming logistics, operations, outbound logistics, marketing, and sales and service. The support activities assist the primary operations and are classified into a variety of value-added activities specific to each industry. The four forms of support activities include procurement, human resource management, infrastructure development, and technical development. Since value operations are rarely self-contained, supply chain interconnections contribute to competitive advantage in two ways: optimization and coordination. Strict material standards, expensive product design, or improved in-process inspection, for example, may reduce service costs, and so optimizers may gain a competitive edge.

Additionally, the ability to coordinate links frequently results in cost savings or differentiation. For instance, delivering a product on time may require good coordination of all firm processes. Numerous initiatives, such as cost-cutting or uniqueness measures, demonstrate the potential influence.

**Figure 2.** Original Porter's value chain model

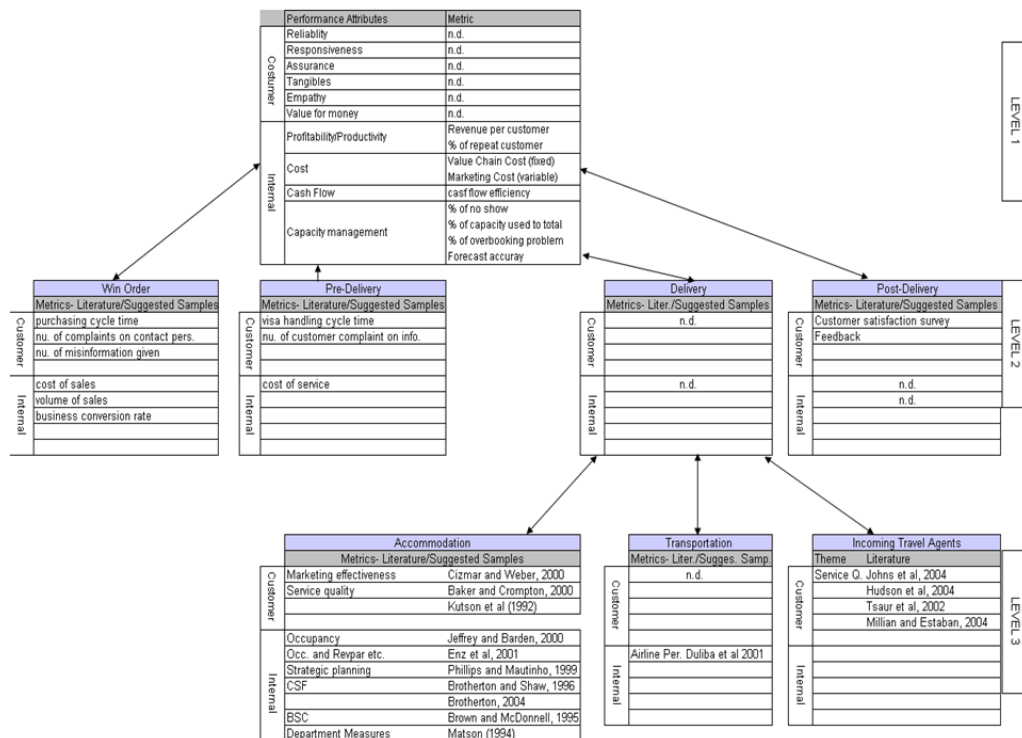


*Source: Porter (1985)*

Adapting tourism value chain activities from their original value chain activities may require various modifications (Sharma & Christie, 2010). Porter's original value chain for the tourism industry must be changed away from manufacturing and toward service. The tourist value chain reveals numerous sources of competitive advantage gained from the ability to generate and manage all stakeholders in the tourism industry successfully, which is backed up by local governance's ability to ensure the area's attractiveness and differentiation from competitors (Mottironi & Corigliano, 2012).

Operations in the tourism value chain can be modeled in a variety of ways. Yilmaz and Bititci (2006b) discussed the value chain measurement in the tourism industry and how the chain effectiveness and efficiency benefit various stakeholders. The tourism value chain consists of four stages: win order, pre-delivery service, delivery, and post-delivery (see Figure 3). From a value chain viewpoint, performance is evaluated by the customer and internal dimensions. Mapping performance measurement in the tourism business entails evaluating the effectiveness of the entire value chain, including both internal and external measurements. This study suggests using case studies to gain further insight into the model's use, since they aid in identifying problem areas throughout the model's creation and implementation. It is vital for all tourism stakeholders to collaboratively create value and provide high-quality tourism products and services (Yilmaz & Bititci, 2006a).

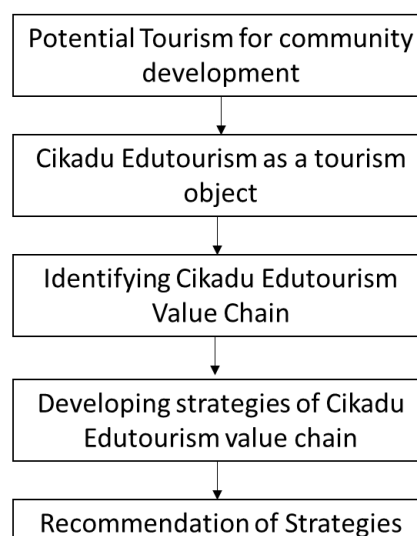
**Figure 3. Value Chain Stages**



## RESEARCH METHOD

According to the research methodology and the tailored ecotourism value chain model in Figure 2, Figure 4 illustrates the conceptual framework of our investigation.

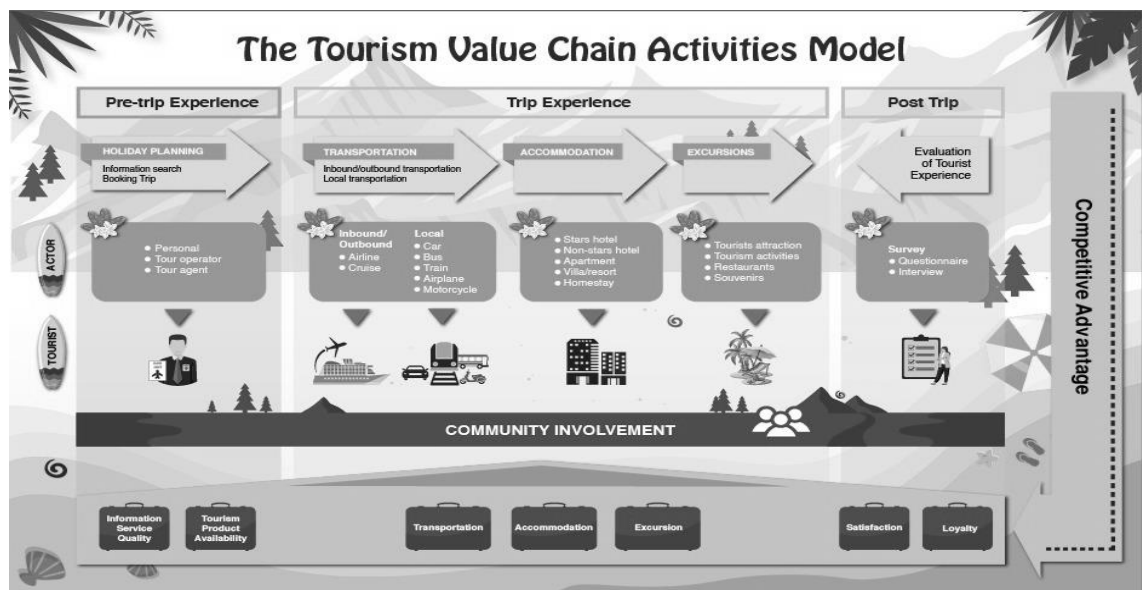
**Figure 4. The Conceptual Framework**



This study applied the descriptive technique by conducting surveys and in-depth interviews with stakeholders in Cikadu Edutourism, such as enterprises, SMEs, community members, academicians, and the media. The internal and external value

chain elements influencing the development strategy of the edutourism value chain were examined. The data were collected by (1) descriptive analysis, identifying the value chain of Cikadu Edutourism, (2) mapping the value chain's strengths and weaknesses, (3) analyzing potential (strength and opportunity) and problems (weakness and threat), (4) developing strategies based on strengths, opportunities, weaknesses, and threats, and (4) determining the ecotourism value chain development techniques proposed as a Cikadu Edutourism value chain model (see Figure 5).

**Figure 5.** Proposed Model for Cikadu Edutourism Value Chain (Adapted from (Rahmiati, Othman, Ismail, Bakri, & Amin, 2020)



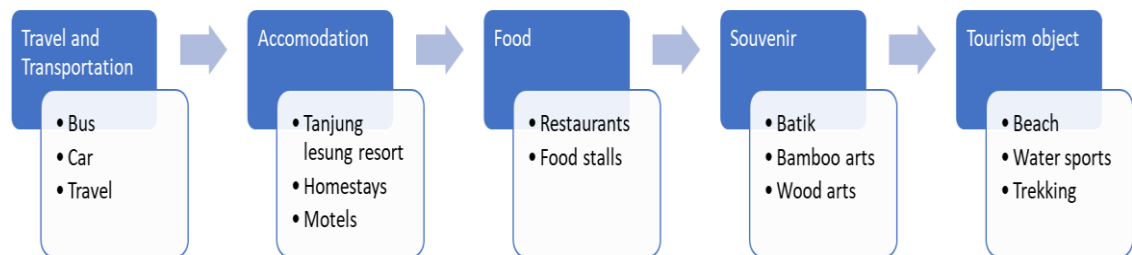
The samples were collected using a non-probability approach or purposive sampling (judgement sampling). Expert responders were chosen based on their expertise and experience. The value chain strategies were determined using descriptive, value chain, and SWOT analysis. The value chain model (Figure 5) was adapted from Rahmiati et al. (2020).

## RESULTS

Data and information acquired through observation and interviews were used to identify the value chain players. PT Banten West Java (owner of Tanjung Lesung Resort), Pokdarwis Tanjung Jaya Village, Homestays and Motels owners, Restaurant Owners, and SMEs Souvenirs were selected based on Yilmaz and Bititi's (2007) value chain model, the research scope, and timetable. Figure 6 displays the Cikadu Edutourism value chain participants.

Based on the analysis of data and information, the results revealed discrepancies in the degree of collaboration among the participants in the Cikadu Edutourism value chain. Figure 6 depicts the pattern of collaboration among value chain participants.

**Figure 6.** Five of Value Chain Actors in This Research



As illustrated in Figure 6, in the context of a tourism package, PT. Banten West Java (BWJ) should have a vital role and function in providing value to other participants. Tanjung Lesung Resort's owner, BWJ, use persuasive marketing techniques to attract both offline and online customers via online travel agencies (OTAs). It advertises heavily on both online and offline platforms. The majority of OTAs, such as Lonely Planet, and particular travel websites.

BWJ's primary objective is to sell the resort. Cikadu Edutourism SMEs are invited to set up a kiosk at the resort during the weekend to market their souvenirs. The resort's seller's agent receives payment, not the SME owner. On the other hand, coordination and collaboration remained at a bare minimum. In reality, BWJ caters to tourists staying at the resort; no actor collaboration has occurred. The resort area's souvenir stores, restaurants, and food kiosks were disorganized. As it catered to all tourist's needs, souvenir shops and restaurants were the lowest-value participants in the tourism value chain.

PT Banten West Java rarely guides tourists to SMEs unless tourists actively request it. As with the tourism package, there is a coordination lag in this case. The tourist attractions, such as water sports activities, gain the most because people visit even if they do not stay. There is a nice beach called Lalassa Beach Club Tanjung Lesung in the resort region where local and foreign tourists can enjoy water sports activities without staying at the resort.

## DISCUSSION

To create added value for all stakeholders, Cikadu Edutourism must be included in its tourism destinations. It is to distribute tourists evenly among all actors. Providing a comprehensive transportation package and numerous activities for tourists encourages them to stay longer and for a better value. By establishing such 3-4 day stays, all actors in the tourism value chain will benefit. Additionally, the tourists will receive numerous experiences during their stay, like learning how to make Batik, how wood and bamboo items are manufactured, and participating in a variety of other engaging activities that integrate with the community. In tourism destinations, fostering a sense of contentment encourages visitors to return and spread the word. This program has the potential to provide a competitive edge to Cikadu Edutourism. It will have a favorable impact on the surrounding community, raising their living standard, increasing money, and having a variety of other beneficial consequences.

Based on the identification of the Cikadu Edutourism Value chain, some development could be proposed. The action plan of the travel package should prioritize quality. This strategy emphasizes the value chain connection to promote Cikadu Edutourism as a tourism activity when guests visit Tanjung Lesung. A plan for improving human resources



for each actor in the value chain is also necessary. This emphasizes mastery of specific edutourism expertise. In addition, an investment expansion in the value chain is worth planning. This focuses on raising the investment of stakeholders who will assure the sustainability of the value chain. Investment entails financial investments and the use of information technology to protect the integrity of information networking during value chain operations. Tanjung Lesung Resort's joint marketing strategy positions the resort as more than only a place to rest but also as a holistic tourist experience known as edutourism. This calls for excellent strategies for enhancing synergistic collaboration in the edutourism value chain. When visitors travel for tourism, this strategy stresses adding value. Travel actors are value chain participants who offer travel packages to customers.

## **CONCLUSION**

The Cikadu edutourism value chain may be extended to build a whole chain. Travel agencies, transportation, housing, restaurants (food and beverages), souvenir stores, and water sport activities are among the participants, backed by significant stakeholders such as the local government and institutions. To develop the value chain development, Tanjung Lesung should focus on becoming the center of edutourism. In addition to improving value chain investment, improving human resources in each value chain actor is also necessary. Improving joint marketing of the whole actors in the value chain as the place of edutourism and strengthening the synergic alliance for the ecotourism value chain are essential. The proposed program can be carried out using a combination of five strategies on both points. The findings include a program package, tourist visited SME items, and environmental sustainability in one corner of Tanjung Lesung resort marketing, and stakeholder income program.

This study gives several recommendations. The edutourism value chain should result in the development of Cikadu Edutourism and a sustained competitive advantage through a tourist area and past partnership. Stakeholders' collaboration is necessary, notably from the local government, to develop Cikadu Edutourism as one of Indonesia's essential edutourism, enhance the desire to buy local souvenir products, and preserve local customs. Focus group discussions, seminars, research, and workshops on the edutourism value chain must be held to encourage and expedite the edutourism value chain. From now on, each member of the value chain must reform the data or records relevant to internal company customers. Also, to maintain a competitive advantage, Tanjung Lesung Edutourism should place a greater emphasis on partnership with other tourism stakeholders.

## **ACKNOWLEDGMENT**

The study was funded by The Directorate of Institutions, Directorate General of Higher Education, Ministry of Education, Culture, Research, and Technology, 2021. Grant No. 3348/E3/PKS.08/KL/2021.

## **DECLARATION OF CONFLICTING INTERESTS**

The authors declared no potential conflicts of interest with respect to the research, authorship, and or publication of this article.

## **REFERENCES**

- Barham, N., Dorry, S., & Schamp, E. W. (2016). Relational governance and regional upgrading in global value chains - The case of package tourism in Jordan. *Erde-Berlin*, 138(2), 169-186.



- Bremner, C. (2017). *What the data tells us about travel and tourism in 2018*. Retrieved from <https://blog.euromonitor.com/2017/09/travel-2018-data-tells-us.html>
- Calderwood, L. U., & Soshkin, M. (2019). *The travel & tourism competitiveness report 2019*. World Economic Forum: Geneva.
- Curta, N. C. (2014). Customize the value chain for tourism companies. *Quaestus Multidisciplinary Research Journal*, 75–85.
- Dong, S. C., & Hw, C. M. (2002). *From Adam Smith to Michael Porter - Evolution of competitiveness theory*. New Jersey: World Scientific Publishing.
- Ensign, P. (2001). Value chain analysis and competitive advantage. *Journal of General Management*, 27(1), 18–42. doi:10.1177/030630700102700102
- Hinshaw, M. (2017). *The 'Secret' to CX success\_The customer experience value chain*. Retrieved from <https://blog.adobe.com/en/publish/2017/01/05/bestinclass-cx-leaders-know-the-customer-experience-value-chain-is-the-secret-to-success#gs.lsv96g>
- Hu, M. L. M, Horng, J. S., & Sun, Y. H. C. (2009). Hospitality teams: Knowledge sharing and service innovation performance. *Tourism Management*, 30, 41–50. doi:10.1016/j.tourman.2008.04.009
- Indonesia Investment Coordinating Board. (2017). *All you need to know about the 10 New Bali project in Indonesia*. Retrieved from <https://www.investindonesia.go.id/en/article-investment/detail/all-you-need-to-know-about-the-10-new-bali-project-in-indonesia>
- International Finance Corporation & The World Bank. (2006). *The tourism sector in Mozambique: A value chain analysis*. Retrieved from <https://www.acismoz.com/wp-content/uploads/2017/06/000009.pdf>
- Kaplinsky, R., & Morris, M. (2000). *A handbook for value chain research*. Institute for Development Studies: Brighton, UK. doi:10.1057/9781137373755.00s07
- Laiskodat, V. B., Kameo, D. D., & Utami, I. (2017). *The value chain of tourism at Komodo Island of Indonesia*. Paper presented at 5th Asian Business Workshop and Conference.
- Martel, A., & Klibi, W. (2016). *Designing value-creating supply chain networks*. Manila: Springer. doi:10.1007/978-3-319-28146-9
- Mottironi, C., & Corigliano, M. A. (2012). Tourist destination competitiveness: The role of cooperation. *Rivista Italiana Di Economia Demografia e Statistica*, 66(2), 157-167.
- Navakiran, K. (2010). Companies that adopt a customer-centric value chain will gain a sustainable competitive advantage. *Teletech*.
- Pailah, S. Y. (2021). The authority of local government regarding decentralization on managing islands in the borders area towards Indonesia the world maritime axis. *Journal of the Community Development in Asia*, 4(3), 25-35.
- Palatková, M. (2012). Travel and tourism marketing – Review. *Czech Journal of Tourism*, 1, 30–52.
- Porter, M. E. (1985). *Competitive advantage: Creating and sustaining superior performance*. New York: Free Press.
- Porter, M. E. (1998). *Competitive advantage: Creating and sustaining superior performance (Republishes)*. New York: Free Press.
- Pulvanova, L. (2009). Tourism service quality : Implementing the standards for achieving the competitive advantage. *Proceeding of the 9th International Conference: Liberec Economic Forum 2009*, 327–335.
- Rahmiati, F., Othman, N. A., Ismail, Y., Bakri, M. H., & Amin, G. (2020). The analysis of tourism value chain activities on competitive creation: Tourist's perspective. *Talent Development & Excellence*, 12(1), 4613–4628.
- Sachitra, V. (2016). Review of competitive advantage measurements: Reference on agribusiness sector. *Journal of Scientific Research & Reports*, 12(6), 1-11. doi:10.9734/JSRR/2016/30850

- Sharma, A., & Christie, I. T. (2010). Performance assessment using value-chain analysis in Mozambique. *International Journal of Contemporary Management*, 22(3), 282–299. doi:10.1108/09596111011035918
- Skipworth, H., Godsell, J., Wong, C. Y., Saghiri, S., & Julien, D. (2015). Supply chain alignment for improved business performance: An empirical study. *Supply Chain Management: An International Journal*, 20(5), 511–533.
- Setiawan, B. (2019, April 2). Tiga bulan pasca Tsunami, intip kondisi terbaru Tanjung Lesung. Retrieved from <https://travel.tempo.co/read/1191681/tiga-bulan-pasca-tsunami-intip-kondisi-terbaru-tanjung-lesung/full&view=ok>
- Statistic Indonesia Banten Province. (2021). *Room occupancy rate*. Retrieved from <https://banten.bps.go.id/subject/16/pariwisata.html#subjekViewTab3>
- Tanjunglesung.com. (2021). *Tanjung Lesung mendadak jadi tren tujuan wisata di tengah pandemi*. Retrieved from <https://www.tanjunglesung.com/tanjung-lesung-mendadak-jadi-tren-tujuan-wisata-di-tengah-pandemi/>
- World Economic Forum-WEF. (2017). *The travel & competitiveness report 2017*. Retrieved from <https://www.weforum.org/reports/the-travel-tourism-competitiveness-report-2017>
- Vignati, F., & Laumans, Q. (2010). *Value chain analysis as a kickoff for tourism destination development in Maputo City*. Paper presented at International Conference on Sustainable Tourism in Developing Countries, Tanzania, 10-11 August.
- Yilmaz, Y., & Bititci, U. S. (2006a). Performance measurement in the value chain: Manufacturing v. tourism. *International Journal of Productivity and Performance Management*, 5(5), 371–389. doi:10.1108/17410400610671417
- Yilmaz, Y., & Bititci, U. S. (2006b). Performance measurement in tourism: A value chain model. *International Journal of Contemporary Hospitality Management*, 18(4), 341–349. doi:10.1108/09596110610665348
- Zhang, X., Song, H., & Huang, G. Q. (2009). Tourism supply chain management: A new research agenda. *Tourism Management*, 30, 345–358. doi:10.1016/j.tourman.2008.12.010
- Zich, R. (2009). Application and development of the success - Ability concept within investigation of competitive advantages of company. *Proceedings of the 9th International Conference: Liberec Economic Forum 2009*, 432–442.