

Harnessing Collaboration for Tourism in Kuta, Bali: Dual Analysing SWOT and Porters Diamond Model

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Abstract

The purpose of this study is to analyse and identify the factors of utilizing collaboration and exploring the strengths, weaknesses, opportunities, and threats of tourism in Kuta Beach, Bali, using a Penta helix approach that will be concluded using Porter's Diamond Model and the identification of collaborative strategies for tourism development. The research method uses a qualitative approach with RRA (rapid rural appraisal) techniques and SWOT analysis and uses Porter's Diamond Model in concluding, assisted by the N-Vivo Plus 12 application. The informants in this study totaled 16 people, with the criteria that 10 people were traditional leaders in Kuta Village, 2 were business people/MSMEs, 2 were academics, 2 were community members, 1 was a media person, and 1 was a government person, namely members of the people's representative council in Badung regency, Bali. The results of the research show that Penta helix collaboration plays a crucial role in the development of sustainable tourism. Real communication and collaboration with the same vision, namely realizing sustainable tourism by building cultural, social, economic, and environmental sustainability with crucial elements in the form of arts, health, accessibility, community, environment, and economic rotation.

Keywords: *Management, Tourism, SWOT, Porters Diamond Model*

JEL Classification: Z32

INTRODUCTION

Digitalization requires rapid adaptation and anticipation (Schrickel, 2018). Adaptation—in the form of informative content, interactivity, and personalization—is the key factor influencing tourists' experiences, satisfaction, and intention to revisit. The perceived level of security and privacy moderates the relationship between informativeness, interactivity, personalization, and memorable tourist experiences (Jeong & Shin, 2020). Social and cultural impacts have a real correlation with security and privacy for visiting tourists, so local

culture plays a crucial role in digitization, which will lead to digital transactions in the tourism industry. As emphasized by (Jansson, 2020), digitalization and the arrival of transmedia as the dominant mode of cultural circulation. Culture correlates with tourism in sustainable development.

Community-based tourism, which is the main attraction, has traditional activities within it, so it focuses on cultural tourism (Prasta, 2021). Bali is the center of gravity (COG) for tourism in Indonesia, which focuses on tourism, especially culture (Mandira, 2022). Kuta Beach is a barometer in Bali, which is the center of tourism. The arrangement of Kuta Beach after the COVID-19 pandemic is in progress due to a shift in tourists to the north of Kuta, so clear arrangements are needed to restore the spirit of tourism on Kuta Beach, especially cultural tourism. Collaboration is a means to restore the spirit of Kuta so it can become the center of tourism in Bali after the COVID-19 pandemic.

Management of tourism on Kuta Beach is still traditional while developing tourism must prioritize material, social, and spiritual priorities (Gao & Wu, 2017). Digital tourism has had the impact of introducing the concept of a smart travel destination where knowledge and information can be accessed by all stakeholders (del Vecchio et al., 2022). The lack of management of tourism at Kuta Beach has resulted in maximum profit not being absorbed, so innovation is needed to maximize the existing potential. Arts, culture, and local development organizations are important sectors in tourism planning and development (Martins et al., 2022). The advantages of Bali, especially Kuta Beach, are in art and culture. The phenomenon that exists in Kuta Beach is the absence of local development organizations that focus on the tourism sector, so the formation of such organizations is a must and will require collaboration with all parties, both government and private, to build ideal tourism.

Previous research by (Del Chiappa et al., 2018), focuses on analysing the perceptions and attitudes of residents toward tourism development and community integration. Furthermore, (Phi & Dredge, 2019) book then focuses on building a meta-narrative review of the literature and identifying and expanding on key concepts of co-creation. In addition, (Decrop et al., 2018) use SWOT analysis in tourism transformation, focusing on processes, conditions, socio-psychological consequences, and transformational behavior. Meanwhile, (Marasco et al., 2018) conducted research with literature studies on tourism using articles without going out into the field. There is a research gap, namely utilization, and collaboration with anyone in building the tourism sector. That's why, Penta helix elements from the business world, government, academia, community, and media have an essential role in collaboration on Kuta Beach.

According to (Ainin et al., 2020), tourism is travel that is done many times or from one place to another. (Nugraha, Eka, 2021) and (Hermawan, 2016) say that tourism includes three main elements, namely: dynamic elements, namely travel to a tourist destination; static elements, namely stopping at the goal; and the corollaries of both of the above (particularly for local communities), which include the economic, social, and physical impacts of contact with tourists. Kuta Beach is a beach concept that includes these 3 things; therefore, sustainability is needed to support tourism. Sustainable tourism, which is often referred to as alternative tourism, is tourism that is developed by preserving the nature and culture of the local community so that it can be passed on to future generations

(Morgan et al., 2021). This cooperation is needed to support the ecosystem there. Local people's contribution to tourism development is a key component for ensuring sustainable tourism development (Bramwell, 2010); (Byrd et al., 2009); (Zou et al., 2014). Local communities play a crucial role in the development of community-based tourism, so participation, empowerment, and planning are needed to boost tourism there. So far, the existing community is underestimated, especially in decision-making and implementation (Daldeniz & Hampton, 2013); (Idziak et al., 2015). Therefore, a clear concept of collaboration in responding to future challenges in the world of tourism is really needed.

Collaboration between the government, private sector, media, academics, and local communities is an absolute requirement for tourism development. But in implementation, the community's role is still low, especially when it comes to involving decision-making. The development of innovation and a knowledge-based economy is the goal of tourism (Sudiana et al., 2020); besides that, community empowerment in responding to change requires an optimal approach. Research (Chamidah et al., 2020) shows that communication and interaction between elements have gaps in both interests and expectations. Pentahelix is the key to tourism in Bali in dealing with the COVID-19 pandemic (Purnomo et al., 2021). (Budhi et al., 2022), emphasize that Penta helix plays a role in tourism recovery in Bali.

Research from (Mahendru et al., 2023) on sustainable tourism focuses on socio-economic and environmental impacts. Slightly different from the findings of (Baiocco & Paniccia, 2023) that there are three new factors in business sustainability, namely sustainable tourism culture, tourist loyalty, and management of local natural resources. Tourism sustainability focuses on ecology, social and culture (Saputro et al., 2023). (Wijijayanti et al., 2023) desire refers to improving the quality of life, a strong economy, and responsibility for the environment. There is a research gap that the correlation between economic, social, cultural and society has not been linked to government and media elements, so this research is important to carry out. The interrelationship of these elements needs to be linked to mature and clear planning objectives.

SWOT analysis is the key to strategic planning for a business (Benzaghta et al., 2021). SWOT analysis is a tool to find out the outpouring of public opinion in detail, which will later be used for strategic planning (Phadermrod et al., 2019). The chosen strategy must take advantage of strengths and opportunities, deal with weaknesses, and avoid or reduce threats (Abdel-Basset et al., 2018). Multi-perspective is the goal of SWOT analysis because a comprehensive and in-depth data search through interviews is a process that is passed. Potential drivers and barriers to the tourism industry can produce valuable information for policymakers to upgrade strategies in a policy for medium- and long-term sustainability (Falcone, 2019).

Porter's Diamond Model is a model that can assess the competitive advantage of an industry (Bakan & Doğan, 2012). Porter's Diamond Model explains the link between the role of government, innovation politics, and the government's main policies to support the development of innovation systems (Wonglimpiyarat, 2018). In research (Fernando, 2021), it is emphasized that minimizing economic leakage, destination re-branding, product differentiation, entrepreneurship development, eco-friendly domestic travel, special interest

tourism, and e-promotion are the focus in tourism, especially after the COVID-19 pandemic. The driving factors for maximizing revenue based on Porter's Diamond Model include management commitment, culture, trust, residents, and local community involvement (Purwaningsih et al., 2021). The implications of Porter's Diamond Model are based on dividing priorities into levels in business development (Tsai et al., 2021). Porter's Diamond Model can be applied not only in the industry (Erboz, 2020), but in all sectors. Therefore, Porter's Diamond Model is a synergy or collaboration between all aspects in describing the condition of a thing both internally and externally. This study aims to analyse and identify the factors of utilizing collaboration and exploring the strengths, weaknesses, opportunities, and threats of tourism in Kuta Beach, Bali, using a pentahelix approach that will be concluded using Porter's Diamond Model and the identification of collaborative strategies for tourism development in Kuta Beach, Bali.

METHOD

This research used a qualitative approach with RRA (rapid rural appraisal) techniques and SWOT analysis and uses Porter's Diamond Model in presenting data and conclusions. Data analysis uses the NVivo application, which will later be reduced and conclusions are drawn. The research was conducted in the Kuta Village area of Badung. The resource persons who were the subject of the research consisted of village heads, heads of Banjars, fishing communities, and community leaders. Data sources for this research are primary and secondary. The steps of this research are to look for phenomena that occur especially in Kuta Beach and traditional villages and to find out the background that is at the core of the problem. After getting the research problem, the researcher collects information from the field, which is directly analysed by the researcher to draw conclusions about the research results and provide suggestions about the subject of this research

RESULTS AND DISCUSSION

Result

The informants in this study totalled 16 people, with the criteria that 10 people were traditional leaders in Kuta Village, 2 were business people/MSMEs, 2 were academics, 2 were community members, 1 was a media person, and 1 was a government person, namely members of the people's representative council in Badung regency, Bali. The existing characteristics are sorted using a Penta helix approach, where there are elements from government, business, academia, community, media, and government, which are carried out by field surveys and also group discussion forums with all traditional leaders of Kuta Village, Badung, Bali. The research focuses on what factors influence tourism development in Kuta Beach, besides identifying what strategies are right for tourism development there so that the following hypothesis is obtained.

Table 1. Research Question

Research Question	Description of Objective
Q1: What are the factors influencing the success of collaboration in rural tourism development?	To identify factors supporting and inhibiting collaboration in tourism development in rural areas
Q2: What are the collaboration strategies recommended in rural tourism development?	To identify various recommendations for using collaboration for tourism development in rural areas?

Source: data processed by researcher (2023)

SWOT analysis is used by utilizing the N-Vivo Plus 12 application. Based on data processing, the following results are obtained. As obtained in data processing, the strengths of Kuta Beach include: easy access, an art market, a well-known name, affordable prices, an open stage, guaranteed security, photo spots, surfing arenas, information centers, and turtle farming. Based on the results of the study, there are weaknesses including limited parking space, minimal access to toilets and clean water, no health facilities, no standardization of prices, a narrow stage and quite a narrow trading area, and minimal capital for MSME actors.

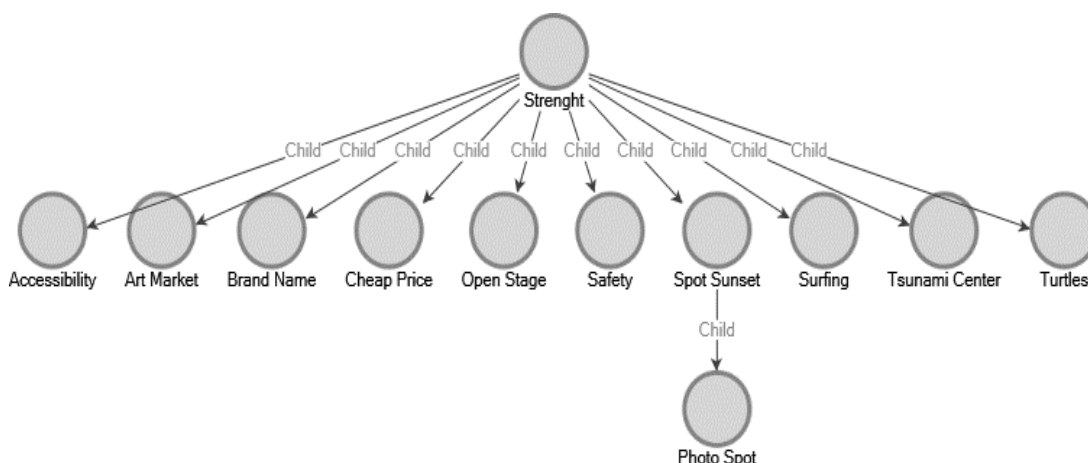


Figure 1. Strength Analyse

Based on the results of data analysis, the opportunities that exist in Kuta Beach include: having creative carts, making digital parking and visitor entry tickets, having skateparks, making tour packages in the form of culture, education, and night markets, having water tourism recreations, maximizing final activities week, and creating a tourism management agency by maximizing social media.

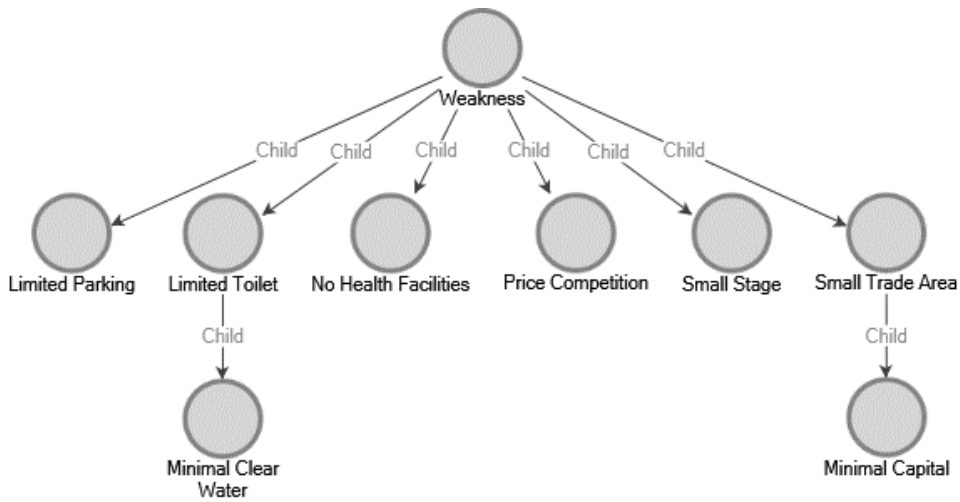


Figure 2. Weakness Analyse

The threats that exist on Kuta Beach are: beach abrasion, disputes between traders, too many creative carts, and existing traders.

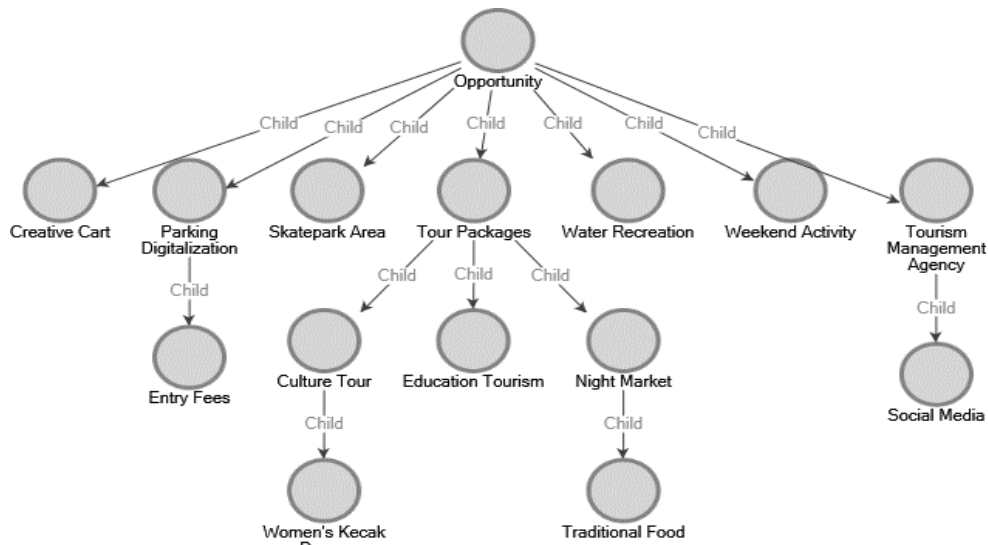


Figure 3. Opportunity Analyse

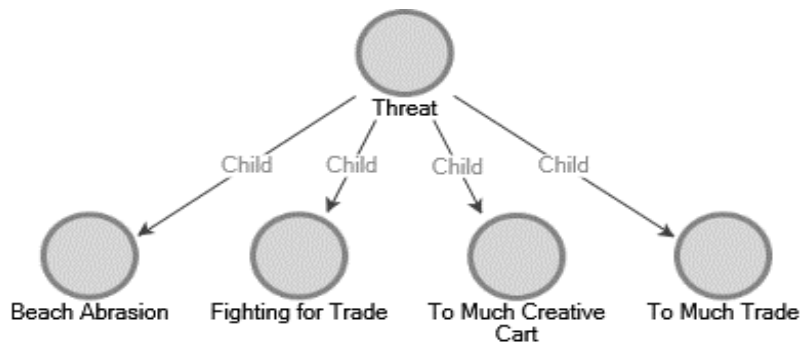


Figure 4. Threat Analyse

The results of a literature search for the first research question, the driving and inhibiting factors of each collaboration in developing tourism villages, are presented in the table. This section contains four constructs, and each construct is preceded by a SWOT dimension, followed by the determinants of the Porter Diamond model.

Table 2. SWOT Collaboration and Porters Diamond Model

Porter's Diamond Determinants	Dimensions of SWOT			
	Strength	Weakness	Opportunity	Threat
Factors Condition	Accessibility	Limited parking	-	Beach abrasion
	Brand name	Limited toilet & clean water		
	Spot sunset (photo spot) Turtles			
Demands Condition	Open stage	No health facilities	Skatepark Water Recreation Weekend activity	-
	Safety			
Related and Supporting Industries	Art market	Price competition	Creative cart	Fighting for trade
	Tsunami Center	Small stage	Parking Digitalization (entry fees)	To much creative cart
		Small trade area and capital		To much trade
Firm Strategy, Structure and Rivalry	Cheap price	-	Tourism management agency (social media) Tour package (culture, education, night market)	-

Source: data processed by researcher (2023)

Strategy S-O

Based on the description of the SWOT analysis and Porter's diamond model, a strategy is obtained to maximize strength by taking advantage of existing opportunities.

Table 3. Strategy Strength to Opportunity

Code	Indicator
SO01	Utilizing the skatepark for sports tourism
SO02	Water recreation for family holidays
SO03	Organize regular events every week
SO04	Maximizing creative carts for local MSMEs
SO05	Absorption of fees from digital parking
SO06	Form a tourism management agency to maximize the potential that exists in Kuta Beach
SO07	Forming tour packages to introduce culture and education to the night market at Kuta Beach

Source: data processed by researcher (2023)

Strategy W-O

Based on the description of the SWOT analysis and Porter's diamond model, a strategy is obtained to minimize weaknesses by taking advantage of existing opportunities.

Table 4. Strategy Weakness to Opportunity

Code	Indicator
WO01	Maximize revenue from limited parking
	Maximize revenue from limited toilets which will later build new toilets and water tanks
WO02	and water tanks
WO03	Cooperate with health workers to provide health services in Kuta Beach
WO04	Price competition as a way to bring in consumers
WO05	Take advantage of the mini stage for activities from the local community
WO06	Take advantage of limited trading area to maximize local business
WO07	Maximize of financial potential from skatepark
WO08	Maximize from water recreation in weekend
WO09	Maximize creative cart for SME's
WO10	Formed a tourism management agency for digital marketing
WO11	Provide tour packages to support tourism

Source: data processed by researcher (2023)

Strategy S-T

Based on the description of the SWOT analysis and Porter's Diamond model, a strategy is obtained to maximize strength by overcoming existing threats.

Table 5. Strategy Strength to Threat

Code	Indicator
ST01	Maximizing village income to finance coastal erosion prevention
ST02	Maximize the number of traders in the art market to trade
ST03	Transferring merchants who are in creative carts to the art market
ST04	Limiting the number of traders by maximizing the art market

Source: data processed by researcher (2023)

Strategy W-T

Based on the description of the SWOT analysis and Porter's Diamond Model, a strategy is obtained to minimize weaknesses by avoiding existing threats.

Table 6. Strategy Weakness to Threat

Code	Indicator
WT01	Establish standardized prices to avoid disputes between traders
WT02	Reducing and controlling the number of traders along Kuta beach

Source: data processed by researcher (2023)

Discussion

Collaboration Success Factors

Collaboration is the key to the success of a business. Tourism planning must prioritize local residents and existing traditions (Del Chiappa et al., 2018). The key to success is to map all existing components, starting with the strengths, weaknesses, opportunities, and threats that exist in Kuta Beach, Bali. Besides that, a collaboration between all Penta helix elements, namely academics, business actors, the government, media, and local communities, plays an important role. Communication and commitment have a positive impact on collaboration (Ramayah et al., 2011). Kuta Beach has interesting characteristics in terms of the conditions of the factors there. Easy access and a big name attached to it are the main strengths. The newest factor in Kuta Beach is the development of turtle breeding, which is a future tourist attraction. Stakeholder and community collaboration are important for the sustainability of sustainable tourism.

Sharing in terms of the economy has great potential for sustainable tourism (Gössling & Michael Hall, 2019). Management in an open stage to be sustainable requires cooperation with third parties so that utilization can be maximized. In addition to an open stage, skateparks managed professionally by parties who have competence in their fields can be key to sustainable tourism, especially in sports tourism. Smart tourism is the estuary of all tourism, and it is related to the internationalization of collaboration (Mehraliyev et al., 2019). The key to maximizing demand is collaboration by all parties, both internal and external, who together have the goal of making Kuta Beach a world tourist destination.

Fair and effective collaborative governance has socioeconomic impacts on society (Nyanjom et al., 2018). Collaboration to support the art market, namely from the community sector, business actors, and the government, is a high selling point supported by academics to formulate what is attractive plus the role of the media to market it. Besides that, the tsunami center is an interesting idea for Kuta Beach as an educational tour in the future. An understanding of the tsunami hazard and how to deal with it is important. Reflecting on the 2010 Chile tsunami, it is understood that the community (all walks of life) must be prepared for future disasters. Apart from Chile, Japan in handling the Kirikiri tsunami in 2011, had a fast response in disaster situations, but this was not matched by the community's response because they did not have a comprehensive understanding of tsunamis (Valenzuela et al., 2019).

Collaboration is again the key to providing access to educational tourism, especially this. In supporting the existing industry, namely MSMEs on Kuta Beach, price is an important indicator of the arrival of tourists, and standardization of prices between traders is important so that tourists want to make visits and repurchase at Kuta Beach. Industry collaboration can facilitate and hinder tourism planning (Nguyen et al., 2020), Business in tourism is important if it is properly organized, equalizing perceptions between stakeholders and business actors regarding governance by sitting together is a success in making Kuta Beach still exist in the future.

Firm strategy, structure, and rivalry on Kuta Beach make it a success, as do the affordable prices along Kuta Beach. The establishment of a tourism agency and tour package is the key to sustainable tourism development that involves the community, business people, government, academics, and the media.

Collaboration Strategy

The collaboration strategy on Kuta Beach is divided into 4 parts: strength to opportunity (S-O), weakness to opportunity (W-O), strength to threat (S-T), and weakness to threat (W-T). Collaborations that use the SWOT analysis approach have been integrated previously using Porter's Diamond Model approach so that it can be clarified and detailed about what strategies must be carried out.

The strategy for maximizing strength by taking advantage of existing opportunities is to utilize existing skateparks to become sport tourism activities that can bring in tourists. Besides, existing skateparks can be commercialized for the common good. Organizing weekly events that can bring in tourists, especially families. Collaboration between MSME business people and the local community is something that must be a concern in maximizing creative carts along the coast. Communities, stakeholders, and local governments jointly make cooperation agreements regarding parking fees, which can be maximized using digital means with the clear distribution. In addition to digitizing parking, a strategy is needed in the form of establishing tourism management and tour packages that work with five Penta helix elements, namely community, business actors, government, academics, and the media to maximize the potential of Kuta Beach.

Strategies to minimize weaknesses by taking advantage of existing opportunities are imperative by collaborating together. Limited parking is a weakness, but the strategy that must be implemented is to maximize revenue by means of digitization in collaboration with local governments, communities, and existing business people. In addition, limitations in the form of toilets and clean water are existing weaknesses, so stakeholder collaboration is needed to provide toilets and clean water so that they can be used together and commercialized for the common good.

Another weakness is the lack of health facilities, so collaboration between local governments, communities, stakeholders, academics, and the media is key in providing ideas and input for health facilities to be provided by cooperating with related institutions to become supporting elements of tourist attractions. After health, there is another weakness, namely unhealthy price competition between traders, which can set a bad precedent for the Kuta Beach tourist attraction, so collaboration between business actors to set lower and upper limits for products sold is a must. The small stage is a weakness, so it can only be used for small-scale activities. Besides that, the relatively small number of creative carts along Kuta Beach can be used by small-scale businesses / MSMEs to reduce the unemployment rate around Kuta Beach.

The next strategy that can be utilized by Kuta Beach managers, in this case, is the traditional village. Maximizing revenue from the tourism sector on Kuta Beach, which is then used to overcome beach abrasion that always occurs, so that the concept of a blue economy can occur, (Pan et al., 2018) explains that a key element in sustainable tourism is to maintain the environmental sustainability. In addition, the threat that can be overcome is by collaboration between business actors and the local community to move excess traders on the coast of Kuta Beach to the art market, so that it looks neat and organized in one area for shopping tourism.

Collaborative strategies to minimize weaknesses by avoiding existing threats involve community elements, in this case, traditional villages, and business actors, bridged by local government, academics, and the media. (Pan et al., 2018) emphasized that tourism sustainability is related to economic sustainability, in which there is economic/business turnover, so that Penta helix collaboration to develop the economy, which will later impact tourism, is an absolutely key element.

CONCLUSION

The conclusion of this study is that Penta helix collaboration plays a crucial role in the development of sustainable tourism. Porter's diamond model describes a comprehensive division of factors in collaboration, which is clearly emphasized in the SWOT analysis. Communities, in the sense of traditional villages, and business people are key factors in the collaboration that are supported indirectly by the government, academia, and the media in realizing sustainable tourism. The implication of this research is real communication and collaboration with the same vision, namely realizing sustainable tourism by building cultural, social, economic, and environmental sustainability with key elements in the form of arts, health, accessibility, community, environment, and economic turnover.

This research is the result of a collaboration of five elements in improving tourism in Kuta, Bali. The originality of this research is to see another point of view that tourism does not only pertain to the economy, but the social, cultural, health, community, and environmental aspects have the same contribution. The limitations of this research are that it uses a qualitative approach and uses specific locations in one village, so there is no comparison with other areas. Future research directions should add more than two areas to find out clearer comparisons and collaborations, especially using SWOT analysis and Porter's diamond model. Besides that, future research can use other more comprehensive analyses such as an ethnographic approach or combining quantitative and qualitative approaches, both in terms of exploratory or explanatory.

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