

A Systematic Literature Review of Competitive Strategies for Indonesian Tourism Villages

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Abstract

Tourist villages have increasingly become a focus of academic and practical interest. Despite numerous studies, comprehensive analyses to uncover key contexts and topics remain limited. Indonesia, which leads in publications on tourist villages, offers a unique opportunity to explore strategies for enhancing its competitiveness. This study aims to review, synthesize, and advance the competitiveness of Indonesian tourist villages by examining theoretical frameworks, sustainability challenges, and strategic approaches. The combination of the approaches describes the novelty of this study. A systematic literature review analyzed 21 Scopus-indexed articles from 2023–2024, selected based on open access and journal publication criteria. The review highlights that most research focuses on Java-based villages, utilizing theories like social capital, sustainable tourism, and community-based tourism. Results show that the key success factors for tourist villages include collaboration and cultural preservation, while challenges span economic, social, cultural, and environmental dimensions. The study emphasizes the potential of analytical tools like VRIO and PESTLE to help identify competitive advantages and address vulnerabilities. These frameworks provide actionable insights for improving resilience and ensuring the sustainable appeal of tourist villages in Indonesia. By addressing these critical aspects, the study offers valuable guidance for enhancing the long-term viability and success of tourist villages as a cornerstone of Indonesia's tourism industry.

Keywords: tourist village; sustainable tourism; literature review; VRIO analysis; PESTLE analysis

INTRODUCTION

Background

Tourist village is a topic that has been discussed more in recent years. As a tourist destination, a tourist village not

only serving its natural view but also as a socio-cultural tourist destination that can provide unique cultural experiences for the tourists (Prasetyawati and Bahri, 2019; Djunaid and Mikhael, 2022). The traditional culture can also be the main reason

for tourists to visit tourist villages (Sunto, 2024). Another reason that can attract tourists is the heritage of tourist villages, which is related to the history of the stories about place (Sari, 2023). Moreover, there are many previous studies on tourist villages, which can provide a deeper understanding of how to improve the competitiveness of tourist villages.

However, even though there are a lot of studies regarding tourist villages, there are not so many articles discussing systematic literature review to understand the underlying contexts and topics regarding

tourist villages are. That is why; to understand more about the tourist villages, we searched the Scopus database with the keyword “tourist village” and analyzed the result by using the VOSViewer application. Based on the results, there are several important keywords regarding tourist villages, such as sustainable tourism, rural areas, tourism management, and Indonesia. Therefore, it will be compelling to see the review of tourist villages sustainability and management in Indonesian context. The results of the VOSViewer analysis can be seen in Figure 1.

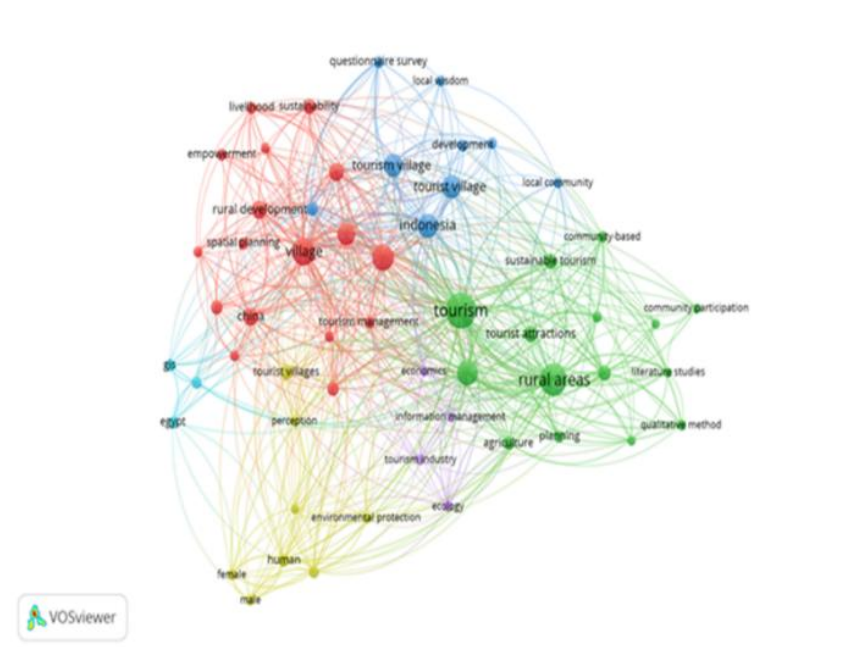


Figure 1. VOSViewer Results on Tourist Villages

Another analysis of the data provided by Scopus shows that most of the Scopus articles regarding tourist villages were written by Indonesian authors. There are a total of 225 articles on tourist villages from Indonesia, which has a distinct gap to the second place, which is China, which only has 31 articles. This data amplifies even more on how tourist villages in Indonesia are crucial and compelling to study. The Scopus results on the country can be seen in Figure 2.

Documents by country or territory

Compare the document counts for up to 15 countries/territories.

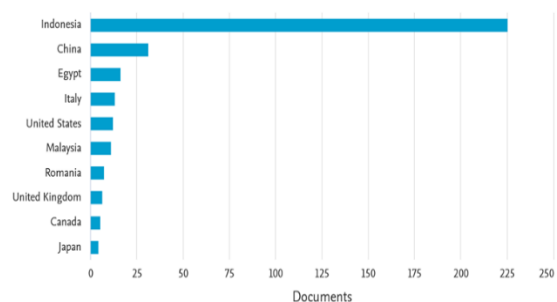


Figure 2. Scopus Results on Tourist Villages Article Location

The reason why there are a lot of

tourist village studies in Indonesia is related to the condition in Indonesia itself. Indonesia is the biggest archipelago in the world with a diverse population and culture. Indonesia also has an advantage in terms of the natural resources, including the land and the sea, which can be an attraction for tourists (Iskandar *et al.*, 2020). Cultural preservation can also give interesting experiences for tourists.

One of the interesting case studies from Indonesian tourist villages in the case of villages in Boyolali Regency which use their natural resources, such as the springs, panoramic views of mountains, rivers, and forests (Turmudi *et al.*, 2024). These resources became their competitive advantage in getting tourists. Another case study comes from Bangelan Village in Malang Regency which focuses on the social capital to maintain its competitive advantages (Prayitno *et al.*, 2023). The social capital itself consists of trust, such as the trust between the tourists and the village community, the norms, such as the traditional rules in the village, and the social network, such as the willingness of the villagers to participate in social activities.

Research Objectives

This study aims to review, synthesize, and enhance the competitiveness of tourist villages in Indonesia. To achieve this objective, there are four specific questions that this study will answer: (1) What are the grounded theories used in tourist village studies in Indonesia? (2) What are the challenges of maintaining tourist villages' sustainability in Indonesia? (3) What are the vital aspects of sustainable tourist villages in Indonesia? (4) What are the strategies to enhance the competitiveness of tourist villages in Indonesia? The result of this study is expected to help tourist villages in Indonesia to develop their competitiveness and uniqueness as a vital part of Indonesia's local economy.

LITERATURE REVIEW

Tourism villages, especially in developing countries, have emerged as key players in promoting local cultures, providing authentic experiences, and contributing to rural economies (Dewantara *et al.*, 2023). As the tourism industry becomes more saturated, tourism villages face challenges from both local and global competition, shifting consumer preferences, and increasing demands for sustainable practices (MacKenzie and Gannon, 2019). Thus, competitive strategies are essential for maintaining or enhancing the market position of these villages. Competitive strategies in tourism villages typically include differentiation, cost leadership, and focus strategies (Porter, 1980). These strategies aim to create a competitive advantage by offering unique experiences, maximizing operational efficiency, and catering to specific market segments (Porter, 1996).

The VRIO framework, developed by (Barney and Wright, 1998) is a strategic management tool used to assess a firm's resources and capabilities. The four dimensions Value, Rarity, Imitability, and Organization help determine whether a resource can contribute to sustained competitive advantage. For tourism villages, the VRIO framework can be used to evaluate local resources such as cultural heritage, unique landscapes, traditional crafts, and hospitality services. The VRIO analysis breakdown the tourist village's resources to understand which part of these resources are valuable, rare, inimitable, or organized. PESTLE analysis is a tool used to analyze the external macro-environmental factors that can impact a business or, in this case, a tourism village. By understanding the Political, Economic, Social, Technological, Legal, and Environmental factors, tourism villages can better anticipate challenges and leverage opportunities in their competitive strategies (Perera, 2017).

When combined, the VRIO and PESTLE frameworks provide a comprehensive view of both internal and external factors influencing competitive strategies.

For instance, a tourism village might have valuable, rare, and inimitable resources such as traditional crafts and unique cultural experiences (VRIO). To capitalize on these resources, the village must be aware of external PESTLE factors that could either enhance or hinder its strategy.

For example, government tourism policies (Political) could create opportunities for funding, while growing concerns about environmental sustainability (Environmental) might encourage the village to adopt greener practices to appeal to eco-conscious tourists (Dwyer and Kim, 2003; Ritchie, 2010). Social factors have been one of the most discussed factors regarding PESTLE analysis for tourist villages.

METHOD

This study used a systematic literature review as the method for analysis. The first process of the literature review is choosing the database. In this study, we used the Scopus database as the basis for selecting the articles. The Scopus database was chosen to ensure high-quality publications. The keywords used for the search within the article title, abstract, and keywords are “tourist village” and “Indonesia”. A total of 109 articles were selected in this process. The next step is to limit the year of publication to 2023-2024, with the newest publication listed on Scopus in November 2024 to ensure state-of-the-art publications. A total of 51 articles were chosen in this process.

The selection is furthermore continued by selecting only the journal articles, without conference papers and book chapters to get a deeper understanding of the topics. There are 31 articles selected for this process. Not all the articles are accessible. Therefore, the next selection is to choose the open-access articles, which leaves 22 articles for the analysis. Out of the 22 articles, one of them discussed a topic that is not directly related to tourist villages. Hence, a total of 21 articles were selected for this study’s analysis. The

details of the article selection process can be seen in Figure 3.

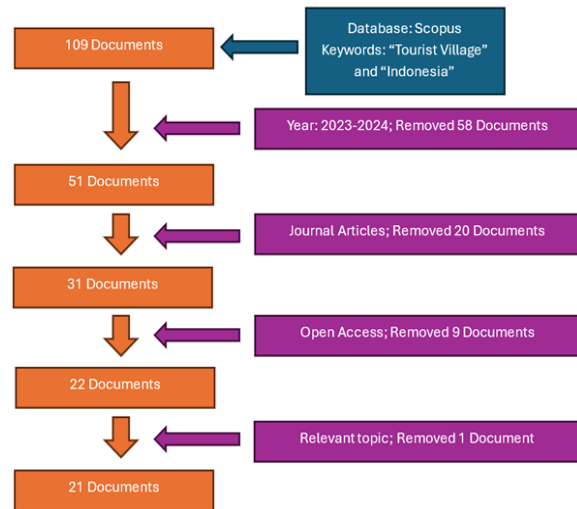


Figure 3. Literature Review Article Selection Process

This paper will have two types of analysis. The first analysis is the trends of studies regarding tourist villages. The second analysis is the analysis of internal and external factors related to tourist villages’ competitiveness. The internal factors are analyzed by using VRIO analysis. This analysis is based on (Dwyer and Kim, 2003) that explained the competitiveness of tourist destinations, where the resources needed to achieve destination competitiveness are endowed resources, created resources, and supporting resources. The external factors are analyzed by using PESTLE analysis.

To strengthen the theory, Porter’s Diamond Model can be used as the basis for not only the internal conditions such as factor conditions, but also external conditions such as demand, related and supporting industries, and rivalry (Kharub and Sharma, 2016).

RESULTS AND DISCUSSION

The results of the study can be divided into several topics, which are (1) the location of the tourist villages studied, (2) the grounded theories of tourist villages,

(3) the challenges in maintaining tourist villages' sustainability in Indonesia, and (4) the vital aspects and strategies to enhance the competitiveness of tourist villages by using VRIO and PESTLE analysis.

The first result of the analysis is the

result regarding the location studied. Indonesia is a vast country that has a lot of tourist villages. In 2023, there are 4,573 tourist villages (Itsnaini and Prasetya, 2023). Therefore, it is compelling to understand where the studies were conducted. Table 1 shows the location studied

Table 1. Location Studied

Province	Number of Papers	References
Central Java	5	(4,9–12)
West Java	3	(13–15)
Special Region of Yogyakarta	3	(16–18)
East Java	2	(5,19)
South Sulawesi	2	(20,21)
North Sumatra	1	(22)
North Kalimantan	1	(23)
Bali	1	(24)
Banten	1	(25)
More than 1 province	1	(26)
General (no specific province)	1	(27)
TOTAL	21	

From Table 1, we can see that most of the studies were done in Java regions, with 66.7% of the studies being conducted in Central Java, West Java, Special Region of Yogyakarta, East Java, and Banten province. The other regions such as Sulawesi, Sumatra, Kalimantan, and Bali regions have almost the same number of studies held. Therefore, future research can explore more on the provinces outside Java regions to understand more about the characteristics of tourist villages within those regions, which might be different than the Java region's tourist villages.

Grounded Theories

The theories used in the studies were varied, from the theories related to tourism themselves, theories that are related to stakeholders and collaboration, to the theories related to marketing. These varieties of theories proved that the study of tourist villages is vast and diverse. All these theories add strategies on how to develop

tourist villages' competitiveness.

The theories regarding tourism from the previous studies are sustainable tourism (Djuwendah *et al.*, 2023; Hariyadi *et al.*, 2024) community-based tourism (Jaya and Izudin, 2023; Widayati *et al.*, 2024) and rural tourism (Firstianto, Tyas and Damayanti, 2024). Sustainable tourism focuses on four aspects of sustainability, which are holistic planning, preserving the ecological process, protecting human heritage and biodiversity, also to develop long-term productivity (Bramwell and Lane, 1993). Community-based tourism focuses on the interaction with local communities and the experiences of different sensation (López-Gamero, 2011). Rural tourism focuses on the rurality of the tourist areas to give economic and social benefits to the local community while conserving the cultural and natural environment (Greffé, 1994).

Several theories were related to stakeholders and collaboration, such as the

quintuple-helix model (Buchari *et al.*, 2024) and social capital theory (Prayitno *et al.*, 2023, 2024; Handarkho, Sulistyningtyas and Rismayanti, 2024). Quintuple-helix model explains five elements that are crucial in innovation, which are the government, the industry, the university, the civil society, and the natural environment itself (Carayannis, Barth and Campbell, 2012). The social capital explained the ability of actors in getting benefits by becoming a member of a social networks or other social structures (Portes, 2024).

Other studies used theories related to marketing, such as integrated marketing communication (Setiawan *et al.*, 2022) and nostalgic marketing (Juliana, Sihombing and Antonio, 2023). These theories dived into a different aspect of the tourist villages, where the focus is on how to attract visitors. Making the people feel nostalgic for the tourist villages, for example, can be an interesting way to get more tourists to come to the location (Juliana, Sihombing and Antonio, 2023).

The Challenges

There are several challenges to improving the competitiveness of tourist villages in Indonesia. The first challenge is related to the infrastructure. A lot of tourist villages still lack good infrastructure, whether it is the road, the places to stay, the water system, or other types of infrastructure. The inadequate infrastructure can reduce the tourists' interest in going to the tourist villages. Funding is vital in this case, and a lot of tourist villages are having trouble with this aspect.

The second challenge is related to community skills. The tourist village community lacks management, marketing, and conservation skills. A lot of the communities are struggling with managing the tourist villages. They also have problems in marketing the tourist villages, especially when it comes to digital marketing. In several tourist villages, the communities did not have the skill or understanding of how to conserve the natural and cultural aspects

of tourist villages. Another problem regarding this matter is that they might not even know where to get the training. This is why community skills can be a big challenge for the tourist villages' competitiveness.

The third challenge is the stakeholder issue. It is hard to create a collaboration between the stakeholders, especially between the community and the government. This issue impacts the effectiveness of tourism growth. Thus, actions should be taken to improve the collaboration.

Vital Aspects and Strategies to Improve Tourist Villages

Based on the results, tourist villages in Indonesia need to consider several aspects to improve their competitiveness. In general, these aspects can be divided into two parts, which are the internal aspects and the external aspects. Both aspects are equally important for the tourist villages. These aspects can be analyzed by using several tools. In this study, we focused on the internal aspect analysis by using Valuable, Rare, Inimitability, and Organized (VRIO) analysis and the external aspect analysis by using Political, Economic, Social, Technological, Legal, and Environmental (PESTLE) analysis.

VRIO Analysis

VRIO analysis can give several benefits to organizations, such as giving them competitive advantages, planning the future, and getting insights into possible opportunities and threats (Larbi, Asare-Danquah and Ackah, 2024). The first part of the VRIO analysis is the "valuable". In this part, we analyzed what is valuable in the Indonesian tourist villages. One of the valuable things in tourist villages in Indonesia is the people themselves. The people or community in the tourist villages in Indonesia are famously known for their friendly behavior. The other aspect related to value is of course the condition of the tourist villages themselves. The tourist will experience a unique natural or cultural

environment from each of the tourist villages, e.g. learning about Batik in Laweyan Village (Yuliani and Setyaningsih, 2025).

Some of the cultural traditions might be rare in other places as well, which can be used as a competitive advantage for tourist villages, such as Aan Village in Bali which has unique traditional Bali dances and rituals (Farel, Sutiarto and Tunjungsari, 2023). Indonesia has so many varieties of cultures and traditions which are rare and can only be seen in specific regions or villages in Indonesia. Therefore, Indonesia's tourist villages should also focus on preserving their cultural heritage. The cultural and natural environment of Indonesia's tourist villages are also hard to imitate by other places since they are local and specific only to that place. This condition gives the tourist villages in Indonesia a good competitive advantage and should be preserved. Thus, even though the tourist villages need development, they should develop their area while ensuring that the local culture and nature are still conserved.

The organization plays an important role in competitiveness among tourist villages. The importance of Penta-helix Collaboration, which consists of academic, business, community, government, and media (Herfiantara and Hariadi, 2023), is very high in terms of creating sustainable tourist villages. This concept is even elaborated more in (Buchari *et al.*, 2024) using the Quintuple-Helix concept which adds the environment itself as one of the vital stakeholders in developing tourist villages. The role of government is considered very crucial to the tourist village's competitiveness, especially in terms of policy and legal support. The tourist villages development also needs a lot of financial support, which they hope to get from the government.

Based on the destination competitiveness theory by Dwyer and Kim, the resources of the tourist villages are important to maintain the competitiveness of the villages. The resources included natural and cultural resources, such as the cultural batik heritage in Laweyan village (Yuliani

and Setyaningsih, 2025) and the bamboo garden market in Dusun Bintaran Wetan. Heritage and historical value such as the Balinese rituals and museums at Aan Village (Farel, Sutiarto and Tunjungsari, 2023) can also be a competitive advantage for the village.

The unique experiences such as nostalgia destination in Keranggan Village (Juliana, Sihombing and Antonio, 2023) can raise the competitiveness of the tourist villages. Thus, several aspects can be part of the strategies in raising the competitive advantages of the tourist villages. The first one is to preserve the cultural and natural environment of the tourist villages. Secondly, by preserving the local wisdom of the community in the tourist villages themselves to show the tourists how unique and supportive Indonesian people can be. The third one is to escalate the collaboration with the stakeholders, especially with the government.

PESTLE Analysis

External aspects also play a considerable role in increasing the tourist villages' competitiveness. The political aspect plays an important role, especially in creating the policies for tourist villages, which include the regulations to fund the tourist villages and to develop the infrastructure needed by the tourist villages. Nevertheless, Indonesia still has a challenge in making the bureaucracy more efficient.

The economic situation can also highly affect the competitiveness of tourist villages. In this case, Indonesia's economy is in a good position. In 2023, Indonesia's GDP grew 5.05% (BPS, 2024), which is higher than the global growth rate of 3% (IMF, 2023). With a growing economy, more tourists, especially local tourists, might visit the tourist villages in Indonesia, which helps the economy condition of the tourist villages.

The social aspect can be one of the competitive advantages aspects of tourist villages in Indonesia. There is a trend of

going on vacation as one of the ways to relieve stress and visiting tourist villages is one of the solutions to the problem. People are also getting more interested in experiencing different cultures, which can be beneficial for tourist villages' attractiveness.

Technological issues are one of the big challenges for tourist villages in Indonesia. A previous study found that the social dimension sustainability index of tourist villages in West Java is high. However, the technology dimension sustainability index has the lowest score (Djuwendah *et al.*, 2023). Technology, in this case, is related to several attributes, such as promotion technology, internet, product processing technology, and transportation infrastructure. It is vital to solve this challenge to create competitive tourist villages.

The legal aspect is also challenging for the tourist villages. On one side, the government is helping the tourist villages by creating regulations and laws regarding environmental conservation. Nevertheless, the enforcement of these laws is sometimes inconsistent. Therefore, the tourist village community should collaborate more with the government and the authorities.

The last part of the PESTLE analysis is the environmental analysis. The trend of sustainable development goals helps the tourist villages by raising the awareness of sustainability from the tourists. Nevertheless, having too many tourists might be a challenging situation for environmental preservation. Therefore, the tourist villages should balance the conservation of the sites with the number of tourists.

All the aspects of PESTLE analysis are important for the tourist villages. This analysis can help the villagers to understand the external factors that can help them to improve their competitiveness. Social aspects such as culture and the vacation trend are one of the main competitive advantages based on previous studies. Other PESTLE factors are also vital to consider. Therefore, tourist villages should think about PESTLE analysis when they

are planning for their strategic development.

Based on the Porter's Diamond Model, beside the factor condition that has been analyzed before, there are also demand conditions, related and supporting industries, also rivalry. For the domestic demand, cultural tourism is getting strong demand from time to time. Even so, international demand is still low because of the limited global recognition and language barriers. Another good thing is there is a rising demand for eco-tourism. From the supporting industries, even though several villages have good collaboration with craft industry and agroindustry, transportation and infrastructure industries still need to be developed to improve the villages' competitiveness. The rivalry between villages in this case is not entirely bad, since it encourages the villages' innovation and differentiation.

In brief, we can describe the factors using SWOT analysis. The strengths of tourist villages in Indonesia are the unique cultural and natural resources. Nevertheless, these villages also have weaknesses, such as infrastructure gaps and underdeveloped human resources. The global tourism trends can be an opportunity for these villages, while the inconsistent legal enforcement and the problems in preserving the environment can be threats to the villages.

CONCLUSION

This study reviewed the articles discussing tourist villages in Indonesia. Based on the results, most of the studies were done in Java regions. Social capital, sustainable tourism, and community-based tourism are the grounded theories that are often used in these studies. There are several aspects that are vital for the tourist villages in Indonesia, such as collaboration and cultural preservation. Economic, social, cultural, and environmental issues can be challenging for the tourist villages. The results show that environmental and external factors are the main things that should

be emphasized to maintain the sustainability of tourist villages.

VRIO analysis and PESTLE analysis can be used to help the tourist villages in Indonesia improve their competitiveness. Based on the results, several aspects that should be preserved in tourist villages are the natural and cultural resources. The collaboration between the villages with the industries and government should also be maintained and improved to increase the competitiveness of the villages. The novelty of this study is the contribution to the competitiveness of tourist villages by focusing on sustainability. This paper also helps bridge the theory and practice in tourist village topics, especially in Indonesia.

There are several limitations of this study. First, this study focuses on reviewing the previous studies from the last two years in the Indonesian context. Future research ought to review more articles with a longer duration of period or in a larger context. Second, using empirical research can also be a good future study to understand more about the phenomena regarding tourist villages. Third, creating future studies that compare the tourist villages' situation in one place, and another can also enrich the study of this topic.

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