Tourism SME's Competitive Advantages through ICT Based Community : The Role of GenPI in Eastern Indonesia

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Abstract

This article aims to describe the role of the tourism community in the utilization of ICT to market regional tourism destinations integrated with an increasing competitive advantage in Tourism SMEs. The perspective used is Community-Based Tourism Marketing (CBTM) and Resource-Based View (RBV) in the context of Collaborative Advantages (CA) towards the relationship of the tourism community with the regional tourism industry. This study was done in a qualitative manner using a case study approach. The data was collected through in-depth interviews, observation, and document studies. The regional tourism industry had a sustainable competitive advantage in terms of activities and resource profiles such as asset ownership, capabilities, and dynamic capabilities. This finding states that the regional tourism community at the district and provincial level encouraged the competitive advantage of the regional tourism industry through intensification of marketing the tourism industry products in advantageous collaborations.

Keywords: Competitive Advantages, Eastern Indonesia, GenPi Community, ICT, Resource-Based View, Tourism SME.

INTRODUCTION

The Ministry of Tourism and Creative Economy in Indonesia brings a new paradigm to digital-based tourism development. Indonesian Enchantment Generation (*Generasi Pesona Indonesia* - GenPI) was formed as a forum for collaboration between the community and stakeholders in the tourism sector. Institutionally, the GenPI formation at the national and regional level aims to market the tourism potential in Indonesia using information and communication technology (ICT) to increase the competitive advantage of Small and Medium Enterprises (SMEs) as the economic drivers in tourism sector. However, the limited accessibility of digital information and transportation support infrastructure has become a barrier to tourism development, especially in border areas which are categorized as the frontier, outermost, and least developed regions, which are often referred to as 3T (*Terdepan, Terluar dan Tertinggal*) regions. Therefore, this has become such a consideration for the authors to have an in-depth examination of the role of the GenPI in North Maluku Province in enhancing competitive advantages in Morotai Island Regency, North Halmahera Regency, and West Halmahera Regency.

In terms of geographical aspects, the research locations are in the 3T regions. However, the investment climate of the tourism sector attracts the attention of several capital owners to build a tourism business in the form of resorts or cottages. For example, there are Bahehena Resort in West Halmahera Regency, Buho -Buho Resort in Morotai Island Regency, and Meti Cottage in North Halmahera Regency. In addition, the marketing of the local tourism potential is carried out by the GenPI formed in Morotai Island Regency, North Halmahera Regency, and West Halmahera Regency. The GenPI activities at the district level are supervised by the GenPI at the North Maluku Province level, indicating that the GenPI plays an important role in increasing competitive advantages in the resort and cottage businesses in the 3T regions in Indonesia.

The context of North Maluku tourism in the digital era is interesting to be studied scientifically, especially about the role of the GenPI community in marketing the potential of regional tourism using ICT. Meanwhile, it is also increasing the competitive advantage of Small and Medium Enterprises in the tourism sector (Tourism SMEs) as an effort to face the limited tourism support infrastructure challenges in the border region between Indonesia and the Philippines. Information, Communication, and Technology (ICT) played an important role as a stimulus for competitive advantage in SMEs while increasing the capability of institutions in Indonesia. Meanwhile, it also showed that the ICT also played an important role in the tourism industry because it accommodated information on tourism products to the public effectively and efficiently, such as

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accessibility, information visibility, product availability, and customer satisfaction in the form of testimonials [2]. In the tourism context, there are gaps in the previous literature, especially on the study of the role of local communities in utilizing ICT voluntarily to market the regional tourism destinations, while at the same time encouraging the competitive advantages of the tourism industry in the 3T regions.

The community-based tourism approach has become relevant to the context of community livelihoods in North Maluku. There were a form and level of spontaneous community participation in the Morotai Island Regency in developing tourism objects [3]. Furthermore, the participation of the tourism observers community in North Halmahera Regency that marketed the local tourism destinations voluntarily also used the ICT [4]. It indicates that the community of tourism observers at the level of North Maluku Province and the Regency level markets the regional tourism products on social media voluntarily and periodically to encourage sustainable competitive advantages through intensification of marketing the tourism industry products [5,6,7]. For this reason, this article uses a perspective by Dallen Timothy [8,9] and Cevat Tosun [10-14] to describe community participation in tourism marketing [15,16].

In the context of the competitive advantages of the regional tourism industry, this article uses the perspective of Resource Based view (RBv) by Jay Barney [17-20]. It was to describe the competitive advantages of the tourism industry through resource profile and tourism industry activities, in this case, are Meti Cottage in North Halmahera Regency, Moro Ma Doto Resort in Morotai Island Regency, and Banehena Resort in West Halmahera Regency. Meanwhile, the competitive advantages can be identified through asset ownership (assets), capabilities, and dynamic capability in the tourism industry [21]. It explains the existence of mutually beneficial collaboration between the community of observers of tourism and the tourism industry in each district. Therefore, this article also outlines the process of mutually beneficial collaboration between the community and the tourism industry to increase competitiveness through digital campaigns on social media.

The collaboration between stakeholders in the tourism sector shows a mutually beneficial

relationship. A previous study found that collaboration between local government and the tourism industry could increase the number of tourist visits and the quality of tourism business services [22]. Furthermore, it was emphasized that the mutually beneficial collaboration between the tourism industry and local government might improve the community's economy through the income from tourist spending when visiting [23]. In addition, a study showed that mutually beneficial collaboration was also established between fellow entrepreneurs in the tourism industry, thus encouraging service quality with superior competitiveness [24]. It shows that the collaboration between stakeholders in the tourism field could lead to prosperity and equity through a sustainable economy [24,25].

Researches on the role of the GenPI community in optimizing the marketing of regional tourism destinations have been seen from various perspectives, as well as the perspective of community development and empowerment [16,26]. Furthermore, it was found that the form of participation of the GenPI community in marketing tourism destinations in Indonesia was manifested in the digital tourism sector campaign through the ICT done voluntarily [27]. It shows that the GenPI plays a crucial role in marketing the regional tourism destinations [28,29]. Since 2018, scientific studies on the GenPI community have been popular for the authors to describe the community involvement in ICT-based tourism marketing.

Considering the popularity of scientific studies on the involvement of the tourism observer community in tourism marketing with a case study in the GenPI community in utilizing ICT, this article outlines the dynamics of a mutually beneficial collaboration (Collaborative Advantage). The study is in-depth in the perspective of Community Based Tourism Marketing (CBTM) and Resource-Based view (RBv) between the community and the tourism industry in the 3T regions as an effort to achieve sustainable competitive advantage.

The study of tourism in North Maluku Province becomes urgent among the determination of Morotai regency as a national priority tourism destination. This study becomes important for portraying the development of regional tourism in the 3T region, especially the sustainability aspect of the tourism industry's competitive advantages. This study examines the superiority of the tourism industry through the tourism community in three regencies, namely Morotai Island Regency, North Halmahera Regency, and West Halmahera Regency.

MATERIAL AND METHOD

This research was conducted from August 2018 to 2019. A qualitative method was used with a case study approach in the 3T regions in eastern Indonesia. Specifically, it was located in North Maluku Province, consisting of Morotai Island Regency, North Halmahera Regency, and West Halmahera Regency (Fig. 1).

This research specifically focuses on accommodation managers in the tourism sector such as Banehena Resort, Meti Cottage, and Moro Ma Doto Resort. The selection of research locations and key informants were also considered the existence and activities of the GenPI community, as well as the condition of the resorts in terms of their activities and resource profiles, such as asset ownership, capabilities and dynamic capabilities. Thus, the theoretical relevance to the context of the research location might strengthen the results and discussion of this study for the benefit of regional tourism development.

Data Collection

The data collection process was done in several stages. In the pre-research stage, the authors conducted a review of information related to the existence of accommodations in the tourism field that had utilized digital technology for marketing purposes. The information was obtained online, covering the information of the research locations. Based on the relevance of the context and content of the study, the authors determined three tourism accommodations as key informants, including managers of Moro Ma Doto resort in Morotai

Island Regency, Meti Cottage in North Halmahera Regency, and Banehena Resort in West Halmahera Regency. In addition, the GenPI in each research location was also involved to obtain valid and credible information.

The author traveled overland to Mawea Village and crossed to Meti Island using a traditional boat (*Ketinting*) to conduct observations and interviews with the managers of Meti Cottage. After that, the researchers traveled overland to the Port of Gorua Village, then crossed to Morotai Island using a ship, and then proceeded overland to Buho-Buho Village to interview the manager of Moro Ma Doto Resort. Next, the researchers traveled overland to Jailolo in West Halmahera Regency then headed to Bobanehena Resort to conduct interviews with the Bobanehena Resort manager. The researcher also coordinated with the management of the Indonesian Enchantment Generation (GenPI) to obtain information relevant to this research topic. The obstacle in the process of data retrieval is access to each of the research locations that must travel by land and sea so that it requires time and energy and has a high risk.

Data processing using triangulation techniques. The results of observations and in-depth interviews with managers of the tourism industry, as well as the results of interviews with GenPI officials, were compared to obtain credible and relevant information. A comparative is an approach used to see the competitiveness in each tourism business and the role of the GenPi community in encouraging the growth of the competitiveness of the tourism industry in North Halmahera Regency, Morotai Island Regency, and West Halmahera Regency.

Figure 1. Map of Research Location
(Source: Digitalization Result of Geospace Indonesia Satellite Image using QGIS 3.8 Application)

RESTULTS AND DISCUSSION

The discussion is divided into two sub-topics as follows. First is the role of GenPI in Eastern Indonesia in the perspective of community-based tourism marketing and mutual collaboration; and second is tourism Small Medium Enterprises (SMEs) in the perspective of resources. These two concepts are the elaboration of the title of this article to outline the competitive advantages of Tourism SMEs, especially in Moro Ma Doto Resort, Meti Cottage, Banehena Resort with the GenPI community that utilizes digital technology to market the regional tourism potential. The mutual benefit collaboration between the tourism industry and the community encouraged the achievement of sustainability.

The Role of GenPI in Eastern of Indonesia: Community-Based Tourism Marketing and Collaborative Advantages Perspective

Community-based tourism marketing is becoming more popular among millennials who drive the growth of creative industries in the Industrial Revolution 4.0 era. In the context of tourism in remote and rural areas, marketing and management of tourist destinations tended to utilize the local communities. It was to identify various factors, such as climate change, the carrying capacity of a destination, and environmental education, which influenced destination management and marketing sustainably [30,31]. The tourism development affected the economic growth of local communities through the creation of jobs that could increase per-capita income and alleviate unemployment or poverty problems in an area [32]. Therefore, the community in rural areas was accommodated in every tourism development program to improve lives and prosperity. Furthermore, tourism development in rural areas always resulted in changes [33]. During the transition period for the tourism development in an area, the collaboration between the local government and communities determined the sustainability of local tourism.

The government had a crucial role in increasing the community access to tourism development in an area [34]. Therefore, Timothy and Cosun [15] argued that the government acted as a catalyst for tourism development that mobilizes community access to participate in the planning, implementation, and evaluation of tourism development.

Furthermore, failure to implement the concept of community-based tourism was caused by the lack of collaborative advantage between stakeholders [7]. Thus, power and empowerment played an important role in the dynamics of the implementation of a community-based tourism approach, especially in efforts to optimize the marketing of tourist destinations [35]. On the other hand, the community played an important role in the marketing of regional tourism, especially in rural areas [36]. Therefore, the results of previous research on placing the community in a central position in the marketing of regional tourism was a form of empowerment while also improving the welfare through the tourism sector.

Community-based tourism marketing had been popular in Indonesia since the GenPI formation. Previously, studies on ICT concerning tourism were still dominant in the managerial aspect as part of the marketing management of the tourism industry [30,37,38]. Along with its development, the use of ICT in the operations of the tourism industry was seen as a competitive advantage resource, specifically the hospitality industry and transportation services [39,40]. The technological developments in the Industrial Revolution 4.0 era encouraged the public to utilize ICT as instruments capable of encouraging the development of SMEs [14,42]. Thus, it could be seen that the scope of product marketing is no longer limited by conventional means, but was increasingly broad when using digital technology.

In Indonesia, the GenPI was an extension of the government as well as a forum for creative communities who collaborated to market the tourism destinations on a national, regional, and local scale to increase tourist visits to the area. A previous study showed that West Nusa Tenggara Regency had formed a Tourism Awareness Group (*Kelompok Sadar Wisata - Pokdarwis*) for the management of local tourism destinations [43]. They have synergized with the GenPI Community to optimize the marketing of tourism destinations using ICT in the form of videos and photos then uploaded and shared to social media users. It was also found that the GenPI community synergized with the Pokdarwis and voluntarily participated in the community capacity-building programs in the ICT-based tourism marketing. It showed that institutionally, the role of the GenPI was more dominant in the utilization of ICT in the marketing of tourism destinations to attract tourists to visit Indonesia [6].

The synergy between the tourism observers community, *Pokdarwis*, and GenPI Community in

the management of tourism destination marketing shows a mutually beneficial collaboration [27]. Specifically, the GenPI synergized with the local government at the provincial, regency, district, and village levels to market the tourism sector [44]. The GenPI also synergized with the private sector, including the local tourism industry, in mutually beneficial collaborations [45]. It indicated that the tourism observers' community could work together with the public and private sectors to promote the marketing of tourism destinations in Indonesia. The synergy between stakeholders in the tourism field in terms of marketing tourism destinations using ICT could expand the connectivity between individuals through social networking in virtual spaces.

The study of community-based tourism marketing strategies in collaborative advantages had been so popular, especially about the sustainable competitiveness of the tourism industry in rural areas. Samad [46] found that globalization had triggered changes in the economic direction, which should be taken seriously to maintain sustainable businesses in the tourism sector. Therefore, the competitive advantage in the performance of the tourism industry needed to be improved. Laode [47] showed that the competitive advantage of the tourism industry was determined by management strategies such as differentiation, innovation, partnership, promotion and marketing systems, service quality, and empowerment. However, the role of community in ICT-based tourism marketing in the 3T regions was interesting to study scientifically [29].

The GenPI in North Maluku Province had an important role in coordinating the activities of the GenPI at the district level. The formation process of GenPI was done voluntarily and based on spontaneous participation and common perceptions of various parties to encourage the growth of the tourism sector in each district. Many young women and men who are concerned about the environment, social, and economic community joined the GenPI in Morotai Island Regency, North Halmahera Regency, and West Halmahera Regency. Their involvement in the activities to market the tourism destinations was able to mobilize the program of *sapta pesona* (seven enchantments) and *sadar wisata* (tourism awareness) to people who lived around the tourist destinations.

In the perspective of community-based tourism, Okazaki [5] developed a community-based tourism model that emphasized on social capital. He argued that the involvement of various stakeholders in the development of tourist destinations could strengthen social relationships influencing the success of achieving tourism development goals. Arnstein [48] believed that the spontaneous participation of young men and women in the GenPI community was such the highest level of participation from other levels of participation that placed the supervision function of tourism development on the community (manipulation, therapy, informing, consultation, placation, partnership, delegated power, and citizen control). However, Ashley and Jones [49] explained that the collaboration between various individuals in a community did not imply that it was free from the dynamics of organizational or institutional behavior including internal conflicts due to different interests [28,32].

In the perspective of a mutually beneficial collaboration. Vulnerable conflicts might occur in the process of collaboration, not always mutually beneficial but achieving the ultimate goal of collaboration was important for mutual benefit. Therefore, the conflicts should be controlled [34]. It was believed that facilitators also played an important role in controlling the conflicts of interest, making the collaboration between organizations or institutions to be beneficial and mutually beneficial [49,50]. Meanwhile, in relation to the GenPI in North Halmahera Regency, Morotai Island Regency, and West Halmahera Regency, their internal conflict became such a dynamic in carrying out community activities. Nevertheless, the facilitator (PIC) of the GenPI of North Maluku Province had optimized the coordination function so that he/she could supervise the internal conflicts.

In addition, the GenPI activities in marketing ICT-based tourism also benefited the tourism accommodation entrepreneurs. The image of tourism in Indonesia was getting better because of the digital tourism campaign mobilized by the GenPI [51]. In the context of tourism marketing in the Morotai Island Regency, North Halmahera Regency, and West Halmahera Regency, the GenPI played a very important role in introducing authentic tourism potential in their respective regions. Various accommodation entrepreneurs in the tourism sector were benefited because they had handled the destination marketing, making their focus of tourism accommodation business management was only to improve the quality of

tourism products in accordance with the preferences of foreign and domestic tourists.

Supporting infrastructure that evenly distributed to Eastern Indonesia could slowly overcome the challenges of the 3T regions [39,40]. North Maluku, as an archipelago, required digital connectivity to share information effectively and efficiently. Infrastructure development in the form of expansion of internet access network and sea toll as well as expansion of the road access might encourage the progress of regional tourism. The activities of the GenPI in each regency had been more flexible with the support of internet infrastructure. In addition, the accommodation entrepreneurs in the tourism sector were also benefited from the development of land and sea transportation infrastructure supporting the local economic activities. It was believed that the collaboration between stakeholders in the inclusive development of the tourism sector could accelerate regional tourism development [41,52]. Therefore, in addition to the community and entrepreneurs in the tourism sector, the regional government through tourism policies and institutions might help optimizing the tourism development programs which could provide alternative livelihoods for the local communities.

It can be seen that the GenPI community in Eastern Indonesia was such a catalyst for tourism development as a regional government partner in optimizing the tourism potential in the 3T regions. From a perspective of community-based tourism, the GenPI did not only play an important role in marketing the tourism destinations, but also in the awareness campaign of *sadar wisata* (tourism awareness) and *sapta pesona* (seven enchantments). In addition, their activities also helped the tourism accommodation entrepreneurs such as Moro Ma Doto Resort, Banehena Resort, and Meti Cottage. Thus, the collaboration between the GenPI in each district with their tourism industry entrepreneurs in the research location reflected a form of mutually beneficial collaboration.

The challenge in ensuring the sustainability of GenPi activities is the Regional Tourism Office's support to synergize in various tourism promotion activities. GenPI in North Halmahera Regency is dominated by millennials who have skills in photography and videography, music and are even active in environmental

conservation activities. GenPI is the motor that moves young people to participate in regional tourism development through their respective hobbies. GenPI will synergize with various tourism industry managers, such as newly developing resorts and cottages in North Halmahera Regency, to improve the image of comfortable, safe, and attractive regional accommodation to visitors. Thus, the collaboration between the regional GenPI and various stakeholders will be mutually beneficial.

GenPI in North Halmahera was declared after the 2019 North Halmahera festival (Fig. 2). It was inaugurated by the Regent, Frans Manery, and witnessed by the Head of the Tourism Office, Syahril Djurumudi, on August 17, 2019.

Figure 2. GenPI in North Halmahera Regency
(Source : GenPi of North Halmahera, 2019).

Based on the results of interviews with the chairman of GenPI in North Halmahera Regency (CN), it can be seen that GenPi in the regency plays a role in accelerating digital promotion to introduce various regional tourism potentials through campaigns on social media. Thus, the level of foreign tourist visits to the regions will increase and provide benefits for tourism industry entrepreneurs and the community.

"GenPI in North Halmahera has just been formed so that our program still needs to be discussed with the team. However, we have done some documentation, such as making videos and taking pictures of several regional tourism activities, then publishing them on social media. We hope that the digital tourism campaign will be able to improve tourist visits to the area so that it is beneficial to local communities as well as various stakeholders such as resort and cottage entrepreneurs in North Halmahera."

The results of this study indicate that GenPI in North Maluku Province also plays an essential role in increasing the competitiveness of the tourism industry through digital tourism campaigns. The existence of GenPI in the North Halmahera district received a positive response from the local government. Through the synergy of interests to optimize tourism promotion in North Maluku

Province, GenPI in Morotai Island and GenPI in West Halmahera Regency are also moving to campaign for regional tourism digitally. Through GenPI in North Maluku Province, the millennial movement can create a memorable and attractive image of local tourism for tourists to visit tourism destinations on Morotai Island, North Halmahera Regency, and West Halmahera Regency.

Competitive Advantages of Tourism Small Medium Enterprises (SMEs) in Eastern Indonesia in Resource Based View (RBv) Perspective

The competitive advantages of tourism entrepreneurs in the research location were not only influenced by various dynamics of the mutually beneficial collaboration with the GenPI, but they were also determined by the quality assurance for quality tourism product services based on the preference of foreign and domestic tourists. In the context of tourism development in the Morotai Island Regency, North Halmahera Regency and West Halmahera Regency, the existence of the tourism industry was not only dominated by the local communities. Some tourism accommodation businesses were examples of foreign tourism investment, making the development process of tourism business could not be separated from the social dynamics between the entrepreneurs and local communities.

The development of tourism accommodation business in each regency was growing rapidly along with the status of Morotai Island Regency as one of the National Tourism Destinations. In addition, the tourism in West Halmahera Regency was also growing rapidly along with the inclusion of Jailolo Bay Festival in the 100th National Tourism Event Calendar set by the Ministry of Tourism and Creative Economy. Meanwhile, North Halmahera Regency, with various tourism potentials in the coastal, inland, and archipelago areas, became an attraction for foreign tourists when attending various festival activities in West Halmahera Regency and Morotai Island Regency. It showed that North Halmahera Regency was an area that had the benefit of a multiplier effect or trickle-down effect from the development of tourism in the surrounding areas.

Each region had its own tourism potential that attracted foreign and domestic tourists. Further, the accommodation service providers

in the tourism sector were still limited in terms of quantity and quality. This study reveals that in the RBv, there were three resorts or cottages with sustainable competitiveness, including Moro Ma Doto Resort in Morotai Island Regency, Banehena Resort in West Halmahera Regency, and Meti Cottage in North Halmahera Regency presented in the following Table 1.

Table 1. Resource-Based View

Tourism Industry	Value	Rareness	Imperfect Imitability	Substitutability
Moro Ma Doto Resort (Morotai Island Regency)	Y	Y	Y	Y
Banehena Resort (West Halmahera Regency)	Y	Y	Y	Y
Meti Cottage (North Halmahera Regency)	Y	Y	Y	Y

Source: Processed Data, 2019.

Table 1 shows that the tourism industry, in this case, Moro Ma Doto Resort in Morotai Island Regency, had sustainable competitiveness [53]. Each accommodation service provider in the tourism sector had its own values, rareness, imperfect imitability, and substitutability. The existence of accommodation service providers in the tourism sector did not solely rely on financial benefits but also paid attention to the social and cultural conditions of the local community by involving local people as workers. In addition, the environmental conditions around the business location were also a priority in realizing the *sapta* (seven enchantment) *pesona* and *sadar wisata* (tourism awareness) program.

In the context of the competitiveness of the Morotai Island tourism industry, Moro Madoto Resort's excellence lies not only in its service products, namely, high-quality and high-value room rental prices (IDR 3,000,000 - IDR 5,000,000) but also in a strategic resort located in the hills facing the Pacific Ocean. The attractions offered by Moro Madoto Resort are surfing, diving, and adventure to the nearest tourist attraction. Meanwhile, the employees involved in the management of Moro Madoto Resort are the people of Buho-Buho Village. They have been given training in their respective fields (surf guide and gardener, housekeeping, kitchen, project crew, driver, and engineering). The following picture is a Moro Madoto Resort employee photo taken after the interview process with Berthy Patipelohy as the resort's operational officer.

Figure 2. Moro Madoto Crew
(Source : Field Documentation, 2018).

The Moro Madoto Resort's gain benefits without neglecting local social and cultural aspects. Several criteria (such as value, rareness, imperfect-imitability, and substitutability) become a resource to compete in the local tourism market to become superior compared to other resorts (Magic Bay, Daloha Resort, and Metita Resort on Morotai Island). Even though Moro Madoto is a private resort, several activities such as romantic candlelight dinners, meetings, parties, and BBQs can be done by contacting the resort manager for reservation.

Based on the results of observations and interviews with the management of Moro Madoto Resort (Berthy Pattipeilohy), it can be seen that there are values and uniqueness that are difficult to imitate and are sustainable:

"We build an exotic accommodation infrastructure according to international standards, as demanded by the global market, namely foreign tourists. We empower the people of Buho-Buho Village to become permanent employees. We provide training on hospitality and excellent service skills and hotel standards for employees to carry out their duties properly. The empowerment of the people of Buho-Buho Village aims to alleviate poverty by creating jobs in the tourism sector to reduce unemployment. The uniqueness of Buho-Buho Village is that the local community has been familiar with surfing activities for a long time. It is thought that surfing activities have been introduced after the second world war ended. Some of our employees who are part of the Buho-Buho Village community are very proficient in surfing so that they can guide tourists who stay at Moro Madoto Resort when they want to surf. Not only Surfing but diving skills also attract guests to form a close relationship between guest and host."

Marketing of Moro Madoto Resort service products has been carried out online (www.moromadoto.com). The existence of

Moro Madoto Resort has triggered infrastructure development in the form of electric power and communication networks for sustainable tourism on Morotai Island. Even so, the early stages of development of the Moro Madoto Resort did not run smoothly due to private land acquisition, which required a long time. Intensive socialization to the people of Buho-Buho Village is one of the keys to the success of Moro Madoto Resort as a tourism industry. It means to educate and empower people to improve family welfare.

In the context of the competitiveness of the North Halmahera tourism industry, Meti Cottage has some criteria (such as value, rareness, imperfect-imitability, and substitutability) that make it superior to several other tourism industries (Kupa-Kupa Beach Resort and Bar, Ta'aga Paca Resort). Meti Cottage is a tourism industry engaged in the accommodation sector. The building infrastructure is designed by adhering to the principles of environmental sustainability. Therefore, the materials used are recycled from plastic waste, glass bottles, and polished tree branches to make an attractive interior. Based on the results of interviews with Meti Cottage managers (A and M), it can be seen that the selection of investment locations on Meti Island is not only profit-oriented but also has a mission to empower island communities:

"The people on Meti Island are my concern for investing here. We try to empower local people to escape poverty. Starting from the Meti Cottage program's socialization, We are open to people who want to work as employees in our cottages. We treat workers like their own families. We provide incentives, and invite them to take a trip outside the area to see the condition of tourist attractions in Bali. After that, we train them according to excellent service standards. We focus on investing in human resources. For us, workers are the heart of the sustainability of this cottage. Their loyalty will determine how far this business goes. Service quality will slowly be improved, provided they are genuinely committed to advancing these cottages together."

Meti Cottage sets a standard price that is more affordable when compared to Moro Madoto Resort. However, the marketing of Meti Cottage products does not use a personal website, but other platforms (TripAdvisor, Traveloka, Pegi-Pegi, etc.). The cost of service products is around IDR 300,000 - IDR 1,000,000 according to consumer preferences. Apart from running a business, the manager of Meti Cottage also carries out some educational activities, namely English language training for children on Meti Island, which is held in the Meti Cottage camping area. The presence of Meti Cottage on Meti Island encourages

infrastructure development such as electricity and cellular communication networks and the internet. Thus, consumers with a background of employees of government agencies and universities who want to hold a meeting or training at Meti Cottage receive adequate support facilities. Apart from accommodation facilities, sea transportation access in *Ketinting* boats that connects Mawea Village with Meti Island makes it unique. Guests are offered the experience of riding a *Ketinting* while enjoying the natural beauty of the surroundings.

Figure 3. Meti Cottage
(Source : Field Documentation, 2018)

The management of Meti Cottage is inseparable from various controversies over the archipelago's livelihoods. Misunderstandings between managers, local transportation service providers, and village communities are challenges in the early development stages. Even so, interpersonal communication based on the socio-cultural community of Meti has become a strategy to overcome various problems. The socialization carried out by the manager regarding the principles of sustainable development, the concept of tourism awareness and charm, slowly increases public awareness not to carry out dangerous activities such as fish bombs, vandalism, or the habit of littering.

The existence of Meti Cottage can increase community participation in development in the tourism sector. The relationship and integration of community interests with the tourism industry entrepreneur Meti Cottage cannot be imitated and has values that are rarely found in other locations. This uniqueness makes Meti Cottage superior and sustainable in North Halmahera Regency, instead of Kupa-Kupa Resort and Ta'aga Paca Resort.

In the context of the 3T regions, the existence of accommodation service providers could increase the local revenue and attracting foreign and domestic tourists. It led to a positive impact on the local economic growth

indirectly. It was proved that the tourism sector simultaneously contributed to the national income [54]. Meanwhile, Hermawan [55] found that the development of tourism in remote areas, including rural areas, might also improve the local economy. Furthermore, the accommodation service entrepreneurs substantially contributed to the development of regional tourism [56]. Thus, it could be seen that the tourism development in the 3T regions was slowly contributing to the efforts to achieve economic equality while also alleviating poverty.

The economic activities of the tourism industry in the 3T regions were important to analyze the potential of competitive advantage. If the tourism industry in the tourism accommodation services had a sustainable competitive advantage, then its tourism development would provide benefits for the survival of local communities. The absorption of local labor could help unemployment while providing alternatives for the sustainability of the livelihoods of local communities. It showed that tourism had a positive impact on social, economic, and environmental conditions. Therefore, the Resource-Based View (RBv) approach was used by the authors to analyze the sustainability of the competitiveness of Moro Ma Doto Resort in Morotai Island Regency, Banehena Resort in West Halmahera Regency, and Meti Cottage in North Halmahera Regency.

The Resource-Based view (RBv) was proposed by Barney [57], who critically discussed the basic assumptions of the industrial organization approach as a strategy to achieve competitive advantages. He believed that the assumption of homogeneity and mobility of resources became such an obstacle in achieving competitive advantages [58]. Therefore, it was replaced with heterogeneity and immobility of company resources to achieve competitive sustainability. In the context of tourism development, the competitive advantages in Barney's perspective included several aspects, such as values, rareness, imperfect imitability, and substitutability (Fig. 4).

Figure 4 shows the perspective of Barney [17], which can be used to analyze the condition of the tourism industry in the 3T regions, especially in North Maluku Province at Moro Ma Doto Resort in Morotai Island Regency, Banehena Resort in West Halmahera Regency, and Meti Cottage in North Halmahera Regency based on their values, rareness, imperfect imitability, and substitutability. Based on the analysis using RBv, it can be seen that the development of the tourism industry in each district had sustainable competitiveness.

Figure 4. Relations of Firm Resource Heterogeneity, Firm Resource Immobility, and Competitive Advantages. **Source:** Barney [17,53]

Tourism SME's Competitive Advantages through ICT-based Community in Indonesia

The GenPI was identical with the publication of tourism destination management activities to increase tourism visits by utilizing the ICT. Thus, the GenPI could be characterized by the use of digital technology to market tourism activities in Indonesia. The GenPI existence and activities were beneficial for the tourism development in Indonesia. Through digital campaigns on social media and online news, the accommodation service entrepreneurs in the tourism sector were facilitated in terms of promotion. It was showed that the technology adoption in marketing activities could improve the performance of tourism businesses [59]. Besides, social media was also found as one of the most useful technological software in tourism destination marketing strategies [60]. It underlined that the synergy of GenPI with tourism marketing reflected the mutually beneficial collaboration.

The use of ICT as a tourism marketing tool had been such a focus of previous researchers. The collaboration between tourism entrepreneurs with the GenPI was considered mutually beneficial. The formation of tourism marketing collaboration by the tourism destination management and entrepreneurs was a strategic step to accelerate the development goals [31]. Further, the collaboration between stakeholders that was getting smoother was also caused by the ICT development [61]. On the other hand, it was found that it created a Penta helix model empowering the communities for economic and environmental sustainability [25]. Therefore, it could be concluded that the mutually beneficial collaboration in tourism marketing was an important issue to achieve tourism sustainability.

The development of tourism in Indonesia as a part of developing countries faces challenges continuously in the era of the ASEAN Economic Community (AEC) and the Industrial Revolution 4.0. Therefore, distribution equity of infrastructure development was very beneficial for the equity of tourism development throughout the archipelago. The implementation of communication infrastructure development policies in Indonesia was outlined through the Ringing Village program, which was able to expand internet network access to all regions in Indonesia [62]. It showed that the government had an important role in expanding the digital connectivity of the GenPI community in campaigning for the potential of tourism in various parts of the country. Thus, easy access to information through the internet was a form of investment in human capital to increase the equity of access capability and mobility to information in Indonesia.

Another infrastructure development needed was the expansion of sea toll access for distribution equity of goods to develop the national economy [63]. Various infrastructure development programs were an effort to prepare human resources to face the challenges of the AEC and Industrial Revolution 4.0. For these reasons, the government had an important role in increasing the tourism development by establishing the infrastructure while empowering the tourism communities.

The competitive advantage of the tourism industry in Indonesia also encouraged the community's creativity. In its development, the creative economy in the tourism field was mobilized by the community in the form of tourism and creative economy observer community. The creative community played an important role in tourism development through unique and authentic strategies [64]. It indicated that the marketing strategy in accordance with the characteristics of Resource-Based view (RBv) by Barney [53] that was integrated with the characteristics of the tourism and creative economy observer community through the use of information technology. The competitive advantage of the tourism industry in Indonesia required collaborations among various stakeholders integrated with the goals of sustainable tourism development.

CONCLUSION

The result of this study shows that the role of the tourism community in the utilization of ICT to market regional tourism destinations is integrated

with an increasing competitive advantage in Tourism SMEs. The regional tourism community at the district and provincial level encouraged the competitive advantage of the regional tourism industry through intensification of marketing the tourism industry products in advantageous collaborations.

Otherwise, a Resource-Based view (RBv) could be used to observe the competitive advantage of the tourism industry in the 3T (outermost, frontier, and least developed) regions, especially in North Maluku Province, including Morotai Island Regency, North Halmahera Regency, and West Regency. Based on the results of the RBv analysis, it was found that the Moro Ma Doto Resort, Banehena Resort, and Meti Cottage were tourism industries with superior and sustainable competitiveness in each district. Meanwhile, the competitive advantage could be achieved because of the synergy of the GenPI at the district level that helped the marketing of regional tourism destinations by utilizing ICT – both on social media and online news – to increase the foreign and domestic tourist arrivals. It indicated that there was a mutually beneficial collaboration between entrepreneurs and communities in the field of tourism.

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