

Managing Competitive Advantages Tourism Potential in Building Competitiveness in Papua

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Abstract - This type of qualitative research uses a phenomenological approach, Papua has tremendous tourism potential with unique natural and cultural beauty, such as Raja Ampat and the Baliem Valley Festival, but developing its competitiveness requires an integrated strategy. The main steps include infrastructure development, effective promotion through digital media, improving the quality of human resources, preserving culture and nature, and developing community-based ecotourism. Investment and partnerships with international parties, tourism digitalization, and branding strengthening are also important elements to attract tourists and improve the local economy. With the synergy of the government, the private sector, and the community, Papua has the potential to become a sustainable and competitive leading destination in the global arena.

Keywords: Advantages, Government, Tourism, Human, destination.

I. INTRODUCTION

Papua is one of the regions in Indonesia that has enormous tourism potential. Blessed with stunning natural beauty, extraordinary biodiversity, and unique cultural wealth, Papua has the potential to become a leading tourist destination both at the national and international levels. As a region with a significant geographical area and ethnic diversity, Papua offers various types of tourist attractions, ranging from natural tourism such as Raja Ampat, Kaimana, Biak Numfor, Jayawijaya Mountains, and Lake Sentani, Anggi lake, Paniai lake, and Ayamaru lake to cultural tourism such as traditional dances, carving arts, and traditional rituals. This uniqueness is one of Papua's main competitive advantages in the tourism sector.

However, despite its great potential, the management of the tourism sector in Papua still faces various challenges that hinder the optimisation of the region's economic competitiveness. Limited infrastructure, difficult accessibility, and lack of promotion are some of the main obstacles in developing Papua's tourism potential. These challenges demand a strategic approach that not only focuses on physical

development but also on human resource development and preservation of local culture.

Competitive advantage in the tourism sector relies heavily on a region's ability to offer unique experiences to travellers. In the context of Papua, competitive advantage can be strengthened through an integrated approach between environmental conservation, cultural management, and infrastructure development. For example, the management of tourist destinations such as Raja Ampat must consider sustainability aspects so that the beauty of the underwater world is maintained. Similarly, with cultural tourism, there needs to be an effort to preserve local traditions and wisdom so that they remain relevant and attractive to tourists without reducing their essence.

In addition, tourism development in Papua can also be a catalyst for the growth of other sectors, such as transport, hospitality, culinary, and handicrafts. With the increase in tourist visits, new jobs will be created that can improve the standard of living of the local community. Therefore, tourism not only functions as an economic sector, but also as a social instrument capable of encouraging inclusive development in Papua.

In the era of globalisation, the competitiveness of a tourist destination is also determined by its ability to utilise digital technology. Increasing the use of digital platforms for promotion, such as social media, websites and travel apps, is one of the strategic steps that need to be taken. Papua can utilise this technology to reach a wider market and increase the visibility of its tourist destinations. Thus, strengthening Papua's tourism competitive advantage depends not only on internal factors such as natural and cultural beauty, but also on the ability to compete in the global market through innovation and adaptation to technological developments.

On the other hand, sustainable development of the tourism sector requires collaboration between various stakeholders, including the government, local communities, businesses, and non-governmental organisations. The government has an important role in providing regulations, facilities, and incentives that support tourism development. Local communities, as custodians of culture and the

environment, must be actively involved in every stage of tourism management. This is not only to ensure that the economic benefits of tourism are felt by local communities, but also to keep tourism development from damaging traditional values and existing ecosystems.

However, the development of the tourism sector in Papua should not be done haphazardly. An unplanned approach can result in the exploitation of natural and social resources, which ultimately harms local communities. Therefore, it is important to apply sustainable tourism principles that emphasise the balance between economic, social and environmental aspects. In this case, in-depth studies and strategic planning are needed to ensure that every step taken is in accordance with the needs and unique characteristics of Papua.

In addition, tourism development in Papua must also pay attention to aspects of inclusiveness. Many areas in Papua are still lagging behind in terms of economic development and infrastructure. By integrating tourism as part of the regional development strategy, it is expected to create equitable development that is not only centred in urban areas but also reaches remote areas. This approach will also help reduce the social and economic disparities that are still a major challenge in Papua..

Overall, Papua has all praconditions factors that needed to become one of the best tourist destinations in the world. However, success in realising the competitive advantage of Papua's tourism potential is highly dependent on the synergy between various parties and the commitment to make tourism a driving force for sustain nable development. With the right approach, tourism can be a way for Papua to increase its economic competitiveness in the national and international arena.

A. Problem Formulation

1. How does tourism potential affect economic competitiveness in Papua?
2. What are the advantages and disadvantages of tourism potential on economic competitiveness in Papua?
3. Strategies that can be done in building tourism competitiveness in Papua.

II. LITERATURE REVIEW

A. Competitive Advantage Strategy

According to Stoner, Freeman and Gilbert Jr, the concept of strategy can be defined based on two different perspectives, namely (1) based on what the organisation intends to do and (2) according to what the organisation eventually does. In the first perspective, strategy is a programme designed to achieve

the goals of an organisation and implement its mission. From the second perspective, strategy is defined as an organisation's reaction or response to its environment over time. In this definition, every organisation must have a strategy even if the strategy is never formulated in detail. A detailed statement of strategy is key in a business environment to achieve success in the face of change. Strategy provides unity of direction for all members of the organisation.

Strategy can be used as a choice determined by the company about what to do and what not to do, at the level of choosing a strategy means providing the best choice among the environment and internal assets to achieve company goals. The typology of strategy according to Poter (1980) consists of low-cost strategy and differentiation. Porter also defines corporate strategy as a management plan that aims to develop business, attract and provide customer satisfaction, win competition, run company operations, and improve the company's financial performance. Based on the definition of strategy above, it can be concluded that the strategy is prepared to achieve certain goals, meaning that the direction of all company decisions in developing strategies is to achieve the goals of a company.

Kotler defines a competitive advantage strategy as an advantage a company has over competitors that is obtained by delivering greater customer value through the provision of benefits in accordance with higher pricing. The theory of competitive advantage or better known as competitive advantage initiated by Michael Poter is the ability possessed by a company through its characteristics and resources in order to obtain higher performance compared to other companies in the same industry and market. Competitive advantage is at the heart of the company's performance in a competitive market. Poter also argues that competitive advantage is one way to win the competition. This is further strengthened by Day & Wansley's opinion that sustainable competitive advantage is one form of strategy for business people in maintaining the survival of the company. Companies that have a competitive advantage have a greater chance of winning the competition. Competitive advantage can determine the company's position against competition.

According to Gluck and Fedrick, a company can be said to have a competitive advantage if it has the following criteria: 1. Special competence, where the company has better quality products, has smoother distribution channels, fast product delivery processes, and has a more well-known product brand than competitors. 2. Able to create imperfect competition in order to compete. 3. Sustainability, which is where the competitive advantage owned by the company must be able to continue and not falter. 4. Fit with the external environment, meaning that a company's advantage is not only to see the

weaknesses of competitors but also to pay attention to conditions in the market. 5. The profit earned is higher than the average profit of competing companies. Competitive advantage strategy or commonly called competitive strategy focuses on improving the competitive position of a company's products and services in a particular target market industry that the company also serves. This strategy is a company's effort to find a competitive position that can be profitable and also strong in the face of industry competition. Therefore, this competitive advantage strategy is not only a response to the environment but also an effort to form uniqueness and excellence according to the company's capabilities.

Competitive advantage is a unique position to win the competition by creating products that are special and more profitable than competitors. There are three generic theories according to Porter (1980) which form the basis of the competitive advantage that companies apply to their chosen markets, including: 1. Low Cost Theory (Low Cost Strategy) Theory is a company's attempt to generate competitive advantage through low expenditure in the production process. Where the company applies economies of scale which is the goal of achieving a minimum measure of efficiency between input-output relationships, and high quality products. This low cost strategy theory is a series of integrative actions that are useful for producing and offering goods or services at the lowest cost against competitors with differentiators that can later be accepted by customers. 2. Differentiation The second generic strategy is to differentiate the products or services offered by the company, namely the company creates something new that is perceived by the entire industry as unique. Differentiation provides a barrier to competition due to brand loyalty from customers and results in reduced price sensitivity. Differentiation also serves to increase profit margins which obviate the need for a low cost position. The resulting customer loyalty and the need for competitors to overcome uniqueness create barriers to entry. Differentiation results in higher margins and can be utilised to overcome supplier power, and clearly reduces buyer power, as buyers have no comparable alternatives and thus become less price sensitive. Therefore, a differentiated company will gain customer loyalty and be in a better position against substitutes than its competitors.

Differentiation is an effort to create value for buyers in a unique way. Differentiation can be achieved through fulfilling usage criteria and requirements criteria. To fulfil long-lasting differentiation, companies need to uniquely implement a number of purchasing criteria by conducting effective and efficient advertising strategies. The differentiation strategy aims to create a wide gap between the buyer value created and the cost of uniqueness in the firm's value chain. The cost of differentiation will vary according to the value provided. And

companies should choose activities that contribute to buyer value. This implies that a firm should seek low-cost sources of uniqueness. The amount of market share controlled will reduce costs such as advertising, product development and procurement.

B. Tourism Potential

In the Big Indonesian Dictionary, tourism potential can be interpreted as attractiveness, uniqueness, strength, and ability possessed by an object that has the possibility to develop something into actual or real. Tourism potential is the ability in an area that may be utilised for development, including nature and humans and the work of man himself.

The tourism potential of an area is considered to have tourism potential if there are attractions that have been and will be developed, tourism activities (in this case nature tourism activities) and tourists visiting the place.

Mariotti in Yoeti (1996) says 'Tourism potential is something that is owned by a tour that is an attraction for tourists and is owned by every tourist spot. Sukardi in Silitonga (2016) also expressed the same understanding of tourism potential as everything that is owned by a tourist attraction and is useful for developing the tourism industry in the area. Tourism potential is a variety of resources contained in a particular area that can be developed into a tourist attraction. In other words, tourism potential is a variety of resources owned by a place and can be developed into a tourist attraction that is utilised for economic purposes while still paying attention to other aspects.

Tourism potential (Assistant Two Population and Environment, 1990 in Aprilianti 2017) can be divided into:

- a. The tourism potential is panoramic nature associated with nature reserves, nature reserves, including flora and fauna with extraordinary and beautiful scenery.
- b. Tourism potential is apounturir, which is related to travel to places with various means of transport including safari trips, mountain climbers, sports and surfing.
- c. Tourism potential is business / economic, which is associated with trade, diplomatic and other businesses.
- d. Tourism potential is entertainment, natural, social and cultural, namely related to the enjoyment of traditional or modern cultural values in the form of dances, handicrafts and local production and Indonesian cultural architecture

Potential categories can be divided into three (Yankumara, 2007 in Aprilianti 2017), as follows:

- a. High potential, said to have high potential if the tourist attraction has a very attractive natural scenery, clean

place, available complete facilities, such as toilets, places of worship, parking lots, security and health posts, has play and rest facilities, has interesting tourist attractions, available places to eat and drink, there are souvenirs typical of tourist objects, accessibility to the location is easy to reach, satisfactory tourist services.

- b. Medium potential, said to be medium potential if the scenery at the tourist attraction is less attractive, available facilities such as: rest area., places of worship, parking lots, security and health posts, parking lots, places to play and rest, places to eat and drink, all of these facilities exist but not all can be used or lack of maintenance, accessibility to the location of tourist attractions is quite difficult and there are damaged roads, tourist officer services are less friendly, tourist attractions are few and less interesting, souvenirs sold are less diverse.
- c. Low potential, said to be low potential if the natural scenery is not attractive, rest area facilities are available but not maintained, security and health posts are not available, there are no places of worship, there are no food and beverage vendors, there are no tourist attractions, tourist officers are not friendly, accessibility to tourist sites is poor, there are no souvenirs typical of tourist attractions.

C. Competitiveness

Competitiveness is one of the criteria to determine the success and achievement of a better goal by a country in increasing income and economic growth. Competitiveness is identified with productivity issues, by looking at the level of output produced for each input used. Increased productivity is caused by an increase in the amount of physical inputs of capital and labour, an increase in the quality of inputs used and technological improvements.

The approach that is often used to measure competitiveness is seen from several indicators, namely comparative advantage and competitive advantage, according to Tarigan (2005). The term comparative advantage (comparative advantage) was first proposed by David Ricardo (1917) when discussing trade between two countries. In the theory, Ricardo proved that if two countries trade with each other and each country concentrates on exporting goods for which the country has a comparative advantage then both countries will be lucky. It turns out that this idea is not only useful in international trade but also very important in regional economics.

Develop. It is a measure of the competitiveness of an activity the ability of a country or a region to market its products outside the region or abroad. Therefore, according to

Tarigan (2005), a regional planner must have the ability to analyse the economic potential of the region. In this case, the ability of local governments to see sectors that have advantages/weaknesses in their region is becoming increasingly important. This sector has advantages, has better prospects to be developed and is expected to encourage other sectors to develop.

The concept of regional competitiveness developed from the concept of competitiveness used for companies and countries. Furthermore, the concept was developed for the country level as global competitiveness, especially through the World Economic Forum (Global Competitiveness Report) and the International Institute for management Development (World Competitiveness Yearbook). The economic competitiveness of a country is often a reflection of the overall economic competitiveness of the region. In addition, with the trend of decentralisation, there is a stronger need to know the competitiveness at the regional level.

Michael Porter (1990) states that the concept of competitiveness that can be applied at the national level is 'productivity' which he defines as the value of output produced by a worker. The World Bank states relatively similarly that 'competitiveness refers to the magnitude and rate of change of value added per unit of input achieved by a firm'. However, both the World Bank, Porter, and other literatures on national competitiveness take the view that competitiveness does not narrowly encompass only the level of efficiency of a firm. Competitiveness covers broader aspects, not only at the micro level of the company, but also includes aspects outside the company such as the business climate that is clearly beyond the company's control (Abdullah et al, 2002). In more detail, Porter defines national competitiveness as: 'the outcome of a country's ability to innovate in order to achieve, or maintain a favourable position compared to other countries in a number of key sectors'.

According to Cho (2003), the most popular definition of competitiveness at the national level can also be found in the Report of the President's Commission on Competitiveness written for the Reagan administration in 1984 as follows: 'The competitive ability of a country is the degree to which it can, under free and fair market conditions, produce goods and services that meet international market tests while simultaneously expanding the real incomes of its citizens. The ability to compete at the national level is based on superior productivity performance' (Cho, 2003 in Millah, 2013). The World Economic Forum (WEF), an institution that publishes the 'Global Competitiveness Report' defines national competitiveness in a broader sense with a very simple sentence. WEF defines national competitiveness as 'the ability of a national economy to achieve high and sustainable

economic growth'. The focus is on appropriate policies, appropriate institutions, and other economic characteristics that support the realisation of high and sustainable economic growth (Abdullah, 2002).

III. RESEARCH METHODS

This type of qualitative research uses a phenomenological approach.

IV. DISCUSSION

A. The potential of tourism for economic competitiveness in Papua

Papua, as one of the regions with extraordinary natural and cultural wealth in Indonesia, has enormous tourism potential. The region offers stunning natural beauty, rich biodiversity, and unique and authentic local culture. If developed optimally, tourism potential in Papua can be a major driver for increasing the competitiveness of the regional economy. The following is a discussion of how this potential can support Papua's economic competitiveness.

1. Natural Beauty as the Main Attraction

Papua has many famous natural tourist destinations, such as Raja Ampat, Baliem Valley, Lake Sentani, and Lorentz National Park. Raja Ampat, Kaimana, for example, is known as one of the best underwater paradises in the world with an incredible diversity of marine life. These destinations attract domestic and foreign tourists, contributing to regional income through the tourism sector.

By optimising the management and promotion of natural tourism destinations, Papua can increase the number of tourists coming. This can have a direct impact on the local economy, such as creating jobs in the hospitality, transport, and tour guide services sectors. In addition, Papua's natural beauty also has the potential to attract investment in the tourism sector, such as the construction of resorts, hotels, and other supporting infrastructure.

2. Local Culture as a Tourism Asset

The uniqueness of Papuan culture is one of the priceless riches. The various tribes in Papua have fascinating traditions, arts, dances, and handicrafts. For example, the Baliem Valley Festival which features traditional wars, dances, and traditional ceremonies is a special attraction for tourists.

The development of culture-based tourism can strengthen the local economy through the sale of handicraft products, traditional culinary, and art performances. In addition, local culture that is preserved and promoted in the context of

tourism can also enhance the identity and pride of the Papuan people, while attracting tourists with authentic experiences.

3. Tourism and Economic Diversification

Tourism can function as an alternative economic sector that makes a significant contribution to Papua's Gross Regional Domestic Product (GDP). So far, Papua's economy has been heavily dependent on extractive sectors such as mining and forestry. However, by harnessing tourism potential, Papua can diversify its economic resources, so that it is less dependent on the exploitation of non-renewable natural resources.

As an inclusive sector, tourism also has the ability to engage various community groups, including indigenous peoples, women, and young people. For example, homestay management, small and medium enterprises (SMEs) that provide Papuan souvenirs, and local transportation services can all be part of a growing tourism ecosystem.

4. The Influence of Infrastructure on Tourism

One of the main challenges in tourism development in Papua is the lack of infrastructure. Roads, airports, ports, and adequate communication access are very important to make it easier for tourists to reach tourist destinations. The central and regional governments have made various efforts to improve infrastructure in Papua, such as the construction of Sentani International Airport and seaports.

If infrastructure can be significantly improved, Papua's tourism potential will be more optimal. Ease of access for tourists will increase the attractiveness of Papua as a tourist destination, as well as improve the image of the region as a safe and comfortable place to visit.

5. Direct Impact on Economic Competitiveness

With the development of the tourism sector, Papua's economic competitiveness at the national and international levels will increase. Strong tourism can expand the market for local products outside the region, improve the regional trade balance through foreign exchange receipts, and strengthen Papua's positive image as a unique tourist destination.

In addition, revenue from the tourism sector can be used for investments in education, health, and workforce training, which will ultimately improve the quality of human resources in Papua. This is important to build a more sustainable and competitive economy in the future.

6. Challenges and Solutions

Despite its great potential, tourism development in Papua cannot be separated from various challenges, such as security issues, lack of public awareness of the importance of tourism, and negative impacts on the environment. To overcome this, the government and tourism actors need to work together in:

- Increase public awareness of the benefits of tourism through education and training.
- Involve local communities in tourism management directly to create a sense of belonging.
- Maintaining environmental sustainability by applying ecotourism principles and strict regulations to tourism activities that have the potential to damage nature.

Tourism potential in Papua is a strategic asset that can support regional economic competitiveness. With its natural wealth, unique culture, and opportunities for economic diversification, the sector can be a driving force for inclusive and sustainable development. However, to realize this potential, investment in infrastructure, supportive policies, and active participation of local communities is needed. If all these elements can be integrated, Papua has a great opportunity to become one of the leading tourist destinations in the world while strengthening its economic competitiveness.

B. Advantages and disadvantages of tourism potential on economic competitiveness in Papua

Papua is one of the regions in Indonesia that has extraordinary natural beauty and cultural uniqueness. Its natural wealth includes tropical rainforests, exotic beaches, and majestic mountains. One of the main attractions of Papua is Raja Ampat, a world-class tourist destination known as an underwater paradise. In addition, Papua also has Lake Sentani, Lorentz National Park, and unique traditions of its people such as the Baliem Valley Festival. This beauty and uniqueness provides a competitive advantage compared to other regions in Indonesia. This tourism potential is able to provide several advantages to the economic competitiveness in Papua, namely:

1. Increased the Regional Original Income

With good management, tourism can become one of the main sources of income for Papua. Local and foreign tourists bring income in the form of payment for entrance tickets, accommodation, consumption, and souvenir shopping. The revenue can be used for infrastructure development and community services.

2. Increase Employment

The tourism sector needs labor in various fields, ranging from tour guides, lodging managers, transportation, to small businesses such as local food and craft sellers. This is able to reduce the unemployment rate, especially in rural or remote areas.

3. Preservation of Local Culture and Traditions

The uniqueness of Papuan culture, such as dance arts, traditional music, and distinctive carvings, is a great attraction for tourists. Culture-based tourism encourages people to preserve their traditions while introducing them to the outside world.

4. Infrastructure Improvement

Investment in the tourism sector often spurs the development of infrastructure such as roads, airports, ports, and other public facilities. This not only supports tourism but also improves the accessibility of the local community.

5. Promotion of Papua in the Global Tourism Arena

With its unique nature and culture, Papua has the potential to become one of Indonesia's tourism icons in the eyes of the world. This will increase the positive image of Papua as a region with tourism-based economic resources.

Despite having great potential, tourism development in Papua faces several weaknesses that can hinder economic competitiveness. Some of them are:

Despite having great potential, tourism development in Papua faces several weaknesses that can hinder economic competitiveness. Some of them are:

1. Limited Accessibility

Papua has a limited transportation infrastructure. Some tourist destinations can only be reached at a high cost, such as traveling by small plane or boat. This causes the number of tourists to come to be less compared to other destinations that are easier to reach.

2. Lack of Tourism Support Facilities

Most tourist destinations in Papua do not have adequate facilities, such as lodging, restaurants, and health services. Tourists often face difficulties in finding a comfortable place to live or other supporting facilities.

3. Lack of Branding and Promotion

Papua's tourism potential has not been fully known. Tourism promotion is still limited, both at the national and international levels. This makes Papua less competitive than other popular destinations such as Bali or Lombok.

4. Dependence on Natural Resources

Most of the tourist destinations in Papua are nature-based. While this is an advantage, dependence on nature is also a weakness if not balanced with sustainable management. Environmental degradation due to uncontrolled tourism activities can damage Papua's main attractions.

5. Lack of Skilled Human Resources (HR)

In the tourism sector, the existence of trained human resources is very important to provide quality services. In Papua, skilled workers in this field are still limited. This has an impact on the quality of the tourist experience.

6. Social and Political Constraints

Papua often faces social and political problems, such as internal conflicts and security. This situation can create a negative perception among tourists and investors, thus reducing their interest in visiting or investing.

Papua's tourism potential is huge to increase economic competitiveness. However, the success of the development of this sector depends on good management and the handling of various existing weaknesses. With the right steps, Papua can become a competitive tourist destination, have a positive impact on the regional economy, and improve the welfare of its people.

C. Strategies that can be carried out in building tourism competitiveness in Papua

Papua is one of the regions in Indonesia that has extraordinary tourism potential. Its stunning natural beauty, such as Raja Ampat, Baliem Valley, and Lake Sentani, as well as the unique diversity of local cultures, make Papua a highly competitive tourism destination. However, to maximize this potential, the right strategy is needed in building tourism competitiveness in Papua. Here are some strategies that can be implemented:

1. Tourism Infrastructure Development

Adequate infrastructure is the main basis to support tourism competitiveness. In Papua, many tourist destinations are difficult to reach due to the lack of transportation access. Therefore, the government and the private sector must invest

in the construction of roads, ports, airports, and local transportation. Airports such as in Sorong and Jayapura need to be expanded to support the surge in tourists. In addition, basic facilities such as accommodation, restaurants, and telecommunication networks also need to be improved so that tourists feel comfortable.

2. Effective Tourism Promotion

Massive and effective promotion is very important to introduce Papua's tourism potential to the world. Governments and the private sector can work with digital platforms such as social media, tourism websites, and travel vlogs to attract local and international tourists. Promotional programs that are story-based, such as the story of Papuan culture or the uniqueness of its natural beauty, can increase appeal. In addition, Papua's participation in international tourism exhibitions can also increase its visibility.

3. Improving the Quality of Human Resources (HR)

Competent human resources are an important element in the tourism industry. Local communities need to be provided with training in hospitality, tourism management, and foreign language skills. This will create a professional and friendly workforce, so that it can provide a pleasant experience for tourists. Community-based education programs can also be introduced to actively involve the community in the management of tourist destinations.

4. Cultural and Nature Preservation

The main attraction of Papuan tourism lies in its cultural and natural richness. Therefore, conservation efforts are very important to maintain the sustainability of tourism competitiveness. The government must work closely with indigenous peoples to protect local traditions, dances, music, and arts from the effects of excessive modernization. On the other hand, nature conservation such as waste management, restrictions on tourism activities that damage the environment, and ecotourism campaigns can help preserve Papua's natural resources.

5. Ecotourism Development

Ecotourism is one of the strategies relevant to the condition of Papua which is rich in natural beauty. The concept of ecotourism emphasizes tourism activities that are environmentally friendly, sustainable, and involve local communities. Examples are the development of community-based homestays, trekking tours in tropical forests, or ecologically managed snorkeling and diving in Raja Ampat. This strategy not only supports tourist attractions but also increases the income of local communities.

6. Cooperation with International Investors and Partners

Papua needs investment to advance the tourism sector. Cooperation with local and international investors can help fund infrastructure development, destination management, and tourism promotion. In addition, partnerships with international organizations can open up opportunities to improve the quality standards of tourism services in Papua so that they are able to compete globally.

7. Digitalization and Technology Transformation

In the digital era, technology is a key factor in advancing the tourism sector. Papua can leverage digital platforms to offer destination information, book tickets, and manage tourist trips. The creation of a special Papuan tourism application that offers travel guides, tourist locations, and cultural stories can be an important innovation. Additionally, marketing through digital platforms such as Instagram, YouTube, and TikTok can significantly expand the reach of promotions.

8. Application of the Concept of Community-Based Tourism

This approach aims to involve local communities in tourism management so that they can experience economic benefits directly. Governments and tourism organizations can form community-based tourism groups that are tasked with managing specific destinations. For example, local people can become tour guides, manage lodgings, or sell Papuan handicraft products.

9. Strengthening Papua Tourism Branding

Strong branding will make Papua more recognizable to global tourists. Papua can be promoted as a "hidden paradise" destination with its unparalleled natural beauty. The creation of global slogans or campaigns such as "Experience the Untouched Beauty of Papua" can increase tourist appeal.

10. Collaboration with Media and Influencers

Collaborating with mass media and influencers is an effective strategy to promote Papuan tourism. Travel documentation by professional photographers, exploration videos by travel vloggers, and positive reviews on travel platforms can attract the attention of a wider range of travelers.

Building the competitiveness of Papuan tourism requires synergy between the government, the private sector, and the local community. By consistently implementing the above strategies, Papua can become a superior, sustainable tourist destination, and be able to have a positive economic impact on the local community. This joint effort will not only increase

the attractiveness of Papua as a tourist destination but also strengthen Indonesia's image in the global tourism scene.

V. CONCLUSION

Papua has great tourism potential thanks to its natural beauty, such as Raja Ampat, Kaimana and Baliem Valley, as well as unique cultural riches such as the Baliem Valley Festival. This sector can increase the competitiveness of the regional economy through economic diversification, job creation, and promotion of local culture. However, tourism development requires infrastructure investment, good destination management, and public education. Challenges such as security issues, public awareness, and environmental impacts must be overcome through collaboration between the government, business actors, and local communities. With a sustainable approach, Papua has the potential to become a leading tourist destination that strengthens the regional economy.

Papua has great tourism potential with natural beauty, such as Raja Ampat, Kaimana and Lake Sentani, as well as unique cultures, such as the Baliem Valley Festival, which can increase the competitiveness of the regional economy. Tourism provides benefits in the form of increasing Regional Original Income (PAD), job creation, cultural preservation, infrastructure development, and promotion of Papua in the global arena. However, the development of this sector faces challenges in the form of limited accessibility, lack of supporting facilities, lack of promotion, dependence on nature, lack of skilled human resources, and socio-political constraints. With sustainable management and strategic steps, Papua has a great opportunity to become a leading tourist destination that has a positive impact on the economy and its people.

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Citation of this Article:

Prof. Dr. Balthasar Kambuaya, MBA, & Dr. Maylen K P Kambuaya SE MSi. (2025). Managing Competitive Advantages Tourism Potential in Building Competitiveness in Papua. *International Research Journal of Innovations in Engineering and Technology - IRJIET*, 9(2), 14-22. Article DOI <https://doi.org/10.47001/IRJIET/2025.902004>
