

Market Orientation, Entrepreneurial Orientation, and Competitive Advantage of Tourism Villages in Batu City: An Importance-Performance Analysis

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Abstract

Tourism villages have become a strategic instrument for regional economic development in Indonesia, yet systematic evaluations of their managerial performance remain limited. This study examines the perceived importance and performance of Market Orientation, Entrepreneurial Orientation, and Competitive Advantage in tourism villages across Batu City, East Java, using Importance-Performance Analysis (IPA). Primary data were collected through a structured questionnaire distributed to 1,152 respondents representing 384 Neighbourhood Units (RTs) across 24 villages in three sub-districts of Batu City. Indicators for each variable were assessed on a five-point Likert scale, and importance weights were derived via Principal Component Analysis. Results indicate that all three variables were rated at a good performance level (mean scores 3.90–4.00), with importance weights ranging from 0.53 to 0.75. For Market Orientation, indicators related to understanding tourist needs, market comprehension, destination competitiveness, and service quality maintenance were positioned in Quadrant II (Keep Up the Good Work), signaling sustained strategic strengths. For Entrepreneurial Orientation, long-term vision, business independence, youth engagement, and learning from experience emerged as high-importance, high-performance priorities. For Competitive Advantage, professional tourism management, destination uniqueness, cultural heritage, and continuous innovation were identified as core competitive strengths. No indicators fell in Quadrant I (Concentrate Here), suggesting the absence of critical performance gaps. These findings provide actionable strategic guidance for tourism village managers and policymakers in sustaining and enhancing the competitive position of Batu City as a leading tourism destination in East Java.

Keywords: Market Orientation, Entrepreneurial Orientation, Competitive Advantage, Importance-Performance Analysis, Tourism Villages

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INTRODUCTION

Tourism villages have emerged as a central pillar of rural and regional development strategies across Indonesia, combining natural, cultural, and community-based tourism assets to generate economic value for local communities (Hermawati, 2020). In Batu City, East Java, tourism has long served as a primary economic engine, contributing substantially to Regional Original Revenue (PAD), employment, and community welfare. However, the rapid expansion of tourism destinations, both within East Java and nationally, has intensified competitive pressures on individual tourism villages, making the strategic management of tourism resources increasingly critical (Hermawati et al., 2018; Wartono et al., 2025).

In competitive destination environments, two strategic orientations have been widely recognized as key drivers of organizational and destination performance: market orientation and entrepreneurial orientation. Market orientation refers to an organization's commitment to systematically generating, disseminating, and responding to market intelligence, particularly regarding the needs and preferences of customers and the actions of competitors (Narver & Slater, 1990; Kohli & Jaworski, 1990). In tourism contexts, market-oriented management has been associated with improved visitor satisfaction, enhanced service quality, and stronger destination competitiveness (Hermawati et al., 2022). Entrepreneurial orientation, characterized by innovativeness, proactiveness, risk-taking, competitive aggressiveness, and autonomy, enables destination managers and local communities to identify and exploit emerging tourism opportunities, adapt to market changes, and continuously innovate tourism products and services (Lumpkin & Dess, 1996; Covin & Slevin, 1989).

Competitive advantage represents the ultimate outcome of effective strategic management in tourism destinations. A destination achieves competitive advantage when it consistently delivers superior value to tourists relative to competing destinations—through unique attractions, cultural authenticity, professional management, innovation, and effective stakeholder collaboration (Porter, 1990; Ritchie & Crouch, 2003). In the context of tourism villages, competitive advantage is reflected in the distinctiveness of attractions, the quality and authenticity of visitor experiences, and the sustainability of management practices that set the destination apart from alternatives.

Despite the theoretical and practical relevance of market orientation, entrepreneurial orientation, and competitive advantage to tourism village management, empirical evidence grounding these constructs in the Indonesian tourism village context remains sparse. Most existing studies have focused on tangible supply-side inputs—facilities, infrastructure, and accessibility—rather than on the strategic orientations and competitive positioning that govern how tourism villages leverage their resources over time (Hermawati et al., 2024; Santoso et al., 2024). This gap is particularly significant in post-pandemic recovery contexts, where the sustainability and resilience of tourism destinations depend not merely on physical restoration but on the strategic capacity of managers and communities to adapt, innovate, and differentiate (Hermawati et al., 2022).

Importance-Performance Analysis (IPA) offers a powerful diagnostic framework for addressing this gap. Originally developed by Martilla and James (1977), IPA simultaneously captures the perceived importance of destination attributes and their actual performance as evaluated by stakeholders, thereby enabling the identification of strategic priorities that are invisible when either dimension is considered in isolation. IPA has been widely applied in tourism research to evaluate service quality, destination management, and visitor satisfaction (Tirtawati et al., 2023). Its application to strategic orientations and competitive advantage in a tourism village context represents a methodological contribution to the field.

This study, therefore, aims to evaluate the importance and performance of Market Orientation, Entrepreneurial Orientation, and Competitive Advantage across tourism villages in Batu City, using IPA as the primary analytical framework. The study draws on perceptions of community representatives—specifically RT chairpersons, deputy chairpersons, and secretaries—who are directly involved in local tourism management activities. By systematically mapping these perceptions onto the IPA quadrant matrix, the study identifies which strategic dimensions require immediate attention, which represent established strengths to be maintained, and which may warrant resource reallocation.

The findings are expected to generate actionable insights for destination managers, local governments, and community stakeholders seeking to strengthen the strategic management of Batu City's tourism villages, and to contribute to the academic literature on strategic orientations and competitive advantage in community-based tourism destinations.

METHOD

This study employed a quantitative survey approach to evaluate the importance and performance of strategic management dimensions across tourism villages in Batu City, East Java. Primary data were collected through a structured questionnaire distributed to respondents representing Neighbourhood Units (RTs) across 24 villages/sub-districts (*desa/kelurahan*) in three sub-districts (*kecamatan*): Kecamatan Batu, Kecamatan Bumiaji, and Kecamatan Junrejo.

The population of the study comprised all RTs distributed across the 24 villages, and the unit of analysis was set at the RT level to ensure that community-level perspectives on tourism

management were adequately represented. Each RT was represented by three respondents—the RT chairperson, deputy chairperson, and secretary—who collectively provided comprehensive information on tourism conditions, local potential, and development challenges within their respective neighbourhood units. Sample size determination employed stratified sampling proportional to the number of RTs in each village, yielding a total sample of 384 RTs. Involving three respondents per RT produced an aggregate of 1,152 respondents. Stratified sampling ensured proportional representation of all villages across the three sub-districts, enhancing the representativeness and accuracy of the findings.

Three latent variables were assessed: Market Orientation, Entrepreneurial Orientation, and Competitive Advantage. Each variable was operationalized through eight indicators measured on a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). The instrument underwent validity and reliability testing prior to field deployment to ensure the quality of measurement. All indicators and their variable assignments are presented in Table 1.

Table 1. Research Variables and Indicators

Variable	Indicator
Market Orientation	Tourism service quality
	Understanding tourist needs
	Tourism destination marketing capability
	Tourism market comprehension
	Competitiveness with other tourism destinations
	Tourism innovation capability
	Internal coordination in tourism management
	Maintenance of tourism service quality
Entrepreneurial Orientation	Willingness to launch new tourism businesses
	Proactiveness in exploiting tourism opportunities
	Risk-taking propensity
	Competitive spirit
	Business management independence
	Learning from experience and failure
	Involvement of the younger generation
	Long-term vision and business planning
Competitive Advantage	Uniqueness of tourism attractions
	Competitive pricing
	Tourism destination reputation
	Cultural heritage and local wisdom superiority
	Authentic tourism experience
	Professionalism in tourism management
	Continuous innovation
	Stakeholder collaboration

Importance-Performance Analysis (IPA) was employed as the primary analytical method. IPA simultaneously evaluates two dimensions for each indicator: (1) the level of importance (importance), representing the weight attributed to each indicator by respondents, and (2) the level of performance (performance), representing the actual condition perceived by respondents. Importance weights were derived through Principal Component Analysis (PCA), yielding scores ranging from 0 to 1, while performance scores were calculated as the mean of respondents' Likert-scale ratings for each indicator, ranging from 1 to 5.

Results were plotted on a Cartesian diagram in which the horizontal axis represents importance and the vertical axis represents performance. The diagram is divided into four quadrants: Quadrant I (Concentrate Here) identifies indicators with high importance but low performance, signaling priority areas for improvement; Quadrant II (Keep Up the Good Work) identifies indicators with both high importance and high performance, representing key strategic strengths to be maintained; Quadrant III (Low Priority) identifies indicators with low importance and low performance, which do not require immediate intervention; and Quadrant IV (Possible Overkill) identifies indicators with low importance but high performance, where resource allocation may be evaluated for efficiency. This quadrant mapping enables targeted strategic

recommendations for each variable, directing managerial attention to areas where interventions are most needed and most likely to yield returns in destination management performance.

RESULT AND DISCUSSION

The following section presents the results of Importance-Performance Analysis (IPA) for each of the three study variables, Market Orientation, Entrepreneurial Orientation, and Competitive Advantage, based on perceptions of respondents across all 24 villages/sub-districts in Batu City. For each variable, the IPA quadrant diagram is first described, followed by interpretation of the quadrant positions of each indicator, and a discussion linking findings to the relevant literature.

Market Orientation

Figure 1 presents the IPA quadrant diagram for Market Orientation. All eight indicators were rated at high performance levels, with mean scores ranging from approximately 3.90 to 4.00. Importance weights ranged from approximately 0.53 to 0.69, indicating moderate-to-high perceived importance across all indicators.

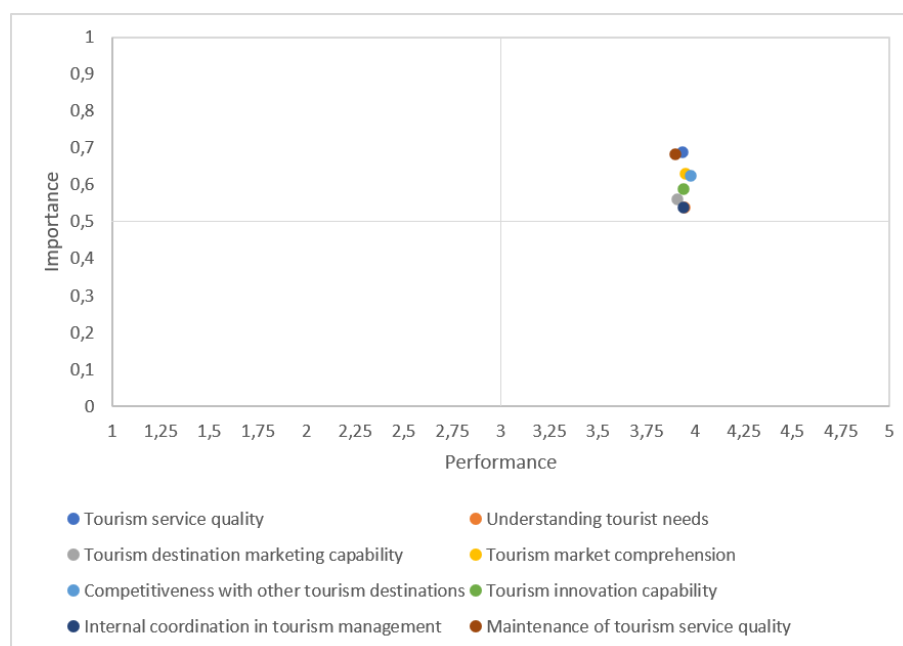


Figure 1. IPA Quadrant Diagram for Market Orientation Across All Tourism Villages

The majority of indicators clustered in Quadrant II (Keep Up the Good Work), reflecting simultaneously high importance and high performance. These indicators included Understanding Tourist Needs, Tourism Market Comprehension, Competitiveness with Other Tourism Destinations, Tourism Innovation Capability, and Maintenance of Tourism Service Quality. This clustering indicates that community representatives recognise these dimensions as both strategically important and well-executed in the current management of tourism villages. These findings are consistent with the view that market-oriented tourism destinations outperform competitors by systematically attending to visitor preferences, responding to market signals, and sustaining service quality over time (Narver & Slater, 1990; Hermawati et al., 2022). The high performance of innovation-related indicators in particular reflects an entrepreneurially-embedded market orientation, where destination managers are not merely reactive to tourist preferences but proactively seeking new ways to differentiate their offerings (Kohli & Jaworski, 1990).

Tourism Service Quality was also rated at a high performance level, with a relatively high importance weight, supporting its retention as a foundational component of market orientation. High service quality is a prerequisite for positive visitor experiences and is a consistently identified driver of tourist satisfaction and return visit intention in Indonesian tourism contexts (Tirtawati et al., 2023; Hermawati et al., 2024).

No indicators appeared in Quadrant I (Concentrate Here), indicating an absence of critical performance gaps in market orientation management. This is a positive signal suggesting that tourism village managers have successfully aligned their operational capabilities with the dimensions that respondents value most highly. Quadrant III (Low Priority) similarly contained no indicators, confirming that all market orientation dimensions retain strategic relevance.

Tourism Destination Marketing Capability and Internal Coordination in Tourism Management showed comparatively lower importance weights despite high performance levels, placing them in an area closer to Quadrant IV (Possible Overkill). While both indicators were executed well, their relatively lower priority among respondents suggests that resource allocation in marketing coordination and internal organisational processes could be optimised—not reduced, but calibrated to ensure that investments in these areas remain proportionate to their strategic value. This finding echoes broader arguments in the tourism management literature that marketing expenditure yields diminishing returns when core visitor experience dimensions—service quality, market comprehension, and competitive positioning—are not simultaneously secured (Ritchie & Crouch, 2003).

Overall, the IPA results for Market Orientation indicate a fundamentally sound strategic position across Batu City's tourism villages. The key implication is that maintaining current strengths in visitor understanding, market responsiveness, destination competitiveness, tourism innovation, and service quality maintenance should remain the central focus of market orientation strategy. Continuous monitoring through visitor surveys and market intelligence systems is recommended to ensure that this high-performance profile is sustained as competitive conditions evolve.

Entrepreneurial Orientation

Figure 2 presents the IPA quadrant diagram for Entrepreneurial Orientation. All eight indicators achieved high performance scores (range: approximately 3.92–3.99), with importance weights spanning from approximately 0.53 to 0.71.



Figure 2. IPA Quadrant Diagram for Entrepreneurial Orientation Across All Tourism Villages

Quadrant II (Keep Up the Good Work) contained the largest cluster of high-priority indicators: Long-term Vision and Business Planning, Business Management Independence, Involvement of the Younger Generation, and Learning from Experience and Failure. These indicators were rated as both highly important and well-performed, establishing them as the core pillars of entrepreneurial capability in Batu City's tourism villages. This finding aligns with theoretical frameworks positing that sustained entrepreneurial orientation requires both forward-

looking strategic planning and organisational learning capacity (Lumpkin & Dess, 1996; Covin & Slevin, 1989). The high salience of youth involvement in particular is noteworthy, reflecting community awareness that the long-term viability of tourism village entrepreneurship depends on successful intergenerational knowledge and skill transfer (Hermawati, 2020).

Competitive Spirit also demonstrated high importance and performance, indicating that community respondents recognise the value of market competitiveness as a motivating force for quality improvement and service innovation. A competitive disposition among tourism managers and entrepreneurs creates a dynamic environment in which quality benchmarking, peer learning, and service differentiation become embedded in daily management practice (Porter, 1990).

No indicators were found in Quadrant I, confirming that no entrepreneurial dimension is critically underperforming relative to its importance. This suggests that the entrepreneurial culture within Batu City's tourism villages is broadly well-developed, even if opportunities for deepening specific capabilities remain.

Proactiveness in Exploiting Tourism Opportunities, Risk-taking Propensity, and Willingness to Launch New Tourism Businesses were positioned in an area approaching Quadrant IV (Possible Overkill), with relatively high performance but somewhat lower importance weights. These findings do not indicate that proactiveness and risk-taking are unimportant, but rather that their performance already exceeds respondents' expectations, reducing their relative priority for additional investment. Destination managers should maintain these entrepreneurial behaviors while ensuring that resources are channelled toward the higher-importance dimensions of long-term planning and youth engagement (Santoso et al., 2024).

The overall IPA profile for Entrepreneurial Orientation reveals a community of tourism village managers with a well-developed entrepreneurial disposition, particularly in the areas of strategic planning, independence, youth engagement, and organisational learning. Strengthening these dimensions through mentorship programmes, business planning workshops, and structured opportunities for knowledge transfer between experienced managers and younger community members is recommended as a priority for sustaining entrepreneurial dynamism in Batu City's tourism villages.

Competitive Advantage

Figure 3 presents the IPA quadrant diagram for Competitive Advantage. All eight indicators achieved high performance scores (range: approximately 3.89–3.97), with importance weights spanning from approximately 0.54 to 0.75—the widest importance range observed across all three variables.



Figure 3. IPA Quadrant Diagram for Competitive Advantage Across All Tourism Villages

Quadrant II (Keep Up the Good Work) contained the highest-priority indicators: Professionalism in Tourism Management, Uniqueness of Tourism Attractions, Cultural Heritage and Local Wisdom Superiority, and Continuous Innovation. These indicators received both the highest importance weights and strong performance scores, identifying them as the primary drivers of competitive advantage in Batu City's tourism villages. This result strongly corroborates Porter's (1990) framework, which identifies differentiation—through unique product attributes, superior quality, and innovation—as the foundational mechanism for achieving and sustaining competitive advantage. In a tourism context, the uniqueness of attractions and the richness of cultural heritage serve as non-replicable assets that position Batu City's tourism villages advantageously relative to urban or standardised tourism alternatives (Ritchie & Crouch, 2003; Hermawati, 2020).

Tourism Destination Reputation and Competitive Pricing also showed high importance and performance, reinforcing the role of perceived value-for-money and destination image in shaping tourists' destination choice and loyalty decisions. A strong reputation built on consistent quality and accessible pricing creates a self-reinforcing competitive position: satisfied and value-conscious visitors are more likely to recommend the destination, attracting new visitors and supporting sustained growth in tourism demand (Hermawati et al., 2024; Tirtawati et al., 2023).

No indicators were found in Quadrant I, confirming that Batu City's tourism villages do not exhibit critical competitive vulnerabilities requiring urgent remedial action. This represents a strong strategic position and suggests that current management practices have successfully secured performance across all dimensions of competitive advantage assessed in this study.

Authentic Tourism Experience, Stakeholder Collaboration, and Competitive Pricing showed comparatively lower importance weights while retaining high performance, placing them in territory approaching Quadrant IV. These findings suggest that respondents perceive authentic experiences and stakeholder collaboration as somewhat less strategically differentiated relative to uniqueness, cultural heritage, professionalism, and innovation—perhaps because these dimensions are perceived as baseline expectations rather than distinctive competitive strengths. Destination managers should be mindful of this perception and ensure that authentic experience design and multi-stakeholder partnerships are actively positioned as differentiating rather than standardised features of their tourism offer (Santoso et al., 2024; Hermawati et al., 2018).

The overall IPA profile for Competitive Advantage reveals that Batu City's tourism villages are well-positioned competitively, with core strengths anchored in management professionalism, destination uniqueness, cultural heritage, and continuous innovation. These dimensions constitute a durable competitive foundation that, if consistently maintained and communicated to prospective visitors, will sustain Batu City's position as a leading tourism destination in East Java.

CONCLUSION

This study applied Importance-Performance Analysis (IPA) to evaluate the strategic management dimensions of Market Orientation, Entrepreneurial Orientation, and Competitive Advantage across 24 tourism villages in Batu City, East Java, drawing on perceptions of 1,152 respondents representing 384 Neighbourhood Units. Three principal conclusions emerge from the analysis.

First, all three strategic dimensions demonstrated high performance across their constituent indicators, with mean scores ranging from 3.89 to 4.00 on a five-point Likert scale. The absence of indicators in Quadrant I (Concentrate Here) across all three variables confirms that Batu City's tourism villages have achieved a broadly sound strategic performance profile, with no critical performance gaps requiring immediate remedial intervention. This finding positions Batu City as a functionally well-managed tourism destination in East Java, while simultaneously highlighting the importance of strategic maintenance and continuous improvement to sustain this position.

Second, the IPA analysis identified a set of high-priority indicators positioned in Quadrant II (Keep Up the Good Work) for each variable, constituting the core strategic strengths of Batu City's tourism villages. For Market Orientation, these strengths are anchored in understanding tourist needs, market comprehension, destination competitiveness, tourism innovation, and service quality maintenance. For Entrepreneurial Orientation, long-term vision and business planning, management independence, youth involvement, and organisational learning represent the entrepreneurial foundations of community-based tourism management. For Competitive Advantage, management professionalism, destination uniqueness, cultural heritage, local wisdom,

and continuous innovation constitute the primary sources of competitive differentiation. These dimensions should be protected and continuously developed as the strategic priorities of tourism village management in Batu City.

Third, several indicators—including tourism destination marketing capability, internal coordination, proactiveness in exploiting opportunities, risk-taking, authentic tourism experience, and stakeholder collaboration—exhibited high performance with relatively lower importance weights, suggesting opportunities for resource optimisation. While these dimensions should not be neglected, the reallocation of additional resources toward higher-importance dimensions is likely to yield greater strategic returns.

The findings carry significant implications for local government, destination managers, and community stakeholders. Investment and capacity-building programmes should prioritise the deepening of market-oriented practices, the strengthening of entrepreneurial competencies, particularly among younger community members, and the consistent communication and maintenance of the distinctive cultural and natural assets that underpin Batu City's competitive advantage. Future research may extend this framework by incorporating longitudinal assessments of IPA scores over time, exploring the relationships between strategic orientations and measurable outcomes such as tourist arrivals and regional revenue, and examining how the integration of digital technologies reshapes the importance and performance landscape of tourism village management.

DISCUSSION

This study offers several important contributions to the tourism management literature by integrating Market Orientation (MO), Entrepreneurial Orientation (EO), and Competitive Advantage (CA) into a single Importance–Performance Analysis (IPA) framework for evaluating tourism villages. While previous tourism studies have generally examined these constructs independently or analyzed their causal relationships using regression-based approaches, this study adopts a strategic diagnostic perspective by simultaneously identifying the relative importance and actual performance of each strategic indicator. The novelty of this research therefore lies not only in combining three strategic management constructs within one analytical framework but also in applying IPA to community-based tourism governance at the tourism village level. Furthermore, unlike previous studies that primarily rely on tourists' perceptions, this study captures the perceptions of community leaders who directly participate in tourism management, thereby providing a governance-oriented perspective that has received relatively limited scholarly attention. This multidimensional approach enables policymakers and tourism managers to prioritize strategic interventions more effectively while maintaining dimensions that already demonstrate superior performance.

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The present findings are generally consistent with previous strategic management and tourism studies. Narver and Slater (1990) demonstrated that organizations possessing strong market orientation consistently achieve superior organizational performance through customer responsiveness and competitor awareness. Similarly, Kohli and Jaworski (1990) argued that effective market intelligence generation and dissemination significantly improve organizational adaptability, a pattern reflected in the strong performance of visitor understanding and market

comprehension observed in this study. The entrepreneurial orientation results also support the theoretical propositions of Lumpkin and Dess (1996) and Covin and Slevin (1989), who identified innovativeness, proactiveness, autonomy, and strategic vision as key determinants of organizational competitiveness. Likewise, Porter's (1990) theory of competitive advantage emphasizes differentiation through innovation and unique resources, which corresponds closely with the importance of destination uniqueness, professionalism, and cultural heritage found in Batu City's tourism villages. Moreover, Ritchie and Crouch (2003) argued that sustainable destination competitiveness depends upon distinctive attractions, destination management, and stakeholder collaboration, while recent tourism studies by Hermawati (2020), Hermawati et al. (2022), Hermawati et al. (2024), Santoso et al. (2024), and Tirtawati et al. (2023) similarly reported that innovation capability, service quality, and community participation significantly strengthen tourism competitiveness. Collectively, these previous findings reinforce the robustness of the present study while extending their application to community-based tourism villages through the IPA framework.

The consistency between the present findings and previous studies can largely be explained by the shared theoretical foundations underlying strategic management and destination competitiveness. Market orientation encourages organizations to continuously monitor customer needs, entrepreneurial orientation stimulates innovation and proactive decision-making, while competitive advantage emerges through effective differentiation and continuous improvement. These strategic mechanisms appear to operate similarly across various tourism contexts. Nevertheless, several differences also emerged. Previous empirical studies often reported infrastructure limitations, marketing weaknesses, or stakeholder coordination as priority areas requiring immediate improvement, whereas none of these dimensions appeared in Quadrant I in the present study. This discrepancy may be attributable to several contextual factors. First, Batu City represents one of Indonesia's most mature tourism destinations, benefiting from relatively advanced tourism governance compared with many emerging rural destinations. Second, this study collected perceptions from community leaders directly involved in tourism management rather than tourists, resulting in a managerial rather than consumer-oriented evaluation. Third, the application of Importance-Performance Analysis emphasizes strategic prioritization rather than causal relationships, producing managerial insights that differ from regression-based or structural equation modeling approaches commonly employed in previous tourism research. These methodological and contextual differences explain why Batu City's tourism villages exhibit relatively balanced strategic performance despite facing increasing tourism competition.

This study advances tourism management literature in several important ways. First, it demonstrates that Market Orientation, Entrepreneurial Orientation, and Competitive Advantage should not be treated as isolated strategic constructs but rather as complementary strategic capabilities that collectively strengthen destination competitiveness. Second, by integrating Importance-Performance Analysis with strategic orientation theory, this study expands the application of IPA beyond conventional service quality assessment into strategic destination management. Third, the findings provide empirical evidence that community-based tourism governance can be evaluated through strategic management indicators, thereby bridging strategic management theory with community tourism development. Finally, the proposed framework offers an alternative evaluation model capable of assisting tourism destinations in prioritizing strategic investments based not only on performance but also on stakeholder-perceived importance, thereby contributing a more practical decision-support approach for sustainable tourism management.

The findings have important implications for tourism practitioners, policymakers, and researchers. Practically, tourism village managers should continue strengthening dimensions positioned in Quadrant II, particularly visitor understanding, innovation capability, professionalism, cultural heritage preservation, and youth participation, as these represent the principal sources of sustainable competitiveness. For policymakers, the absence of indicators in Quadrant I suggests that future government interventions should prioritize strategic capability enhancement rather than corrective actions, including entrepreneurial training, digital tourism marketing, innovation funding, and leadership development for community organizations. Academically, this study enriches strategic tourism literature by demonstrating the usefulness of IPA for evaluating strategic orientations in community-based tourism. Future studies may extend this framework through longitudinal analysis to examine changes in strategic priorities over time, comparative studies across different tourism destinations, or structural equation modeling to investigate causal relationships among market orientation, entrepreneurial orientation, innovation

capability, digital transformation, destination resilience, and long-term competitive advantage. Such research would further strengthen theoretical understanding of sustainable tourism competitiveness under increasingly dynamic market conditions.

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