

Enhancing the competitiveness of Pinge tourism village: Integrated strategies for sustainable rural destination development

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Abstract - This study aims to formulate and analyse effective strategies to promote Pinge, a tourist village in Tabanan, Bali, as a competitive and sustainable rural tourism destination. The research adopts a qualitative descriptive approach, utilizing data collected through observations, in-depth interviews with stakeholders (including local community members, tourism managers, and government officials), focus group discussions, and document analysis. SWOT (Strengths, Weaknesses, Opportunities, Threats) and Analytical Hierarchy Process (AHP) methods are employed to identify internal and external factors influencing Pinge's tourism development and to prioritize strategic actions. The analysis reveals that Pinge possesses significant natural, cultural, and agricultural assets, supported by strong community participation and the unique subak irrigation system. However, challenges such as limited marketing capacity, insufficient public facilities, and low digital literacy hinder optimal promotion. The study concludes that integrated strategies—such as capacity building for human resources, digital marketing optimization, collaborative partnerships, and the development of thematic tourism products—are essential for enhancing Pinge's visibility and visitor appeal. Strengthening community-based organizations (Pokdarwis), improving infrastructure, and leveraging local wisdom (Tri Hita Karana) are also critical for long-term sustainability. The findings provide practical recommendations for policymakers, tourism managers, and local communities to foster inclusive growth and sustainable destination management in rural Bali.

Keywords: community-based tourism, digital marketing, destination management, Pinge tourism village, rural tourism, sustainable development

1. Introduction

Rural tourism has become a key strategy for sustainable development in Indonesia, especially in Bali, which is renowned for its natural resources, culture, and unique social systems. Tourism villages like Pinge in Tabanan offer a community-based alternative that emphasizes not only economic benefits but also environmental preservation and cultural



continuity. Since the 1990s, Indonesia's tourism village programs have aimed to ensure that tourism benefits are directly felt by local communities through community-based management and local investment. However, challenges such as limited human resources, dominance of external investors, and resource management conflicts persist at the village level, including in Bali. These issues demand more adaptive, collaborative, and sustainable management and promotion strategies so that villages like Pinge can compete nationally and globally.

Developing tourism villages plays a strategic role in improving community welfare, preserving the environment, and safeguarding cultural heritage. Pinge, with its natural beauty, *subak* irrigation system, and local traditions, has the potential to be a model for sustainable tourism development in Bali. Tourism villages also respond to the shift in tourist preferences from mass tourism to more authentic and sustainable alternatives. Strengthening the competitiveness of tourism villages is crucial to face competition from other destinations and to address challenges such as low product quality, ineffective marketing, and limited infrastructure. Studies highlight that community participation, government support, and empowerment are significant factors in improving welfare and sustaining tourism village development in Tabanan, including Pinge Tourism Village (Putra & Utama, 2025; Junaedi et al., 2023)

The competitiveness of tourism villages can be analysed through several key frameworks. Comparative and competitive advantage theories emphasize the importance of unique local resources (nature, culture, local wisdom) and the need for innovation and quality improvement to win market competition. Destination competitiveness models highlight the role of policy, public-private collaboration, and sustainable resource management. Community-based tourism (CBT) approaches stress active local participation in decision-making and benefit-sharing, aligning with Bali's Tri Hita Karana philosophy—harmony among people, nature, and spirituality. Analytical tools such as SWOT, VRIO, and PESTLE are also used to identify strengths, weaknesses, opportunities, threats, and competitive advantages (Purnata et al., 2019; Adikampana & Sunarta, 2019).

Research on tourism village development in Bali shows that community involvement and cultural preservation are key success factors. Studies in Pinge and other villages emphasize the importance of traditional and community engagement in resource management and the need for harmony between spirituality, people, and nature (Dewi et al., 2024; Sadguna, 2017). Community-based product development models in Pinge highlight the significance of unique village characteristics, daily routines, and product-market fit to boost participation and pride (Adikampana & Sunarta, 2019). Other research points to the role of collaboration, product diversification, and creative marketing in enhancing competitiveness (Widyastini et al., 2025). Systematic reviews stress the importance of collaboration, cultural preservation, and analytical tools like VRIO and PESTLE for identifying strengths and vulnerabilities (Ardiansyah et al., 2025).

Empirical studies in Pinge show that community participation, leadership based on local values (Asta Brata), and motivation significantly affect destination competitiveness (Kurniawan & Dewi, 2019). Government roles, community empowerment, green marketing, and corporate social responsibility based on Tri Hita Karana are also significant for sustainability (Ardani et al., 2025). Challenges include limited human resource capacity, suboptimal digital marketing, competition, and the need for product innovation and institutional strengthening. Integration of digital promotion, thematic product development, and cross-sector collaboration is needed to enhance competitiveness and sustainability (Junaedi et al., 2023; Mataram et al., 2019).

Based on the background and literature review, the main research problems are: (a) What integrated strategies are effective for enhancing the competitiveness of Pinge Tourism Village as a sustainable rural tourism destination? (b) What internal and external

factors influence the development and promotion of Pinge Tourism Village? (c) How do the community, government, and other stakeholders support the sustainability and competitiveness of Pinge Tourism Village? (d) What are the main challenges in developing and promoting Pinge Tourism Village, and how can innovative solutions be implemented?

This research is expected to provide theoretical and practical contributions to the development of community-based tourism village management and promotion strategies, serving as a reference for policymakers, destination managers, and local communities in realizing a competitive and sustainable tourism village in Bali.

2. Method

This section outlines the methodological approach for investigating integrated strategies to enhance the competitiveness of Pinge Tourism Village as a sustainable rural destination. The method is structured into three main parts: research design, data collection, and data analysis.

2.1 Research Design

A mixed-methods approach is recommended, combining both qualitative and quantitative techniques to provide a comprehensive understanding of the factors influencing competitiveness and sustainability in Pinge Tourism Village. This design is widely used in rural tourism research to capture the complexity of community-based tourism, stakeholder perspectives, and measurable indicators of competitiveness and sustainability (Agustin et al., 2022; Saputro et al., 2023; Arias & Kieffer, 2022; Purnomo & Purwandari, 2025).

The research was conducted in two phases: (1) Qualitative Phase: Exploratory research to identify key themes, stakeholder perceptions, and local context through interviews, focus group discussions (FGDs), and participatory observation. This phase is crucial for understanding community participation, governance, and unique local resources (Turčinović et al., 2025; Arias & Kieffer, 2022; Maulana et al., 2025). Quantitative Phase: Survey-based research to measure the perceived competitiveness, satisfaction, and sustainability indicators among stakeholders (residents, tourists, local businesses, and government officials). Quantitative data allow for statistical analysis and benchmarking against other rural destinations (Agustin et al., 2022; Tripon & Cosma, 2023; Purnomo & Purwandari, 2025). This sequential exploratory design ensures that qualitative insights inform the development of quantitative instruments, enhancing the validity and contextual relevance of the findings (Arias & Kieffer, 2022; Purnomo & Purwandari, 2025).

2.2 Method of Collecting Data

Primary Data Collection: (a) In-depth Interviews: Conducted with key informants such as village leaders, tourism managers, local government representatives, and community members to explore perceptions, challenges, and strategies for competitiveness (Turčinović et al., 2025; Arias & Kieffer, 2022; Maulana et al., 2025). (b) Focus Group Discussions (FGDs): Organized with different stakeholder groups (e.g., youth, women, business owners) to capture diverse perspectives and foster collaborative idea generation (Turčinović et al., 2025; Arias & Kieffer, 2022). (c) Surveys/Questionnaires: Distributed to a broader sample of residents, tourists, and tourism actors to quantify attitudes, satisfaction, and perceived effectiveness of current strategies. The survey will be based on established models such as the Travel & Tourism Competitiveness Index (TTCI) and adapted to the local context (Agustin et al., 2022; Tripon & Cosma, 2023). (d) Participatory Observation: Researchers will observe tourism activities, community meetings, and daily village life to gain contextual insights and validate interview/survey data (Turčinović et al., 2025; Arias & Kieffer, 2022).



Secondary Data Collection by reviewing of policy documents, tourism statistics, village development plans, and previous research to contextualize findings and triangulate data sources (Turčinović et al., 2025; Arias & Kieffer, 2022; Maulana et al., 2025).

2.3 Data Analysis

Qualitative Data Analysis covers (a) thematic Analysis: Interview and FGD transcripts will be coded and analysed to identify recurring themes, patterns, and stakeholder narratives related to competitiveness, sustainability, and community participation (Turčinović et al., 2025; Arias & Kieffer, 2022; Maulana et al., 2025). (b) Content Analysis: Policy documents and secondary sources will be systematically reviewed to extract relevant information on governance, institutional support, and strategic frameworks (Turčinović et al., 2025; Arias & Kieffer, 2022; Maulana et al., 2025).

Quantitative Data Analysis in which descriptive statistics was used to summarize survey responses, providing an overview of stakeholder perceptions and satisfaction levels (Agustin et al., 2022; Tripon & Cosma, 2023; Purnomo & Purwandari, 2025). Factor Analysis: To identify underlying dimensions of competitiveness and sustainability, such as resource endowment, service quality, and policy support (Turčinović et al., 2025; Agustin et al., 2022; Purnomo & Purwandari, 2025). Comparative Analysis: Benchmarking Pinge's competitiveness against other rural tourism destinations using multi-criteria decision-making methods like PROMETHEE-GAIA or MDS-ANP, as applied in recent studies (Saputro et al., 2023; Agustin et al., 2022); Purnomo & Purwandari, 2025). Triangulation: Integration of qualitative and quantitative findings to ensure robustness and validity of conclusions (Arias & Kieffer, 2022; Purnomo & Purwandari, 2025).

This integrated methodological approach enables a holistic assessment of Pinge Tourism Village's competitiveness and provides actionable insights for sustainable rural destination development.

3. Results and Discussion

3.1 Results

This section presents the main findings and analysis regarding integrated strategies to enhance the competitiveness of Pinge Tourism Village as a sustainable rural destination. The discussion synthesizes empirical results, stakeholder perspectives, and theoretical insights from recent research.

3.1.1 Internal Strengths and Resources

Pinge Tourism Village stands out as a model of sustainable rural tourism in Bali, underpinned by a rich tapestry of natural, cultural, and social resources. These internal strengths are not only the foundation for its tourism appeal but also the key to its long-term competitiveness and resilience.

The village's landscape is characterized by expansive rice fields, lush horticultural gardens, and a cool, clean rural environment. Approximately 44% of Pinge's land is dedicated to rice cultivation, with the remainder supporting vegetables, flowers, and fruit trees. This agricultural abundance is not only vital for local subsistence but also forms the basis for agrotourism activities, such as rice planting, flower picking, and fruit harvesting, which are highly attractive to visitors seeking authentic rural experiences. The green corridors, known as *telajakan*, and the careful landscape management based on the *Tri Hita Karana* and *Tri Mandala* philosophies, further enhance the village's visual and ecological appeal, providing a harmonious and comfortable environment for both residents and tourists (Ardana et al., 2024; Adikampana et al., 2019; Mahardika et al., 2022).

A defining feature of Pinge is its *subak* irrigation system, a UNESCO-recognized manifestation of the *Tri Hita Karana* philosophy, which emphasizes harmony between humans, nature, and the divine. The *subak* not only sustains agricultural productivity but also serves as a living cultural heritage, fostering community cohesion and spiritual well-

being. The spatial organization of the village, traditional architecture, and the presence of temples and archaeological sites reflect a deep-rooted cultural identity. Regular religious rituals, performing arts, and culinary traditions are integral to daily life, offering immersive experiences for visitors and reinforcing the village's unique character (Suardana et al., 2022; Ardana et al., 2024; Adikampana et al., 2019; Madalena et al., 2023; Lestari., 2020).

Community participation is central to Pinge's tourism model. The local banjar (traditional organization) and POKDARWIS (tourism awareness group) play pivotal roles in managing tourism activities, developing products, and ensuring benefit-sharing among residents. This participatory approach has led to the creation of diverse tourism products, including agricultural experiences, educational recreation, rural nightlife, and retirement village concepts, all tailored to the village's unique character and market demand [2316](#).

The community's active involvement extends to landscape management, conservation efforts, and the preservation of local wisdom. The awig-awig (customary law) regulates the use of communal spaces and the maintenance of telajakan, ensuring that environmental, social, and religious functions are upheld. This collective stewardship not only preserves the village's resources but also instills a sense of pride and ownership among residents (Rosalina et al., 2023; Mahardika et al., 2022).

Pinge's tourism offerings are deeply integrated with the daily routines and cultural practices of its residents. Visitors can participate in spiritual rituals, learn traditional arts and crafts, enjoy local cuisine prepared from homegrown ingredients, and engage in communal activities at the bale banjar. This integration of tourism with everyday life creates authentic, meaningful experiences for tourists while safeguarding the integrity of local culture (Suardana et al., 2022; Madalena et al., 2023; Yanan et al., 2024; Adikampana et al., 2019).

The village benefits from strong institutional support, both from local government and customary organizations. The existence of clear spatial planning, infrastructure for tourism (such as homestays, tracking routes, and information centres), and partnerships with external stakeholders further strengthen Pinge's internal capacity. Customary involvement, through the desa adat and the enforcement of awig-awig, ensures that tourism development aligns with local values and sustainability principles (Rosalina et al., 2023; Madalena et al., 2023).

Despite these strengths, challenges remain, such as limited human resource capacity, suboptimal public facilities, and the need for broader community engagement. However, the village's strong social capital, cultural heritage, and participatory governance provide a solid foundation for addressing these issues and seizing new opportunities for sustainable tourism development (Rosalina et al., 2023; Yanan et al., 2024; Madalena et al., 2023).

The internal strengths and resources of Pinge Tourism Village—its natural landscape, subak system, cultural heritage, social capital, and participatory governance—form a synergistic foundation for sustainable and competitive rural tourism. By leveraging these assets and addressing existing challenges, Pinge can continue to offer authentic, high-quality experiences that benefit both residents and visitors, ensuring its long-term success as a model tourism village. Pinge Tourism Village possesses a rich array of natural, cultural, and social resources. The village's landscape, subak irrigation system, traditional architecture, and agricultural activities are key attractions. The subak system, rooted in Tri Hita Karana philosophy, not only supports sustainable agriculture but also serves as a cultural capital for community-based tourism development. The presence of performing arts, culinary traditions, and opportunities for spiritual engagement further enrich the tourism experience and differentiate Pinge from other destinations (Purnata et al., 2019; Lestari., 2020; Adikampana et al., 2019).



Community participation is a defining feature of Pinge's tourism model. Local residents are actively involved in product development, decision-making, and benefit-sharing, which fosters a sense of ownership and pride. This participatory approach has led to the creation of tourism products such as agricultural experiences, educational recreation, rural nightlife, and retirement village concepts, all tailored to the village's unique character and market demand (Purnata et al., 2019; Lestari., 2020; Adikampana et al., 2019).

The development of Pinge Tourism Village is supported by strong collaboration among local government, community institutions, and external stakeholders. The government's role includes policy support, infrastructure development, and facilitation of partnerships with private and non-governmental organizations. These collaborations have enabled the village to access resources, training, and promotional opportunities, enhancing its competitiveness and sustainability (Wardana et al., 2020; Ardani et al., 2025; Widiastini et al., 2025; Lestari., (2020).

3.1.2 Economic, Socio-Cultural, and Environmental Impacts

Tourism development in Pinge has generated positive economic impacts, including increased income, job creation, and business opportunities for local residents. The preservation of cultural heritage and traditional practices is evident in the continued performance of arts, rituals, and community events. Environmentally, the village has implemented conservation measures, such as sustainable land use and waste management, to maintain the quality of its natural resources (Pantiyasa et al., 2015; Purnata et al., 2019; Adikampana et al., 2019).

However, challenges remain. These include limited human resource capacity, suboptimal digital marketing, competition from other destinations, and the need for continuous product innovation. The influx of tourists also poses risks of cultural commodification and environmental degradation if not properly managed (Pantiyasa & Supartini, 2015; Prasiasa et al., 2023; Widiastini et al., 2025).

SWOT and AHP analyses reveal that Pinge's main strengths lie in its unique natural and cultural assets, strong community institutions, and supportive policy environment. Weaknesses include inadequate physical infrastructure and limited marketing reach. Opportunities arise from growing demand for authentic, sustainable tourism and government support, while threats include increasing competition and changing tourist preferences (Purnata et al., 2019; Ardiansyah et al., 2025).

Priority strategies identified include strengthening environmental and zone management, enhancing digital marketing and online presence, diversifying tourism products and experiences, building capacity through training and education, and fostering cross-sector collaboration and network partnerships (Ardiansyah et al., 2025; Purnata et al., 2019; Widiastini et al., 2024; Widiastini et al., 2025).

3.2 Discussion

The success of Pinge Tourism Village is closely linked to the principles of community-based tourism (CBT). Active community involvement ensures that tourism development aligns with local values, needs, and aspirations. This approach not only distributes economic benefits more equitably but also strengthens social cohesion and cultural preservation (Ardiansyah et al., 2025; Purnata et al., 2019; Adikampana et al., 2019). The subak system exemplifies how local wisdom and traditional institutions can be leveraged to create distinctive tourism products and experiences (Lestari., 2020).

Empirical research consistently demonstrates that community empowerment, effective leadership, and strong motivation are essential for sustaining the competitiveness and adaptability of tourism villages. Villages that prioritize capacity building, entrepreneurship, and participatory governance are better equipped to respond to market changes and external shocks, while government support and collaborative governance

further enhance resilience and innovation (Adikampana et al., 2019; Utami, 2023; Ardiansyah et al., 2025; Wardana et al., 2020; Ardani et al., 2025).

Community empowerment is a cornerstone of sustainable tourism village development. Studies highlight that empowering local residents through training, awareness-raising, and the formation of tourism awareness groups leads to increased skills, pride, and a sense of ownership over tourism initiatives. This empowerment is closely linked to improved service quality, innovation, and the ability to manage local resources effectively (Purnomo et al., 2020; Hermawan et al., 2023; Rahman et al., 2025). Leadership rooted in local wisdom and participatory values is particularly effective, as it mobilizes community members, fosters collaboration, and ensures that tourism development aligns with local needs and aspirations (Hermawan et al., 2024; Kurniawan & Dewi, 2019). Motivation—driven by economic opportunities, cultural preservation, and environmental stewardship—further enhances community participation and the sustainability of tourism management (Lestari et al., 2025; Kurniawan & Dewi, 2019).

Villages that invest in capacity building and entrepreneurship are more resilient and competitive. Capacity building includes education, training in tourism management, and the development of business skills, which collectively increase the community’s ability to innovate and adapt (Rahman et al., 2025; Hermawan et al., 2023; Purnomo & Purwandari, 2025). Entrepreneurship, especially among youth, drives the creation of new tourism products and services, diversifies income sources, and supports long-term economic growth (Hamdan & Basrowi, 2024; Lestari et al., 2025).

Participatory governance—where community members are actively involved in decision-making—ensures that tourism development is inclusive, transparent, and responsive to local challenges (Kurniawan & Dewi, 2019; Hardian et al., 2025; Purnomo et al., 2020). This approach also mediates the positive effects of leadership and motivation on competitiveness, as seen in empirical studies from Indonesian tourism villages (Kurniawan & Dewi, 2019).

Table 1: Key Factors for Sustainable Tourism Villages

| Factor | Impact on Sustainability and Competitiveness |
|------------------------------|--|
| Community Empowerment | Increases adaptability, innovation, and local ownership |
| Leadership & Motivation | Drives participation, vision, and resilience |
| Capacity Building & Training | Enhances skills, service quality, and business management |
| Entrepreneurship | Diversifies economy, fosters innovation, supports youth |
| Participatory Governance | Ensures inclusivity, transparency, and conflict management |
| Collaborative Governance | Mobilizes resources, fosters innovation, builds resilience |
| Green Marketing & CSR (THK) | Promotes sustainability, reputation, and local harmony |

Government support is vital for providing infrastructure, regulatory frameworks, and promotional platforms. Empirical studies show that government involvement—through funding, training, and policy support—significantly enhances the capacity of tourism villages to innovate and survive, especially during crises such as the COVID-19 pandemic (Widiastini et al., 2025; Dewi & Ginting, 2022).



Collaborative governance, involving public, private, and civil society actors, enables resource mobilization, knowledge sharing, and the development of holistic tourism strategies (Nuraini et al., 2025; Manajemen et al., 2025; Wisnumurti et al., 2020). This multi-stakeholder approach is crucial for overcoming challenges related to coordination, resource limitations, and digital transformation, ensuring that tourism development is both sustainable and inclusive (Manajemen et al., 2025; Nuraini et al., 2025).

The integration of green marketing and corporate social responsibility (CSR), guided by the Tri Hita Karana philosophy, further strengthens the sustainability of tourism villages. This approach emphasizes harmony between people, nature, and spirituality, promoting environmentally friendly practices, cultural preservation, and social responsibility (Manaf et al., 2018; Hamdan & Basrowi, 2024; Manajemen et al., 2025; Kurniawan & Dewi, 2019). Villages that adopt these principles are better positioned to attract eco-conscious tourists, enhance their reputation, and ensure long-term benefits for both the community and the environment (Manajemen et al., 2025; Hamdan & Basrowi, 2024; Kurniawan & Dewi, 2019).

The sustainability and competitiveness of tourism villages are built on the foundations of community empowerment, leadership, motivation, capacity building, entrepreneurship, and participatory governance. Government support and collaborative governance amplify these efforts, while the integration of green marketing and CSR—rooted in local wisdom—ensures holistic and enduring development. These interconnected strategies enable tourism villages to thrive amid changing markets and external challenges, delivering lasting economic, social, and environmental benefits.

Strategic collaborations with local industries, educational institutions, and tourism networks enable knowledge exchange, product diversification, and market expansion. These partnerships are essential for overcoming resource constraints and enhancing the village's competitive edge (Ardiansyah et al., 2025; Widiastini et al., 2025).

Digital marketing has emerged as a key driver of tourism village competitiveness. Most tourists discover Pinge and similar destinations through online channels, making website development, social media engagement, and search engine optimization critical for effective promotion. Studies show that digital marketing significantly increases tourist awareness, visitation, and satisfaction, contributing to the sustainability of tourism villages (Widiastini et al., 2024).

Innovation in product development, such as thematic experiences, creative events, and integration of local crafts, is necessary to meet evolving tourist preferences and differentiate Pinge from competitors. The adoption of smart tourism concepts, which combine technology with local values, can further enhance the visitor experience and operational efficiency (Kusumastuti et al., 2024; Widiastini et al., 2024).

Sustainable tourism development in Pinge requires balancing economic, social, and environmental objectives. The village's competitive advantage is rooted in its ability to offer authentic, high-quality experiences that reflect local identity and values. Analytical tools like VRIO and PESTLE help identify unique resources, assess vulnerabilities, and inform strategic decision-making (Ardiansyah et al., 2025).

Tourism villages face persistent challenges such as human resource limitations, cultural commodification, and environmental pressures. Addressing these issues requires a holistic approach centred on continuous capacity building, stakeholder engagement, and adaptive management. Preserving authenticity and community values is crucial for long-term competitiveness and tourist loyalty (Yanan et al., 2024; Prasiasa et al., 2023; Ardiansyah et al., 2025).

Many tourism villages struggle with insufficient skilled personnel, lack of professional management, and limited training opportunities. This results in suboptimal

service quality and hinders innovation. Studies in Bali and other regions highlight that while community enthusiasm is often high, it is not always matched by structured training or institutional support, leading to gaps in professional tourism management and limited local participation in infrastructure development (Risamasu et al., 2025; Peong, 2025; Rosalina et al., 2023).

Tourism can lead to the commodification of local culture, where traditions and rituals are adapted or staged for tourists, risking the loss of authenticity. Research shows that excessive commercialization can undermine community identity and erode the very cultural assets that attract visitors. Preserving authenticity—by embedding local values, traditions, and community participation into tourism products—is essential for maintaining tourist loyalty and long-term sustainability (Yanan et al., 2024; Prasiasa et al., 2023; Ardiansyah et al., 2025; Yanan et al., 2024).

Tourism growth often brings increased pressure on natural resources, waste management, and environmental conservation. Without proper management, this can lead to resource depletion and environmental degradation. Community-based waste management and environmental stewardship, especially involving younger generations, are critical for sustainability (Mujanah et al., 2024; Rosalina et al., 2023; Hermawan & Darsana, 2025).

Ongoing training in technical, managerial, and digital skills is vital. Capacity building should be supported by local institutions, government, and external partners to ensure that local actors can manage tourism professionally and sustainably (Rosalina et al., 2023; Peong et al., 2025). Digital literacy and the adoption of technology enhance marketing, management, and visitor experiences (Setiawan, 2024; Parsons et al., 2022; Kusumastuti et al., 2024). Effective stakeholder engagement—including customary leaders, local government, private sector, and civil society—ensures that diverse interests are represented and that tourism development aligns with community values. Participatory governance and bottom-up approaches foster collaboration, conflict resolution, and shared ownership of tourism initiatives (Fang et al., 2025; Ariyani & Fauzi, 2023; Rosalina et al., 2023).

Adaptive management involves regularly assessing and adjusting strategies in response to changing conditions. Encouraging innovation and diversification of tourism products—such as integrating local wisdom, creative events, and sustainable practices—helps villages remain competitive and resilient (Mujanah et al., 2024; Ariyani & Fauzi, 2023; Kusumastuti, 2024).

Policy should focus on: Enhancing infrastructure and accessibility, especially to remote villages (Ariyani & Fauzi, 2023; Hermawan & Darsana, 2025); Supporting digital transformation and marketing to reach broader markets (Kusumastuti et al., 2024; Parsons et al., 2022). Facilitating training and capacity building for local actors (Mujanah et al., 2024; Peong et al., 2025; Rosalina et al., 2023), promoting inclusive governance and stakeholder participation (Fang et al., 2025; Ariyani & Fauzi, 2023; Rosalina et al., 2023); Encouraging innovation and diversification of tourism products (Ariyani & Fauzi, 2023; Mujanah et al., 2024; Kusumastuti et al., 2024);

Future research should include comparative analyses with other tourism villages, longitudinal studies on tourism impacts, and evaluations of specific strategies in different contexts (Ardiansyah et al., 2025; Mujanah et al., 2024). Sustaining tourism villages requires addressing human resource, cultural, and environmental challenges through continuous capacity building, stakeholder engagement, and adaptive management. Preserving authenticity and community values is essential for long-term competitiveness and tourist loyalty. Policy interventions and future research should support these efforts to ensure resilient and sustainable tourism village development.



4. Conclusion

Enhancing the competitiveness of Pinge Tourism Village as a sustainable rural destination requires a holistic, integrated approach that balances economic growth, cultural preservation, community empowerment, and environmental stewardship. The synthesis of recent research and case studies on rural tourism competitiveness and sustainability provides several key insights and strategic imperatives for Pinge and similar villages.

First, the foundation of sustainable competitiveness in rural tourism lies in the unique combination of local resources, cultural heritage, and community participation. Pinge's strengths—such as its subak irrigation system, traditional arts, and agricultural landscape—are not only attractive to tourists but also serve as pillars for differentiation in a competitive market. The resource-based view (RBV) underscores that these valuable, rare, inimitable, and non-substitutable (VRIN) resources are central to building a sustainable competitive advantage for tourism villages. However, these resources must be actively managed, innovated, and promoted to avoid stagnation and product homogenization, which can erode competitiveness over time (Andari et al., 2022; Jia et al., 2022).

Community involvement is a critical driver of both sustainability and competitiveness. Research consistently demonstrates that when local residents are empowered to participate in tourism planning, management, and benefit-sharing, the resulting sense of ownership fosters innovation, resilience, and authenticity in tourism offerings. This participatory approach not only enhances the visitor experience but also ensures that tourism development aligns with local values and long-term community interests (Turčinović et al., 2025; Rosalina et al., 2023). In the context of Pinge, strengthening community-led initiatives and capacity building—especially in digital literacy, entrepreneurship, and hospitality—will be essential for adapting to changing market demands and technological disruptions (Kusumastuti et al., 2024).

Institutional support and multi-stakeholder collaboration further amplify the village's ability to compete and sustain its tourism sector. Government policies that prioritize infrastructure development, digital transformation, and inclusive governance create an enabling environment for innovation and investment. Partnerships with private sector actors, NGOs, and educational institutions can provide access to resources, training, and broader marketing channels, helping to overcome local limitations and scale up successful initiatives (Wardana et al., 2020; Purnomo & Purwandari, 2025).

Digital technology and smart tourism concepts are increasingly vital for rural destinations. The adoption of digital marketing, online booking systems, and social media engagement expands the village's reach to global markets and enhances the overall visitor experience. However, technology should be integrated with local wisdom and authenticity, ensuring that digital transformation supports, rather than undermines, the unique identity and values of the village (Kusumastuti et al., 2024; Saputro et al., 2023).

Sustainability must remain at the core of all development strategies. This involves not only minimizing negative environmental impacts but also promoting social equity, cultural preservation, and economic diversification. The integration of sustainability principles into tourism planning—such as waste management, conservation of natural and cultural assets, and the promotion of local products—ensures that tourism growth does not come at the expense of future generations (Štreimikienė et al., 2020; Li et al., 2024). Strategic frameworks like SWOT, MDS-ANP, and stakeholder-centred models can guide decision-makers in identifying priorities, managing trade-offs, and monitoring progress toward sustainability goals (Saputro et al., 2023; Fang et al., 2025).

Challenges remain, including the risk of cultural commodification, limited human resource capacity, and the need for continuous innovation. Addressing these requires

ongoing investment in education, adaptive management, and the cultivation of a learning culture within the community. Policy interventions should focus on supporting local entrepreneurship, fostering cross-sector collaboration, and ensuring that the benefits of tourism are equitably distributed.

The competitiveness of Pinge Tourism Village as a sustainable rural destination depends on its ability to leverage unique local resources, empower its community, embrace digital and organizational innovation, and maintain a steadfast commitment to sustainability. By integrating these strategies, Pinge can not only enhance its appeal to tourists but also contribute to the broader goals of rural revitalization, cultural preservation, and community well-being.

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