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An Exploratory Study of the Influence Between Stakeholders Orientation, Strategic Capabilities, and Shared Value Creation towards Competitiveness through Digital Business Strategies in Banten Cultural Tourism Destination

Titus Indrajaya[1*], Dwi Kartini [2], Umi Kaltum[3], Asep Mulyana[4], Kadek Wiweka[5]

[*1]Doctoral Student, Padjadjaran University, Bandung; University of Respati Indonesia, Jakarta, Indonesia
titus@urindo.ac.id
[2,3,4]Lecturer, Padjadjaran University, Faculty of Economic and Management, Bandung, Indonesia
d.kartini@unpad.ac.id
umi.kaltum@unpad.ac.id
asep.mulyana@fe.unpad.ac.id
[5]Doctoral Student, École Doctorale Sociétés, Temps, Territoires (EDSTT) Tourisme, Université Angers, France
kadek.wiweka@etud.univ-angers.fr

ABSTRACT

The development of digital business is predicted to develop rapidly along with advances in information technology, including in the tourism sector. This study aims to prove the influence between stakeholder orientation, strategic capability, and shared value creation on competitiveness through digital business strategies in cultural tourism destinations in Banten Province. Cultural tourism destinations are the unit of analysis in this study, while the observation unit is the tourism stakeholder in eight cities in Banten Province, totaling 322 respondents. This type of research is descriptive verification, where the method used is a descriptive survey in a case study with hypothesis testing analysis. The method used in this research is survey method and quantitative method. The author uses structural Equation Modeling (SEM) using Lisrel software in data processing. This study shows an influence between stakeholder orientation, strategic capability, and shared value creation on competitiveness through digital business strategies in cultural tourism destinations. This study can also be a reference for tourism agencies throughout Indonesia to create a strategy for the competitiveness of cultural tourism destinations through digital business strategies. This research is expected to contribute to the development of business management science, especially in strategic management. Besides, this research is expected to encourage Banten Province as a digital-based cultural destination in terms of digital business strategy. The limitation of this study is that the locus used only represents Banten Province. Therefore, further research can be implemented in the broader scope area.

Keywords: Tourism management, cultural tourism destination, digital business strategy, competitiveness, stakeholder orientation, strategic capability, shared value creation

Correspondence:
Titus Indrajaya
Doctoral Student, Padjadjaran University, Bandung; University of Respati Indonesia, Jakarta, Indonesia
Email: titus@urindo.ac.id

INTRODUCTION

Digital business development is predicted to develop rapidly along with advances in information technology (1–7). Empirically, 30-40 percent of the world's public spending is used for internet consumption (8). Indonesia is a country that is quite responsive. In 2020 the government targets that the growth of Indonesia's digital economy business to reach IDR 1.730 trillion. This condition is reinforced by APJII's survey data in January 2020. that the number of internet users in Indonesia has reached 175.4 million people. One of the industries that are the Indonesian economy engine is the tourism sector (9–11). The United Nations World Tourism Organization (UNWTO) states that the tourism sector is a leading sector, where four facts support this statement. First, tourism contributes 9.8% of a country's Gross Domestic Product (GDP). Second, tourism opens 1 in 11 new jobs. Third, tourism holds a contribution to export earnings of US $ 7.58 trillion or 5.7% of world export value. Fourth, tourism holds a contribution to the acquisition of tourist visits of 1.5 billion tourists (12,13). The development of global issues regarding digital business in the creative economy, especially tourism, is essential. Digital technology applications in tourism aim to provide flexibility and convenience for tourists. The flexibility and convenience offered, namely seamless customer experience in searching, ordering, and paying for tour services (2,5,6,14). Digital business strategy has a strategic role in the development of the tourism industry, where economic growth can run well if there is a synergy between shared value creation and information technology (IT) and the creation of good relationships within an organization (15,16). The application of shared value creation in strengthening the branding of "Wonderful Indonesia" since 2015 is quite adequate. The implementation of shared value creation that has been carried out to strengthen the "Wonderful Indonesia" branding since 2015 is considered quite useful, mostly seen from the several achievements shown, such as the 47th rank out of 100 contested international nominations (17). Strengthening tourism branding has a positive impact in increasing national tourism, experiencing an increase in 2018 at a macro level showing an increasingly significant development and contribution to the contribution of National GDP with an increase in foreign exchange generated reaching USD 19.29 billion (18). Of the several destinations developed, ten destinations are the top priority. Currently, ten priority destinations are being developed in Indonesia, including Tanjung Kelayang, Tanjung Lesung, Mandalika, Morotai, Borobudur, Lake Toba, Thousand Islands, Bromo Tengger Semeru, Wakatobi, and Labuan Bajo (9–11,17,19). Some of these leading destinations have various characteristics, such as nature-based tourism (nature), culture (culture), and

human-made (human-made). The three potentials are expected to develop in synergy to achieve the objectives of competitive tourism development. Competitive tourist destinations can create added value and increase tourism potential. Several strategies that can be implemented include good destination management, creating alternative attractions, and collaborating with tourism stakeholders. This approach is believed to encourage the sustainability of a destination (20). The creation of the competitiveness of a tourism sector in Banten Province will have an impact on the development of the Gross Regional Domestic Product (PDRB) created from the production process of goods and services carried out by production units related to tourism business activities (21). Banten Province has proven its effectiveness in using the digital business strategy as tourism destinations marketing strategy in Banten Province. Some online media used by the government such as the official website (www.dispar.bantenprov.go.id), Twitter account (bantenwow and visitbanten_id), Instagram account (bantenbanget dan bantenvidgram), and Facebook account (visitbanten.id). Based on the facts above, even though tourist destinations still make a minor contribution, it cannot be said to have competitiveness and hence still have the opportunity to develop considering that Banten Province has much room for developing competitive tourist destinations. However, some of these opportunities seem to have escaped Banten Province's monitoring, especially in preparing a Digital Business Strategy for tourism business stakeholders. Although many large, small, and individual companies have now started using digital and social media to promote or get closer to consumers, unfortunately, the number is still minimal. Compared to the significant growth in internet users, marketing through digital media is still not optimal. The Digital Business Strategy presentation in the research of Purwana, *et al*. (22) regarding Digital Business Strategy and social media that can affect the increase in sales volume of a company is a study that deserves to be referred to as further research. Banten Provincial Office in developing tourism destinations is oriented towards stakeholders and engaging in strategic allied partnerships that combine natural resources, human resources, information sources, and funding sources. Banten Provincial Office also aims to create cultural tourism as an attraction or tourist attraction that will accommodate local wisdom. The context of cultural tourism in this study has a concept that refers to the implementation of the concept of cultural tourism (23–25). The concept of cultural tourism is a description of a tourist trip with the primary motivation to visit objects of historical heritage, art, culture, science, and the local community's way of life (23,26–29).

Therefore, to develop cultural tourism destinations, it is necessary to create shared value creation or create products together with customers. It takes a change in business activities to produce a bigger goal, involving the government and involving all stakeholders and the community to move forward together and advance cultural tourism destinations. In creating value together, Banten cultural tourism destinations have not yet collaborated with the surrounding communities and stakeholders to develop and advance Banten cultural tourism destinations. It can be seen from the surrounding communities' behavior who do not participate in maintaining the cleanliness and environmental sustainability of Banten cultural tourism destinations. Up until now, it is the local government that has been maintaining the cleanliness and preservation of Banten cultural tourism destinations (25,30). Suppose only the surrounding community can participate in the cleanliness and preservation of Banten cultural tourism destinations. In that case, the development and progress of cultural tourism destinations will be achieved optimally to produce an even bigger goal: the cultural tourism destination of Banten Province known and visited by domestic and foreign tourists. Based on this background, this study's problem limitation includes the unit of analysis in this study, namely cultural tourism destinations in Banten Province. In contrast, the observation unit is the Tourism Stakeholder in Banten Province. This study's variables include competitiveness, digital business strategy, stakeholder orientation, strategic capability, and shared value creation. This research is expected to contribute to the development of business management science, especially in strategic management, in addition to inspiring future studies, as well as digital business strategy, strategic capability, shared value creation, and increasing the competitiveness of cultural tourism destinations in Banten Province in particular and tourism destinations in Indonesia in general. The limitation of this study is that the locus used only represents Banten Province. Therefore further research can be implemented in the broader scope area.

MATERIALS

Cultural tourism destinations

Cultural tourism includes all aspects of the journey to learn from each other's lifestyles and thoughts (31). Meanwhile, McIntyre (32) defines sustainable cultural tourism as cultural tourism that can be maintained. The tourism sector, especially in cultural tourism destinations consisting of complex industrial assemblages (33,34), has difficult resources to change quickly. The coordination capability approach is considered easier to adopt. Besides, this study also analyzes the changing external environment, such as stakeholder orientation variables. Apart from strategic capabilities and stakeholder orientation, other variables that were also examined were stakeholder orientation, strategic capability, digital business strategy, shared value creation, and tourist destinations competitiveness.

Stakeholder orientation and digital business strategy

Greenley *et al*., (35) stated that diverse stakeholder groups' orientation is central to strategic planning and company performance. The first thing is attention. Clarkson (36) emphasized the importance of planning for stakeholders. At the same time, Harrison and St. John (37) went one step further, advocating that the entire scope of strategic planning should include plans to address stakeholder interests. Part of this process includes the relative level of planning to address each stakeholder group, given the availability of resources (38–40), which may need to be rationed among stakeholders.

On the other hand, Gordon *et al*., stated that companies with a multi-stakeholder orientation profile would approach their strategic plans differently. Stakeholders are assumed to have a role in determining digital business strategy (35). Meanwhile, digital business strategy is the extent to which the company is involved in any IT activity category (41). Based on these arguments, the study proposes the following hypothesis:

H1: How is the influence of Stakeholder Orientation on Digital Business Strategy in cultural tourism destinations in Banten Province

Strategic capabilities and digital business strategies

Strategic capability is the ability to provide an essential service to customers and provide satisfaction for customers (42). The importance of destinations and the tourism industry in having dynamic capabilities was also stated by Thittongkham and Walsh (43) and Murray *et al*. (44), even though they both proposed different factors and indicators to measure dynamic capabilities. This capability is believed to influence digital business strategy. This capability is believed to influence digital business strategy by evaluating data and supporting knowledge creation activities. It is significantly transformed into a source of information relevant to the required business strategy (45,46). Based on this discussion, the following hypothesis is proposed:

H2: How is the influence of Strategic Capability on Digital Business Strategy in cultural tourism destinations of Banten Province

Shared value creation and digital business strategy

The interaction, dialogue, involvement, and consumption between companies and consumers play an essential role in creating shared value (47–49). To understand the power of co-consuming groups, many scholars have investigated the emergence, characteristics, and other essential factors associated with the collective community of consumers (e.g., (50–55)). The dimensions of Shared Value Creation used in this study include Customer Participation Behavior (56), Customer Value Satisfaction (57), Brand Culture, Customer Satisfaction, and Shared Creation. This dimension is believed to be able to influence the results of digital business strategies.

Based on this argument, the following hypothesis is formulated:

H3: How is the influence of shared value creation on Digital Business Strategy in cultural tourism destinations of Banten Province.

Digital business strategy and competitiveness

Digital business transforms significant business processes through Internet technology (6,14,58). Meanwhile, the digital economy enables strategic digital businesses that take advantage of the company's ability to rapidly deploy systems on a development platform (16). This business is believed to be one of the critical factors that can affect competitiveness. The Calgary Model (59) is the first and most famous proposal of a conceptual framework for analyzing tourist destinations' competitiveness. Based on this argument, the following hypothesis is proposed:

H4: How is Digital Business Strategy's influence on the competitiveness of cultural tourism destinations in Banten Province.

Stakeholder orientation, competitiveness, and digital business strategy

Plans developed to address stakeholder interests will also depend on the beliefs, values, and expectations of managers, in the context of corporate culture (60–62). The overall objective of strategic planning is, of course, to achieve a certain level of performance, as defined in the organizational goals, and therefore the expectation is that strategic planning will be positively related to performance (37,63–65). Meanwhile, an effective mission statement is essential for developing strategies for addressing stakeholder interests and dealing with competition (37,66,67). Competitive objectives are activities carried out by companies to achieve goals with various activities to reach their final destination (68). Based on this discussion, the following hypothesis is proposed:

H5: How is the influence of Stakeholder Orientation on Competitiveness of cultural tourism destinations through Digital Business Strategies in cultural tourism destinations in Banten Province.

Strategic capabilities, competitiveness, and digital business strategy

Strategic capability is the company's ability to anticipate, envision, maintain flexibility, act strategically, and work with others to initiate changes that will create a better future (69,70). Tanti and Buhalis (71) state that smart destinations need digital technology capability indicators. The dimensions of the digital business strategy used in this study include the Scope of Digital Business Strategy, Digital Business Strategy Scale (72), Control Points (58), Business Intelligence (45), Digitalization, and System Visibility (16). Corte and Aria (73) argue that companies are looking for new opportunities to get a competitive advantage. Based on these arguments, the study proposes the following hypothesis:

H6: What is the influence of Strategic Capability on the competitiveness of cultural tourism destinations through Digital Business Strategies in cultural tourism destinations in Banten Province.

Shared value creation, competitiveness, and digital business strategy

Bove *et al*., Groth, Yi & Gong, Yi *et al*., (56,74–76) conducted a series of studies that developed indicators to measure customer value creation behavior and assessed new measures' reliability and validity. In the course of social experiences of bonding tourists, strengthening social relationships, and improving their social skills, thereby creating a shared 'value' (77). Shared values are also believed to affect market competitiveness. This research adopts several dimensions of competitiveness, including tourism competitiveness, residential tourism (68), company performance, competitive factors, competitiveness, and service (78). Based on this discussion, the following hypothesis is proposed:

H7: How is Shared Value Creation's influence on cultural tourism destinations' competitiveness through a Digital Business Strategy on cultural tourism destinations in Banten Province.

METHODS

Survey development

This type of research is descriptive-verification. This study used is a descriptive survey method. It describes cultural tourism destinations' development model in creating competitive advantage based on stakeholder orientation, strategic capabilities, shared value creation, and digital marketing (case studies on cultural tourism destinations in Banten Province). While the type of research carried out is a type of case study research with hypothesis testing analysis in cultural tourism destinations in Banten Province. The method used in this research is survey method and quantitative method (79–81). The data collection method uses a survey method with a questionnaire designed to get answers from respondents, and the alternative answers provided are generally the closest (82,83). Furthermore, the process of selecting individuals, objects, and events that can represent the population is called sampling; because the number of target populations is not known, the researchers used non-probability sampling techniques, namely convenience

sampling and purposive sampling (82,83). Customer data information owned by tourist destination managers helps researchers send electronic questionnaires (electronic questionnaires). According to Sekaran and Bougie (82), the main advantages of electronic questionnaires include a wide range, cost-effectiveness, fast and accurate delivery, and respondents can fill out the questionnaire comfortably, and the data from the questionnaire results are recorded immediately.

Sample

The analysis technique was used to determine the sample size. Several rules of thumb have been developed, e.g. (a) a minimum sample size of 100 or 200 (84,85), (b) 5 or 10 observations per estimated parameter (86,87), and (c) 10 cases per variable (88). Gulseren and Kelloway (89) states that the sample size for structural equation modeling (SEM) is at least 200 observations. Referring to the explanation above and the characteristics of the research model involving 60 research indicators, the number of samples in this study is 60 times 5, a minimum of 300 samples. At the same time, the number of samples involved in this study was 322 respondents. The samples will be distributed randomly in several tourist destinations in Banten, where samples are taken using a probabilistic approach. Kerlinger (90) states that simple random sampling is a method of drawing from a population or universe in a certain way so that each member of the population or universe has an equal chance of being selected or taken. Simple random sampling takes samples from the population members, carried out randomly without paying attention to the population's strata.

Data collection

The data collection technique is done by using a survey method with a questionnaire (self-report). The questionnaire is used to obtain data on respondents' responses regarding the dimensions of the constructs developed in the study. Simultaneously, the data used include primary data obtained through questionnaires from respondents' answers to researchers' questions. The data required are respondents' answers regarding working capital, business development strategies, and company performance. Meanwhile, secondary data is data obtained by researchers from existing sources, for example, tourist visit reports, cultural tourism destination reports, tourism stakeholder data, usually in the form of records and annual reports.

RESULT

Profile of the respondents

The tabulated questionnaire results showed that the number of respondents involved was 322 people with various backgrounds, including from the GENPI community (29.8%), ASIPA (18.3%), Kang Nong Banten (17.4%), the Tourism Office (15, 8%), ASITA (12.1%), Pokdarwis (8.1%), Sanggar Budaya (5.3%), HPI (2.5%), District employees (2.2%), and as many as 0. 9% came from Ipemi, GENPI Kota Tangerang, Home Industry, and Pokdarwis Cibungur. The magnitude of the number of respondents represents the total population of each profession. In more detail, the characteristics of the respondents can be seen in the following table.

Table 1: Profile of respondents (n = 322)

Variable	Description	Frequency	Percentage (%)
Income (in IDR)	> 2.5 million	137	42.5
	2.5 - 5 million	79	24.5
	5 - 10 million	81	25.2
	> 10 million	28	8.7
Types of cultural tourism destinations assessed & visited	Socio-cultural attraction	191	59.5
	Cultural heritage area	216	67.3
	Pilgrimage grave area	134	41.7
Getting to know travel destinations	> 1 year ago	31	9.6
	1 - 3 years ago	71	22
	3 - 5 years ago	67	20.8
	5 - 10 years ago	86	26.7
	> 10 years ago	73	22.7

Source: Primary data, 2020

The analysis method for this research is descriptive analysis and multivariate analysis. Descriptive analysis is used to explore the behavior of causal factors and is qualitative. Multivariate analysis is used to test the hypothesis with statistical tests. Hypothesis testing used is the structural equation modeling to examine a series of variable relationships for variables with a limited population. The research design used to analyze and interpret the data, including descriptive analysis, was used for qualitative variables.

In contrast, for research variables except for business performance, the data were qualitatively measured according to a Likert scale. The descriptive analysis stage is carried out by calculating the scoring and index, where the score is the sum of the multiplication of each value weight (1 to 5) by frequency (79,80). In analyzing the data concerning the respondent's assessment of the research variables, the following steps were taken.

- Each variable/sub variable indicator assessed by the respondent is classified into five alternative answers using an ordinal scale that describes the answer rank.
- Calculating the Total Score of Each Variable / Sub-Variable = the total score of all variable indicator scores for all respondents.
- Descriptive statistics such as frequency distribution describe respondents' answers and are displayed in tables or graphs using Excel and SPSS software.

- Average index analysis aims to describe each respondent's answer to the questions posed by each of the variables studied. (Walpole and Meyers, 1993).
- Verification analysis is used to measure quantitative data from the results of hypothesis testing using structural equation modeling.

Fittest on the model (Goodness of Fit)

The fittest on the complete model is intended to generally evaluate the degree of fit or good of fit (GOF) between the data and the model (91). The goodness of fit tests determines whether a model can be accepted or rejected so that researchers can interpret the estimated coefficients in the model. The full model in SEM consists of a measurement model and a structural model. A good match also does not mean that all exogenous variables are causes for the endogenous variables. The method used to assess goodness of fit (GOF) has been described in the previous chapter with the results shown in Table 2:

Table 2: Goodness of Fit Model Test

No.	Goodness of Index	Cut-off Value	Model Result	Description
1	**Chi-Square**	Expected to be small	236.79	Close Fit
2	**ProbabilityChi Square**	> 0.05	1.000	Close Fit
3	**RMSEA**	RMSEA ≤ 0.08 (Good Fit) RMSEA ≤ 0.05 (Close Fit)	0.000	Close Fit
4	**Normed Fit Index (NFI),**	> 0.9	0.98	Good Fit
5	**Parsimonious Normal Fit Index (PNFI)**	> 0.9	0.94	Good Fit
6	**GFI**	> 0.9	0.98	Good Fit
7	**AGFI**	> 0.95	0.97	Good Fit

Source: LISREL Calculation Results, 2020

The fit test analysis above shows that the model used is appropriate, which is indicated by a p-value > 0.05, and the RMSEA measurement index is in the expected value range of 0.000 < 0.05. The GFI value is also at the expected value, namely 0.99 > 0.9. Meanwhile, the AGFI value is between 0.97 > 0.9. The magnitude of this value concludes that the chi-square criterion is included in the Good fit category, or the proposed model is good.

The measurement model is a part of the SEM model, which deals with latent variables and their indicators. The measurement model is evaluated as any other SEM model by using the appropriate test measurement. The analysis process can only be continued if the measurement model is valid. Testing the model's suitability begins with testing the indicators as construct measurements outlined in the questions; the test results are named validity and reliability. There are three criteria for assessing the measurement model, namely:

- Convergent validity, if the loading factor value is above 0.5, then it is declared valid.
- Discriminant validity with an Average Variance Extracted (AVE) value above 0.5.
- Internal consistency uses Composite Reliability (CR) with a value above 0.7.

The following tables display the loading factor values for each variable and the construct validity values (loading factor), AVE, and CR.

Table 3: Results of the Stakeholder Orientation Measurement Model

Dimension	Indicator	Standardized Loading (λ)	t_{count}	Error Variance (e)	Construct Reliability (CR)	Average Variance Extracted (AVE)
Stakeholder		0.79	7.74	0.38	0.89	0.67
	Orien1	0.79	0.74	0.38		
	Orien2	0.79	6.88	0.38		
	Orien3	0.87	7.26	0.24		
	Orien4	0.83	7,06	0.31		
Reputation		0.73	7.94	0.47	0.92	0.73
	Orien5	0.87	-	0.24		
	Orien6	0.87	7.75	0.24		
	Orien7	0.86	7.69	0.26		
	Orien8	0.82	7.49	0.33		
Innovative Management		0.66	6.83	0.56	0.89	0.73

	Orien9	0.82	-	0.33		
	Orien10	0.87	6.81	0.24		
	Orien11	0.88	6.83	0.23		
Business Experience in Partnerships		0.84	8.59	0.29	0.87	0.68
	Orien12	0.87	-	0.24		
	Orien13	0.81	7,08	0.34		
	Orien14	0.80	7,01	0.36		

Source: LISREL Calculation Results, 2020

Based on the table above, it is known that the loading factor value of each indicator and dimension on the stakeholder orientation variable shows a value > 0.5 and $t_{count} > t_{table}$ (= 1.96). This result shows that all indicators and dimensions are declared valid. The AVE value for each dimension shows a value > 0.5, which means that stakeholder orientation can be formed from a four-dimensional construct. The CR indicates that the value of each dimension > 0.7 means that the model construct is declared reliable.

Table 4: Results of the Strategic Capability Measurement Model

Dimension	**Indicator**	**Standardized Loading (λ)**	**t_{count}**	**Error Variance (e)**	**Construct Reliability (CR)**	**Average Variance Extracted (AVE)**
Social Media Knowledge		0.72	7.95		0.93	0.81
	Kapab1	0.89	-	0.21		
	Kapab2	0.91	7.78	0.17		
	Kapab3	0.9	7.74	0.19		
Strategic Management Capability		0.77	8.3		0.92	0.75
	Kapab4	0.85	-	0.28		
	Kapab5	0.84	7.69	0.29		
	Kapab6	0.92	8.11	0.15		
	Kapab7	0.86	7.79	0.26		
Business Resources		0.76	8.6	0.42	0.93	0.74
	Kapab8	0.88	-	0.23		
	Kapab9	0.9	8.56	0.19		
	Kapab10	0.88	8.39	0.23		
	Kapab11	0.8	7.82	0.36		
	Kapab12	0.83	8,06	0.31		
Stakeholder		0.76	8.16	0.42	0.92	0.80
	Kapab13	0.87	-	0.24		
	Kapab14	0.91	7.79	0.17		
	Kapab15	0.91	7.81	0.17		

Source: LISREL Calculation Results, 2020

Based on the table above, it is known that the loading factor value of each indicator and dimension on the strategic capability variable shows a value > 0.5 and $t_{count} > t_{table}$ (= 1.96). This result shows that all indicators and dimensions are declared valid. The AVE value for each dimension shows a value > 0.5, which means that customer relationship management can be formed from a four-dimensional construct. The CR value indicates that the value of each dimension > 0.7 means that the model construct is declared reliable.

Table 5: Results of the Joint Value Creation Measurement Model

Dimension	Indicator	Standardized Loading (l)	t_{count}	Error Variance (e)	Construct Reliability (CR)	Average Variance Extracted (AVE)
Value of Use		0.76	8.04	0.42	0.94	0.74
	Pencip1	0.83	-	0.31		
	Pencip2	0.86	7.86	0.26		
	Pencip3	0.88	7.99	0.23		
	Pencip4	0.86	7.91	0.26		
	Pencip5	0.88	7.99	0.23		
Platform Engagement		0.77	8,05	0.41	0.92	0.79
	Pencip6	0.87	-	0.24		
	Pencip7	0.9	7.69	0.19		
	Pencip8	0.89	7.64	0.21		
Locals - Tourist Social Interaction		0.78	7.73	0.39	0.90	0.74
	Pencip9	0.83	-	0.31		
	Pencip10	0.88	7.16	0.23		
	Pencip11	0.87	7.13	0.24		

Source: LISREL Calculation Results, 2020

Based on the table above, it is known that the loading factor value of each indicator and dimension in Value Creation shows a value > 0.5 and $t_{count} > t_{table}$ (= 1.96). This result shows that all indicators are declared valid. AVE value for each dimension shows a value > 0.5, which means Value Creation can be formed from a three-dimensional construct. The CR value indicates that the value of each dimension > 0.7 means that the model construct is declared reliable.

Table 6: Results of the Digital Business Strategy Measurement Model

Dimension	Indicator	Standardized Loading (l)	t_{count}	Error Variance (e)	Construct Reliability (CR)	Average Variance Extracted (AVE)
Scope of Digital Business Strategy		0.76	6.05	0.42	0.93	0.77
	Strat1	0.86	-	0.26		
	Strat2	0.9	8.2	0.19		
	Strat3	0.9	8.19	0.19		
	Strat4	0.86	7.95	0.26		
Competitive Environmental Aspects		0.78	5.74	0.39	0.85	0.74
	Strat5	0.83	-	0.31		
	Strat6	0.89	6.53	0.21		
System Visibility		0.79	6.08	0.38	0.92	0.79
	Strat7	0.89	-	0.21		
	Strat8	0.9	7.85	0.19		
	Strat9	0.88	7.77	0.23		

Source: LISREL Calculation Results, 2020

Based on the table above, it is known that the loading factor value of each indicator and dimension in the Digital Business Strategy variable shows a value > 0.5 and $t_{count} > t_{table}$ (= 1.96). This result shows that all indicators are declared valid. The AVE value for each dimension shows a value > 0.5, which means that the Digital Business Strategy can be formed from a three-dimensional construct. The CR value indicates that the value of each dimension > 0.7 means that the model construct is declared reliable.

Table 7: Results of the Measurement Model for the Competitiveness of Tourism Destinations

Dimension	Indicator	Standardized Loading (l)	t_{count}	Error Variance (e)	Construct Reliability (CR)	Average Variance Extracted (AVE)
Environmental Resilience		0.79	5.65	0.38	0.89	0.73
	Daya1	0.86	-	0.26		
	Daya2	0.85	7.67	0.28		
	Daya3	0.85	7.49	0.28		
Tourism Destination Performance		0.78	5.77	0.39	0.95	0.79
	Daya4	0.88	-	0.23		
	Daya5	0.89	8.72	0.21		
	Daya6	0.89	8.72	0.21		
	Daya7	0.89	8.7	0.21		
	Daya8	0.89	8.69	0.21		
Competitive Advantage		0.78	5.67	0.39	0.92	0.79
	Daya9	0.88	-	0.23		
	Daya10	0.91	7.94	0.17		
	Daya11	0.87	7.77	0.24		

Source: LISREL Calculation Results, 2020

Based on the table above, it is known that the loading factor value of each indicator and dimension on the variable of tourist destination competitiveness shows a value > 0.5 and $t_{count} > t_{table}$ (= 1.96). This result shows that all indicators are declared valid. The AVE value for each dimension shows a value > 0.5, which means that tourist destinations' competitiveness can be formed from the triple construct. The CR value indicates that the value of each dimension> 0.7 means that the model construct is declared reliable.

Model Evaluation (Goodness of Fit)

After testing the structural model fit and making modifications, a good model is obtained for this study. The structural pattern similarity test includes a comprehensive pattern similarity test and causal relationship analysis (Wijayanto, 2008). The results of the overall fit of the pattern are noted in the following table.

Table 8: Goodness of Fit

No.	Measurement	Value	Degree of fitted	Annotation
1	**Chi-Square**	1640.24	P-value > 0.05	Close Fit
	Normed Chi-Square (x2/df)	P-value = 0.78339		
2	**Goodness of Fit Index (GFI)**	0.85	> 0.8	Close fit
3	**Adjusted Goodness of Fit Index (AGFI)**	0.84	AGFI > 0.8	Close fit
4	**Root Mean Square Error of Approximation (RMSEA)**	0.000	RMSEA ≤ 0.08 (good fit) RMSEA < 0.05 (close-fit)	Close fit

Source: LISREL Calculation Results, 2020

The Chi-Square value has p value = 0.78339 > 0.05 (α) with the RMSEA value of this research model of 0.000 < 0.05 and the GFI and AGFI values > 0.80 indicating that the overall model is suitable / supported by empirical conditions.

Structural Model

The Structural Model is a model that shows the structural relationship between variables (Malhotra, 1999). The structural model includes the relationship between latent variables, and this relationship is considered linear. This model is a set of exogenous and endogenous variables in a model, along with the direct effects or directional arrows connecting them and the disturbance factors for all of these variables.

The structural model for this research is:

STRATEGY = 0.30OP + 0.31KAP + 0.42PENCIP + ζ1

DAYASING = 0.71STRATEGI + ζ2

SB = Business Strategy
DS = competitiveness of tourist destinations
OS = Stakeholder Orientation
KS = Strategic Capability
PN = Joint Value Creation
ζ1 = Residue / error

Structural Model Fit Test Results (t_{count})

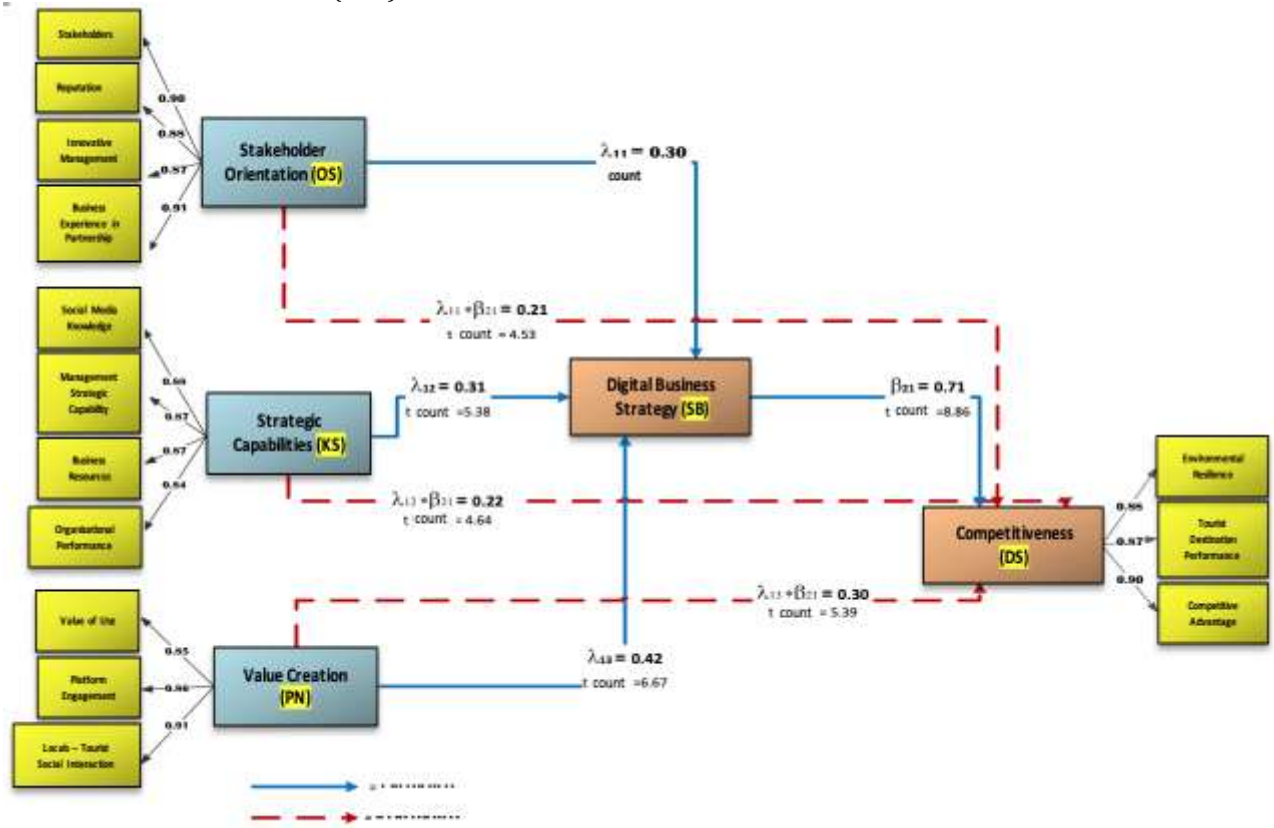

Figure 1: Structural Model Fit Test Results (t_{count})

Source: Lisrel Analysis Results, 2020

The figure above shows the measurement model analysis results that explain the relationship between indicators and their latency.

Construct validity is very important in confirming the measurement model. Several components of construct validity include convergent validity, discriminate validity, face validity, and nomological validity. The construct reliability and the extracted variance estimate are useful in establishing convergent validity. The value of the recommended construct reliability coefficient is above 0.7 (92).

Discriminant validity is explained by the extracted mean-variance (AVE), which is a coefficient that describes the variance in the indicator that common factors can explain (93). The minimum recommended AVE value is 0.5. If the AVE value is more significant than 0.5, the developed model indicators are proven to measure the latent construct targeted and do not measure other latent constructs.

Table 9: Measurement Model

Variable	Dimension	Indicator	Std. Loading (I)	t_{count}	Error Variance (e)	Construct Reliability (CR)	Average Variance Extracted (AVE)
Stakeholder Orientation	**Stakeholder**		0.9	13.35	0.10	0.94	0.79
		Orien1	0.78	-	0.22		
		Orien2	0.83	13.93	0.17		

		Orien3	0.85	14.19	0.15		
		Orien4	0.82	13.89	0.18		
	Reputation		0.88	14.86	0.12	0.95	0.83
		Orien5	0.87	-	0.13		
		Orien6	0.87	17.37	0.13		
		Orien7	0.84	16.29	0.16		
		Orien8	0.83	16.25	0.17		
	Innovative Management		0.87	13.89	0.13	0.94	0.84
		Orien9	0.83	-	0.17		
		Orien10	0.87	15.66	0.13		
		Orien11	0.87	15.85	0.13		
	Business Experience in Partnerships		0.91	14.42	0.09	0.92	0.79
		Orien12	0.83	-	0.17		
		Orien13	0.83	14.64	0.17		
		Orien14	0.81	14.33	0.19		
Strategic Capability	**Social Media Knowledge**		0.88	14,02	0.12	0.95	0.87
		Kapab1	0.85	-	0.15		
		Kapab2	0.91	15.19	0.09		
		Kapab3	0.89	14.19	0.11		
	Strategic Management Capabilities		0.87	13.82	0.13	0.96	0.85
		Kapab4	0.85	-	0.15		
		Kapab5	0.84	15.56	0.16		
		Kapab6	0.93	16.34	0.07		
		Kapab7	0.85	15.72	0.15		
	Business Resources		0.87	14.63	0.13	0.96	0.82
		Kapab8	0.89	-	0.11		
		Kapab9	0.91	16.65	0.09		
		Kapab10	0.79	16.88	0.21		
		Kapab11	0.82	15.68	0.18		
		Kapab12	0.82	16.77	0.18		
	Stakeholder Performance		0.84	14.41	0.16	0.96	0.89
		Kapab13	0.86	-	0.14		
		Kapab14	0.91	17	0.09		
		Kapab15	0.92	29	0.08		
Shared Value Creation	**Value of Use**		0.85	13.48	0.15	0.96	0.84
		Pencip1	0.82	-	0.18		
		Pencip2	0.85	16.11	0.15		
		Pencip3	0.88	16.54	0.12		
		Pencip4	0.87	16.28	0.13		
		Pencip5	0.88	16.54	0.12		
	Platform Engagement		0.86	14.51	0.14	0.96	0.88
		Pencip6	0.87	-	0.13		
		Pencip7	0.91	17.31	0.09		

		Pencip8	0.89	16.77	0.11		
	Locals - Tourist Social Interaction		0.91	14.11	0.09	0.94	0.84
		Pencip9	0.8	-	0.20		
		Pencip10	0.89	14.81	0.11		
		Pencip11	0.88	14.76	0.12		
Digital Business Strategy	**Scope of Digital Business Strategy**		0.86	12.26	0.14	0.95	0.84
		Strat1	0.84	-	0.16		
		Strat2	0.84	15.76	0.16		
		Strat3	0.88	16.67	0.12		
		Strat4	0.87	16.49	0.13		
	Competitive Environmental Aspects		0.86	11.79	0.14	0.91	0.84
		Strat5	0.84	-	0.16		
		Strat6	0.88	14.16	0.12		
	System Visibility		0.86	12.85	0.14	0.94	0.85
		Strat7	0.9	-	0.10		
		Strat8	0.86	16.95	0.14		
		Strat9	0.84	16.54	0.16		
Competitiveness	**Environmental Resilience**		0.88	12.68	0.12	0.94	0.85
		Daya1	0.87	-	0.13		
		Daya2	0.88	16.94	0.12		
		Daya3	0.85	16.14	0.15		
	Tourism Destination Performance		0.87	12.78	0.13	0.97	0.86
		Daya4	0.86	-	0.14		
		Daya5	0.88	17.92	0.12		
		Daya6	0.89	18.15	0.11		
		Daya7	0.85	16.93	0.15		
		Daya8	0.88	17.88	0.12		
	Competitive Advantage		0.90	12.8	0.10	0.94	0.83
		Daya9	0.86	-	0.14		
		Daya10	0.83	15.43	0.17		
		Daya11	0.86	15.92	0.14		

Source: LISREL Calculation Results, 2020

The loading factor value explains the results of construct measurement (λ) > 0.50. which means that the indicators and dimensions have sufficiently good validity to explain latent variables (88,93) and or the value of $t_{count} > t_{table}$ (1.98). The results showed that the above variables had valid indicators. The calculation of Construct Reliability (CR) shows that all indicators of the research variables have high consistency with the Construct Reliability (CR) value > 0.7 and AVE > 0.5.

Table 10: Hypothesis Testing

	Hypothesis	Estimation Coefficient (γij)	SE (γij)	t_{count}	R2	Hypothesis
1	**Stakeholder Orientation → Digital Business Strategy**	0.30*	0.057	5.33	0.15	Significant
2	**Strategic Capability → Digital Business Strategy**	0.31*	0.057	5.38	0.15	Significant

3	**Shared Value Creation → Digital Business Strategy**	0.42*	0.062	6.67	0.24	Significant
4	**Digital Business Strategy → Competitiveness**	0.71	0.080	8.86	0.50	Significant
5	**Stakeholder Orientation → Digital Business Strategy → Competitiveness**	0.21**	0.047	4.53	0.21	Significant
6	**Strategic Capability → Digital Business Strategy→ Competitiveness**	0.22**	0.047	4.64	0.22	Significant
7	**Shared Value Creation → Digital Business Strategy → Competitiveness**	0.30**	0.055	5.39	0.30	Significant

*Significant at $\propto = 0.05$ (t_{table}= 1.98)
** Sobel test
Source: LISREL Calculation Results, 2020

Hypothesis 1: The influence of stakeholder orientation on digital business strategy in cultural tourism destinations in Banten Province.

Based on the data processing results, the Estimation Coefficient (γij) value from the relationship between the Stakeholder Orientation variable to the Digital Business Strategy variable is 0.30. while the t-statistic value is 5.33 and the SE value (γij) is 0.057. Based on the processed results, it can be seen that the Stakeholder Orientation variable does have a significant influence on the Digital Business Strategy variable, as seen from the total R-value, which shows the number 0.15. Because there is sufficient evidence, hypothesis 1 is **accepted**.

Hypothesis 2: The influence of strategic capability on digital business strategy in cultural tourism destinations of Banten Province

Based on the data processing results, the Estimation Coefficient (γij) value from the relationship between the Strategic Capability variable to the Digital Business Strategy variable is 0.31. The t-statistic value is 5.38, and the SE value (γij) is 0.057. Based on these processed results, it can be seen that the Strategic Capability variable does have a significant influence on the Digital Business Strategy variable, as seen from the total R-value, which shows the number 0.15. Because there is sufficient evidence, hypothesis 2 is **accepted**.

Hypothesis 3: The influence of shared value creation on digital business strategy in cultural tourism destinations of Banten Province

Based on the data processing results, the Estimation Coefficient (γij) value from the relationship between the Shared Value Creation variable to the Digital Business Strategy variable is 0.42, while the t-statistic value is 6.67 and the SE value (γij) is 0.062. Based on these processed results, it can be seen that the Shared Value Creation variable does have a significant influence on the Digital Business Strategy variable, as seen from the total R-value, which shows the number 0.24. Because there is sufficient evidence, hypothesis 3 is **accepted**.

Hypothesis 4: The influence of digital business strategy on competitiveness of cultural tourism destinations in Banten Province

Based on data processing results, the value of the Estimation Coefficient (γij) of the relationship between the Digital Business Strategy variable and the Competitiveness variable is 0.71. The t-statistic value is 8.86, and the SE value (γij) is 0.080. Based on the processed results, it can be seen that the Digital Business Strategy variable does have a significant effect on the Competitiveness variable, as seen from the total R-value, which shows the number 0.50. Because there is sufficient evidence, hypothesis 4 is **accepted**.

Hypothesis 5: The influence of stakeholder orientation on cultural tourism destinations' competitiveness through a digital business strategy in cultural tourism destinations in Banten Province

Based on data processing results, the Estimation Coefficient (γij) value from the relationship between the Stakeholder Orientation variable to the Competitiveness variable through the Digital Business Strategy is 0.21 while the t-statistic value is 4.53 and the SE value (γij) is 0.047. Based on the processed results, it can be seen that the Stakeholder Orientation variable does have a significant influence on the Competitiveness variable through the Digital Business Strategy as seen from the total R-value, which shows the number 0.21. Because there is sufficient evidence, hypothesis 5 is **accepted**.

Hypothesis 6: The influence of strategic capabilities on cultural tourism destinations' competitiveness through a Digital Business Strategy in cultural tourism destinations in Banten Province

Based on data processing results, the Estimation Coefficient (γij) value from the relationship between the Strategic Capability variable and the Competitiveness variable through the Digital Business Strategy is 0.22. The t-statistic value is 4.64, and the SE value (γij) is 0.047. Based on these processed results, it can be seen that the Strategic Capability variable does have a significant influence on the Competitiveness variable through the Digital Business Strategy as seen from the total R-value, which shows the number 0.22. Because there is sufficient evidence, hypothesis 6 is **accepted**.

Hypothesis 7: The influence of shared value creation on the competitiveness of cultural tourism destinations through digital business strategies in cultural tourism destinations in Banten Province.

Based on the data processing results, the Estimation Coefficient (γij) value from the relationship between the Shared Value Creation variable to the Competitiveness variable through Digital Business Strategy is 0.30 while the t-statistic value is 5.39 and the SE value (γij) is 0.055. Based on these processed results, it can be seen that the Shared Value Creation variable does have a significant influence on the Competitiveness variable through the Digital Business Strategy as seen from the total R-value, which shows the number 0.30. Because there is sufficient evidence, hypothesis 7 is **accepted**.

DISCUSSION

The hypothesis testing results above show that, in general, the measurement model built to answer the objectives of this study is categorized as successful. These numbers also indicate that there is an influence between stakeholder orientation, strategic capability, and shared value creation on competitiveness through digital business strategies in cultural tourism destinations of Banten Province. Therefore, this study produced several findings, including:

There is an important or direct, positive, and significant influence between stakeholder orientation towards digital business strategy. It means that stakeholder orientation has a close relationship directly with the digital business strategy of cultural tourism destinations, and the impact is real and positive. Thus, stakeholders' dimensions, reputation, innovative management, and power business experience, partnerships in stakeholder orientation significantly affect the digital business strategy in cultural tourism destinations in Banten province.

There is an essential or direct, positive, and significant influence between strategic capabilities on digital business strategy. It means that strategic capabilities have a close relationship directly with digital business strategies in cultural tourism destinations, and their effects are real and positive. By the dimensions of social media knowledge, management strategy capabilities, business resources, and organizational performance in strategic capabilities significantly affect the level of digital business strategy in cultural tourism destinations in Banten Province.

There is a significant influence in creating shared value on cultural tourism destinations' digital business strategy, and the impact is real and positive. Therefore, the dimensions of use-value, platform involvement, and resident-tourist social interaction in creating shared value significantly affect digital business strategy in cultural tourism destinations in Banten Province.

There is an essential or direct, positive, and significant influence between digital business strategy on competitiveness. It means that the digital business strategy has a close relationship directly with cultural tourism destinations' competitiveness, and the impact is real and positive. Therefore, the dimensions of link-up space, digitization, system visibility in digital business strategies significantly affect competitiveness in cultural tourism destinations in Banten Province.

There is an indirect, positive and significant influence between stakeholder orientation towards competitiveness through digital business strategies. It means that the digital business strategy has a close relationship directly with cultural tourism destinations' competitiveness, and the impact is real and positive.

There is an influence between strategic capabilities on competitiveness through digital business strategies. It means that strategic capabilities directly correlate with competitiveness through a digital business strategy in cultural tourism destinations, and the impact is real and positive. There is an effect of shared value creation on competitiveness through digital business strategies. It means that the creation of shared value directly relates to competitiveness through a digital business strategy in cultural tourism destinations, and the impact is real and positive.

MANAGERIAL IMPLICATIONS

The management of cultural tourism destinations in Banten can increase their destinations' competitiveness by considering several important issues, such as system visibility, competitive environmental aspects, and digital business strategies. Managers are also expected to implement several technical strategies to increase tourism competitiveness that focus more on aspects of environmental resilience (human resources, information, and competence), the performance of tourism destinations (accountability, independence, fairness, and healthy competition), and competitive advantage (superior quality, differentiation, and image). Meanwhile, the competitive strategy improvement strategy focuses on aspects of system visibility (value, focus, and innovation), competitive environmental aspects (fast technology and information systems), and scope of digital business strategy (website, email, and social media).

CONCLUSION, LIMITATIONS AND FUTURE STUDIES

This study concludes that testing the hypothesis partially has a direct, positive, and significant effect on the variables studied. This finding is shown by the value of the relationship between variables, such as stakeholder orientation towards digital business strategy (R2 = 15%), strategic capability for digital business strategy (R2 = 15%), shared value creation for digital business strategy (R2 = 24%), Digital business strategy towards Competitiveness (R2 = 50%), Stakeholder Orientation towards Competitiveness through digital business strategy (R2 = 21%), strategic capability towards competitiveness through digital business strategy (R2 = 22%), and shared value creation towards competitiveness through digital business strategy (R2 = 30%).

The results also show how important the digital business strategy is to encourage the competitiveness of cultural tourism destinations in Banten province and increase local revenue through the tourism sector. Therefore, the Banten provincial tourism office is expected to involve tourism stakeholders to form a destination image and strengthen digital business strategies. Besides, the Banten Provincial Tourism Office also needs to improve tourist destinations' strategic capabilities, especially in understanding social media to improve service excellence, tourist satisfaction, and work motivation of tourism actors in cultural tourism destinations. Furthermore, digital platforms' involvement is considered necessary, mostly related to social interaction with residents and tourists and increasing service users' value. The Banten provincial tourism office's shared creation will prepare in the future will help improve digital business strategies in cultural tourism destinations.

Likewise, the role of the digital business strategy that the Banten provincial tourism office can apply is hoped that an understanding of the scope of business strategy, digitization, and system viability will increase the competitiveness of tourist destinations in Banten Province. Also, before focusing on the competitiveness of cultural tourism destinations, it is hoped that the Banten provincial tourism office can implement the stakeholder orientation stated above because the role of competitiveness will be more optimal in its implementation through the application of a digital business strategy. In the future, the tourism office of Banten province is expected to implement strategic capabilities through digital business strategies so that the enhanced competitiveness of cultural tourism destinations will be more optimal. Likewise, the implementation of shared value creation hopes that it is expected to be the Banten provincial tourism office's

attention so that the competitiveness of cultural tourism destinations will be improved and optimal in its implementation through digital business strategies.

Further research is expected to use more specific cultural tourism destinations, such as digital business strategies and the competitiveness of cultural tourism destinations research in Banten province or broad coverage in 34 provinces in Indonesia. Because many factors influence digital business strategies in creating the competitiveness of cultural tourism destinations, it is necessary to add other factors that affect digital business strategies such as digital innovation, technology systems, and software functions, and more.

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AUTHORS' CONTRIBUTION

This work was carried out in collaboration among all authors. Indrajaya, Kartini, Kaltum, and Mulyana designed the study, performed the statistical analysis, wrote the protocol, and wrote the first draft of the manuscript. Wiweka managed the literature searches and translation. All authors read and approved the final manuscript.

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