

## ADVANCING THE COMPETITIVE ADVANTAGE OF NATIONAL PARK: SOME ACTIONABLE INSIGHTS FOR TOURISM MANAGEMENT

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**ABSTRACT:** Tourism, especially in Ujung Kulon National Park, holds great potential as a leading tourist destination; however, it is hindered by inadequate infrastructure and suboptimal marketing strategies, as well as a decline in tourist confidence due to the tsunami event in 2018. The purpose of this quantitative research is to analyze the influence of Good Corporate Governance (GCG), facilities, digital marketing, and trust on the competitive advantage of tourism in Ujung Kulon. Hypothesis testing using SEM PLS with bootstrapping is employed to analyze the impact of these variables. The research results indicate that GCG does not have a significant effect on competitive advantage, while digital marketing, and facilities have a positive impact. Trust, although important, does not moderate the relationship between GCG, digital marketing, or facilities with competitive advantage. This research suggests focusing on the development of infrastructure and digital marketing to enhance the competitiveness of the Ujung Kulon tourism destination.

**Keywords:** GCG; Digital Marketing; Facilities; Trust; Competitive Advantage; Ujung Kulon; National Park; Ujung Kulon

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## **INTRODUCTION**

Indonesia with its abundant natural and cultural wealth, has great potential to become a tourist destination that attracts both domestic and international visitors. One of the famous tourist attractions is Ujung Kulon. This area is known for its high biodiversity and serves as a habitat for rare species, including the Javan rhinoceros (Amiruddin et al., 2024). However, in optimizing the potential of tourism, systematic and strategic efforts are needed, especially in leveraging the rapid advancements in information and communication technology.

Digital marketing provides an interactive and easily accessible platform for travelers to obtain information about attractions, accommodations, dining, and activities at specific tourist destinations. Moreover, digital marketing can also serve as a strategic tool in building a competitive advantage for a tourism destination (Haedar., 2023). By utilizing features such as travel guides, interactive maps, user reviews, and special promotions, tourist destinations can enhance their appeal and provide a more satisfying experience for travelers.

The urgency of this research lies in the poor access to tourist attractions that have yet to be reached by travelers, caused by inadequate management and unreliable marketing strategies, which has led to a decline in the number of visitors (Ferreira et al., 2020). For that, it requires all parties to collaborate in determining concrete steps to develop tourism. The decline in tourists' confidence to visit again needs to be observed to identify the causes.

By understanding the potential and challenges in utilizing digital marketing, it is hoped that concrete recommendations and steps can be found to enhance tourism promotion, strengthen competitiveness, and provide a more satisfying travel experience for visitors in Ujung Kulon. Strengthen competitiveness and provide a more satisfying tourism experience for visitors in Ujung Kulon. Through the development of the tourism industry, various new job opportunities have opened for the local community, ranging from the transportation sector, accommodation, restaurants, to various other supporting services (Rambe & Khaola, 2023). Thus, the growth of the tourism industry has great potential to reduce poverty levels in a region, as it provides economic opportunities for individuals and communities that may have previously faced limited access to job opportunities and stable sources of income (Mulyungi et al., 2022).

The basis of this research is the marketing mix, which consists of facilities, price, distribution (place), and promotion, and is at the core of marketing strategy (Alola et al., 2022). Managing these elements in a balanced and sustainable manner is key to creating value for consumers and achieving the company's marketing goals (Mustofa et al., 2022). Sustainable Economic Prosperity is a concept that refers to achieving sustainable economic growth, which allows for economic well-being for the current generation without compromising the ability of future generations to meet their own needs (Berliana et al., 2024).

The depiction of tourism development in the far west clearly shows that infrastructure and tourist confidence are not yet optimal. Ujung Kulon National Park, located in Pandeglang Regency, Banten, at the western tip of Java Island,

boasts extraordinary biodiversity. This place is known as the last habitat of the Javan rhinoceros (*Rhinoceros sondaicus*), a rare and protected species (Sagala, et al. 2023). Ujung Kulon has a rich biodiversity and beautiful natural landscapes (Rachman et al., 2018), ranging from tropical forests to underwater riches which makes it a tourist destination with a very strong natural appeal.

Ujung Kulon tourism has not fully developed despite having a lot of extraordinary potential. This destination still faces many obstacles, including limited accessibility, inadequate infrastructure, and ineffective marketing approaches. It is difficult for visitors to reach Ujung Kulon due to the poor road conditions. In addition, the existing potential has not been fully utilized due to poor tourism management (Sagala, et al. 2023).

Digital marketing strategies seem to be able to address this issue as information and communication technology advances. (Worokinasih1 & Zaini2, 2020). Digital marketing can be an effective tool to expand the reach of Ujung Kulon in both domestic and international markets. Interactive map applications, social media, and websites can be used to promote destinations in a more personal way and attract more visitors (Rismawati, 2022).

The development of supporting facilities, such as accommodation, transportation, and tourist attractions, is also necessary in addition to marketing to enhance the tourist experience (Zulfiani Marisa et al., 2022). Good facilities can attract tourists to stay longer and recommend the place to others.

The aim of this research is to enhance GCG, digital marketing, and develop facilities, particularly road access to the Ujung Kulon tourist area, while restoring the trust of national and international tourists. By strengthening GCG, digital marketing, and developing facilities, it can improve the competitive advantage of Ujung Kulon National Park as a growing tourist destination.

The urgency of this research is to optimize the tourism potential of Ujung Kulon through better management, particularly by leveraging advancements in digital marketing and IT. It aims to address the infrastructure and facility constraints that currently hinder attracting more tourists. Adequate infrastructure can enhance accessibility and visitor experience, thereby increasing the competitiveness of the destination. Strengthening Good Corporate Governance (GCG) in the tourism sector is an important part of establishing transparent, efficient, and sustainable governance. Good GCG will encourage local economic growth and enhance the trust of tourists and investors. This will ultimately benefit the tourism sector and aid in the conservation of the environment and local communities.

## **THEORETICAL REVIEW**

### *The Resource-Based View (RBV) Theory in Tourism Management*

According to the Resource-Based View (RBV) theory proposed by Barney (1991), the internal resources of a business or tourist destination possess competitive advantages that are difficult for competitors to replicate. (Ogotu et al., 2023). In tourism management, the implementation of Good Corporate Governance (GCG) can be considered an internal resource that creates sustainable competitive advantage. Decisions based on the principles of

accountability and transparency enhance operational efficiency (Y. Zhang et al., 2023) and fostering long-term trust among stakeholders. Tourism companies that consistently implement GCG tend to have a competitive advantage in the form of a good reputation, trust from tourists, and strong relationships with investors (Baiocco & Paniccia, 2023). For example, tourist attractions that are well-known will find it easier to attract visitors, especially those with a high awareness of environmental and social issues, if they have good management and strong corporate social responsibility practices. (Ji et al., 2023). This will create a mutually beneficial relationship where tourists gain satisfying experiences, and tourist destinations can generate more revenue and strengthen their position in the global market.

### *Good Corporate Governance (GCG) and Competitive Advantage*

According to the theory of Good Corporate Governance (GCG), good governance is crucial for creating sustainability and long-term competitiveness for an organization, including tourist destinations. GCG combines the principles of transparency, accountability, independence, and fairness (Dasmaran, 2018), all of which contribute to reputation and public trust (Gusnia et al., 2023). In the tourism industry, destinations with good governance can manage resources more effectively, ensure tourist satisfaction, and foster trust among various stakeholders (Ramadhani et al., 2023). Tourist destinations can also reduce financial and legal risks by implementing good corporate governance principles (Robert Ford, 2012). They can also enhance their appeal to potential investors. Therefore, good governance helps businesses survive in tourist destinations and promotes economic growth and sustainable development (Zaitseva, et al. 2016). However, there are examples where destinations with good governance still face environmental sustainability issues, such as overtourism in certain areas that damages local ecosystems and threatens environmental preservation (Investopedia (2023). This indicates that while good governance is important for tourism destination management, it is also necessary to consider environmental sustainability aspects to maintain a balance between economic growth and environmental conservation.

GCG in tourism management can improve the decision-making system and prevent corruption or mismanagement (Lara-Morales & Clarke, 2024). In turn, this will enhance the appeal of the destination for domestic and international tourists. This is in line with the Resource-Based View (RBV) theory, which emphasizes the importance of internal capabilities in gaining competitive advantage. By implementing Good Corporate Governance (GCG) in tourism management, companies can ensure that the decisions made are based on the principles of transparency and accountability. This will help create a stable and trustworthy business environment, which will attract tourists. Therefore, effective tourism management will benefit all parties involved in the tourism industry, including tourists. Consequently, tourism companies that implement Good Corporate Governance (GCG) will also gain significant competitive advantages. Companies will find it easier to attract investment and beneficial partnerships if they have a good reputation and are trusted by the public. Therefore, good tourism management will have a positive impact on economic

growth and the advancement of the industry (Amoah et al., 2023), It's not just a pleasant experience for tourists. However, there are examples of tourism companies that implement GCG but still incur losses due to natural disasters or unexpected government policy changes. Although the company has a good reputation, uncontrollable external situations can hinder the growth and sustainability of the tourism sector.

*H1: There is an influence of GCG on competitive advantage.*

### *Digital marketing and competitive advantages*

The development of information and communication technology has changed the way tourist destinations promote themselves. According to digital marketing theory (Chaffey & Smith, 2013) in (Shehadeh et al., 2023), Digital platforms offer a more effective, interactive, and measurable way to reach potential customers. Tourist destinations have been using social media, official websites, and mobile applications to attract the attention of travelers. Digital platforms also allow tourist destinations to measure how effective their marketing is through data analysis (Yafasov et al., 2023). Tourist destinations can now promote themselves in the global market without limits, thanks to advancements in information and communication technology. Digital marketing allows tourist destinations to attract the attention of visitors more easily from various parts of the world without having to spend significant amounts on promotion (H. Zhang & Ren, 2024). This is done using social media, websites, mobile applications, and other interactive features. In addition, tourist destinations can interact directly with potential visitors through interactive features on online platforms, allowing them to provide more relevant and personalized information. Therefore, advancements in information and communication technology have opened new opportunities for tourist destinations to expand their market share and become more competitive in the global market.

Digital marketing can strengthen the relationship between GCG and facilities to gain a competitive advantage as a moderating tool. Digital marketing, as stated by Kaplan and Haenlein (2010) in (Hadiyati, 2023), It allows tourist destinations to communicate directly with visitors, provide relevant information, and meet customer needs in real-time. This has the potential to enhance tourists' perceptions of the quality of existing facilities while simultaneously strengthening the destination's image as a well-managed place. The presence of digital advertising allows tourist destinations to reach consumers worldwide more easily and attract travelers from various countries (Dwiwijaya, 2024). Facilities and GCG can provide more accurate and relevant information to tourists through direct communication and quick responses. This will enhance tourist satisfaction and their trust in the destination. As a result, good governance in the use of digital marketing can help tourist destinations strengthen their image and enhance their competitiveness in the global market (Eloise Rose et al., 2024). However, digital marketing in the tourism industry also carries risks. For example, if a tourist destination relies on poorly monitored digital marketing, inaccurate or misleading information can spread widely and harm its reputation in the eyes of travelers. In addition, if the governance of digital marketing is not

strict enough, there is a possibility that tourists' personal data will be leaked. This can raise concerns and undermine trust in the tourism industry.

*H2: Digital marketing influences competitive advantage*

### *Tourism Facilities and Competitive Advantages*

In the tourism industry, the quality of destination facilities has a significant impact. (Widyanur Handari et al., 2023). In this regard, facilities include accessibility, transportation, accommodation, food, and other supporting services, such as information centers, security, and sanitation. According to the marketing mix theory (Kotler & Keller, 2016), facilities are an important component of place and are one of the main factors that influence consumer experience, particularly for tourists. (Purwono et al., 2024). Therefore, tourist destinations must continuously enhance and improve the quality of their facilities to boost their competitiveness. Tourist destinations can attract more visitors and provide a satisfying experience for guests by offering adequate and quality facilities (Smith & Jones, 2019). Tourist destinations can also maintain their competitive edge in an increasingly competitive tourism market through good facilities (Brown et al., 2021). However, there are situations where tourist destinations have outstanding facilities, but a lack of promotion results in few visitors (Doe & Green, 2020). On the contrary, certain places have managed to attract many visitors even though their facilities are not as good as those in other locations (White, 2018). This is due to the smart and effective marketing approach they use to attract visitors.

Good facilities make tourists more comfortable and provide a pleasant experience, which increases the likelihood that they will return to that place. According to research (Chuvatkin & Levchenko, 2023) Locations with adequate facilities can provide a sustainable competitive advantage because they can meet and even exceed visitors' expectations. However, tourist destinations are not only benefited by their infrastructure. Cleanliness, safety, and the friendliness of the residents also play an important role. (Purwono et al., 2024) in attracting tourists. Therefore, it is important for destination managers to not only focus on the development of facilities but also to pay attention to other aspects that can enhance the overall experience of tourists. Thus, tourist attractions can continue to compete and attract visitors to return. To enhance the level of tourism in a place, local governments, destination managers, and the local community must collaborate (Fathur Rahman Rustan, Retno Puspaningtyas, Muh. Ardiansyah, 2024). The creation of a friendly, safe, and clean tourism environment can be achieved by collaborating with all parties. This will boost the local economy and enhance tourists' perceptions of the tourism destination (Ramadhani et al., 2023). Therefore, it is not only the number of tourists that visit a place, but also the quality of the experience provided by the visitors.

*H3: Facilities Influence Competitive Advantage*

### *Tourist Trust, GCG, facilities, digital marketing, and Competitive Advantage*

Tourist Trust as an Important Factor in Competitive Advantage Trust is crucial for building customer loyalty in the tourism industry. The quality of

facilities, transparency of information, and the relationship between promotions and the actual experiences of visitors influence visitors' confidence in the destination (Fathur Rahman Rustan, Retno Puspaningtyas, Muh. Ardiansyah, 2024). According to the belief-experience theory, or the belief-experience theory (Yue et al., 2023), People tend to trust a place if they have a satisfying experience that meets their expectations. This belief becomes increasingly important in the internet era, where users often rely on reviews and recommendations from others before deciding on a place to stay. As a result, destinations that can build and maintain tourist trust through good GCG management and superior facility quality tend to have a stronger competitive edge in the global tourism market.

According to the marketing mix theory proposed by McCarthy (1960) and expanded by Kotler & Keller (2016), the marketing mix consists of four main components: product, price, place, and promotion. In the tourism industry, this marketing mix includes components such as facilities (product), competitive pricing, appropriate distribution (accessibility), and promotion. (Lara-Morales & Clarke, 2024). To create added value for customers, destination marketing relies on how these elements are managed synergistically and sustainably.

The concept of Sustainable Economic Prosperity is highly relevant for the advancement of the tourism industry. (Kepner, 2007). Sustainable tourism requires not only economic growth but also ensuring that the natural and cultural resources that attract visitors can be enjoyed by future generations. As a conservation area, Ujung Kulon must be managed with sustainability principles that balance local economic development and environmental preservation. (Owiyo et al., 2023). Tourist destinations can help reduce poverty in the surrounding areas by enhancing economic opportunities in various sectors, such as transportation, accommodation, and public services (Yavuz & Çemberci, 2022).

*H4. Tourist trust moderates GCG's impact on competitive advantage.*

*H5. Tourist trust moderates digital marketing and competitive advantage.*

*H6. Tourist trust moderates facilities and competitive advantage.*

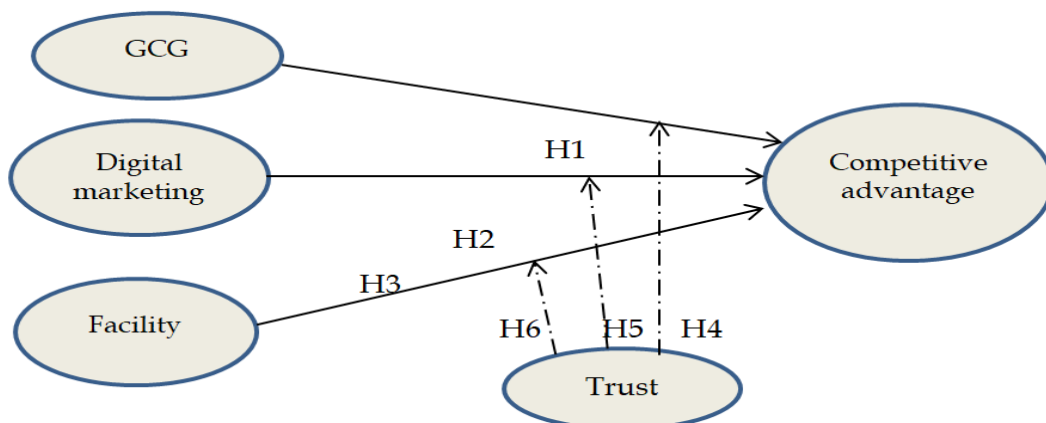


Figure 1. Conceptual Framework

## Research Methodology

### *Population and Sample*

This study is associative causal research conducted in the year 2024. The research method used in this study is the survey and interview method, which involves creating a questionnaire based on the indicators of each variable used, and then distributing the questionnaire to respondents. Data analysis using SEM PLS with path analysis to determine the role of GCG, digital marketing, and facilities on competitive advantage with trust as the moderating variable. The results of this research are expected to contribute to the development of tourism in the Ujung Kulon area and enhance the confidence of domestic and international tourists to visit Ujung Kulon National Park. This study involved tourists visiting in December 2023 during the holiday season, with a total of 339,001 visitors. To reach relevant respondents, the following steps can be taken: (1) Sampling Method Use stratified random sampling to ensure that each group of tourists, such as by age, country of origin, or type of trip (family, individual, group), is proportionally represented. Determine a representative sample size based on the total population of tourists. For example, if using a margin of error of 5% with a 95% confidence level, the number of respondents can be calculated using a statistical formula. (2) Data Collection Location Choose strategic locations such as airports, bus terminals, ports, major tourist attractions, and hotels to reach tourists. Make sure these locations cover major entry and exit points to avoid bias in selecting respondents. (3) Data Collection Method Direct questionnaire: Prepare a survey in physical form and distribute it to tourists at specific locations. Digital surveillance: Use online platforms such as Google Forms or SurveyMonkey with QR codes that can help tourists at tourist locations. Interviews: Engage trained enumerators to conduct face-to-face interviews for tourists who are willing to give their time. (4) Data Collection Time Ensure that the survey is conducted during varying time periods of the day (morning, afternoon, evening, night) to capture different categories of tourists. Conduct surveillance daily during peak tourist seasons to obtain more accurate data. Permission and Communication Ensure that permission is obtained from local authorities or tourism destination managers to conduct data collection. Use friendly and easy-to-understand language in the introduction to the questionnaire to increase tourist participation. (5) Incentives or Motivation Offer simple incentives such as discount vouchers or souvenirs to encourage tourists to participate in the survey. Using Slovin's formula, 400 respondents were obtained through accidental sampling technique RESULTS.

### *Measurement*

Data processing using SEMPLS begins with testing construct validity, which can be identified from the Cronbach's alpha score and Composite Reliability. Reliability measures the internal consistency of indices of the same variable. The threshold for configuration trust is  $>0.7$ , which means it is acceptable, and a value  $>0.8$  is very satisfactory (Hamid, R. S., & Anwar, 2019) and can be accepted.



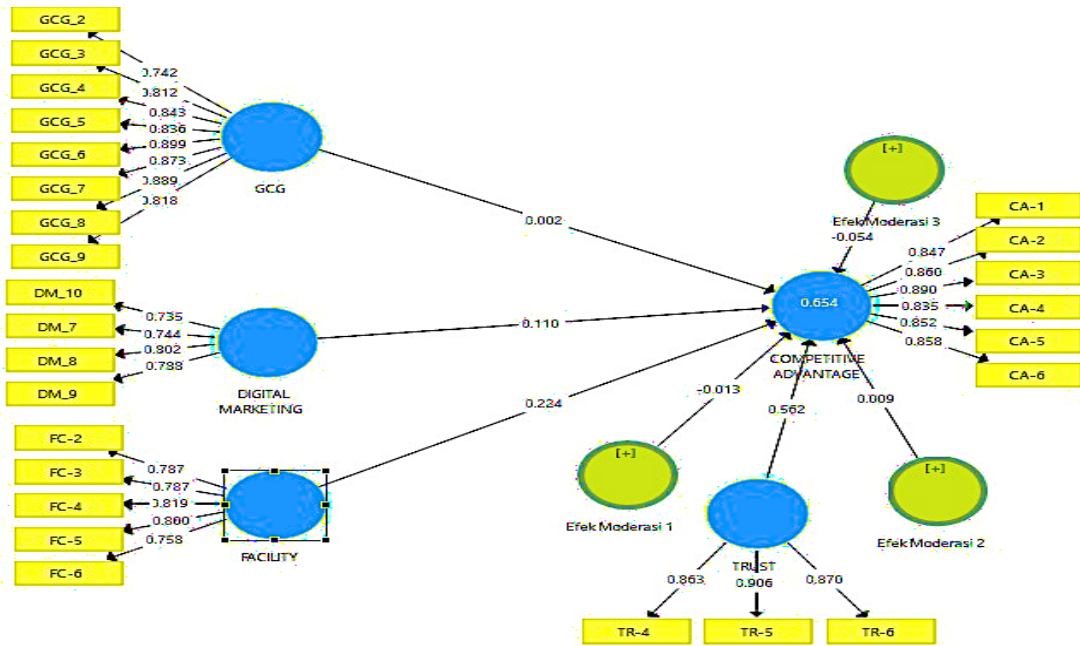


Figure 2. Measurement Model Assessment

### Analysis

This research uses inferential analysis to understand the characteristics of respondents in this survey. In SEM PLS, data analysis begins with constructing the structural model, followed by testing the validity and reliability of the measurement model (outer model), and testing the significance of relationships between variables (inner model) using bootstrapping (Latan et al., 2023).

## RESULTS

### Characteristics of Respondents

Table 1 shows the characteristics of the respondents in this study, consisting of 400 respondents. The majority are female, accounting for 62%, aged 15-24 years, also around 62%, and the last level of education is high school, at 33%.

Table 1 Respondent Description

Demographics note	Frequency	Percentage
	Gender	
Mean	134	38%
Female	216	62%
	Age	
15-20	217	62%
21-24	133	38%
	Study	
Junior High School/Islamic	100	28%
Junior High School		
High School/Vocational	117	33%
School		
D3	85	24%
SI	48	15%

*Convergent validity*

This study uses the convergent validity of each construct measure with its composite reliability or AVE. From the measurement model with reflective indicators, it is assessed based on the correlation between item scores/component scores and construct scores calculated using SEM PLS. Convergent validity has a rule of thumb for the loading factor of >0.7 and an average variance extracted (AVE) of >0.5. The findings of the calculations are presented in Table 2.

Table 2 Convergent Validity

No	Variables	Item	AVE	CR
1	GCG	GCG-2-3-4-5-6-7-8-9	0,706	0,950
2	Digital marketing	DM-10, DM-7, DM-8, DM-9	0,590	0,852
3	Facility	FC-2, FC-3, FC-4, FC-5, FC-6	0,625	0,893
4	Trust	TR-4, TR-5, TR-6	0,775	0,912
5	Competitive Advantage	CA-1, CA-2, CA-3, CA-4, CA-5, CA-6	0,735	0,943

The results of the calculations indicate that the AVE value for GCG is 0.706 > 0.05 (valid), the value for the Digital Marketing variable is 0.590 > 0.05 (valid), the value for Facilities is 0.625 > 0.05 (valid), Trust is 0.775 > 0.05 (valid), and the value for Competitive Advantage is 0.735 > 0.05 (valid). Therefore, all constructs are valid and allowed to proceed to the next calculations.

*Discriminant validity*

Discriminant validity is evaluated to determine the level of difference between empirical components of other structural component arrangements. In Table 3, the results of the measurement model test show that there is no high correlation among the variables of discriminant validity. The research results indicate that the Heterotrait-Monotrait (HTMT) ratio is less than 0.90.

Table 3. Heterotrait-Monotrait Ratio

Constructs	Comp. Adv.	Dig. Mar	Mod. Ef1	Mod.Ef2	Mod. eff3	Facility
Digital marketing	0,699					
Moderation effect 1	0,120	0,131				
Moderation effect 2	0,553	0,541	0,284			
Moderation effect 3	0,514	0,516	0,222	0,858		
Facility	0,658	0,818	0,098	0,462	0,506	
GCG	0,057	0,094	0,116	0,078	0,065	0,122
Trust	0,845	0,671	0,175	0,642	0,534	0,542

*Internal Consistency Reliability*

One tool for adjusting construction with reflective indicators is Composite Reliability, which can be done in two ways: either with Cronbach's Alpha or with

Composite Reliability. When compared to Cronbach's Alpha, Composite Reliability performs better in terms of internal consistency because it does not imply a uniform threshold for each indicator. Cronbach's Alpha tends to show a higher degree of reliability when compared to Composite Reliability, hence it is recommended to use Composite Reliability. Composite Reliability is comparable to Cronbach's Alpha with a threshold of less than 0.7, which can be met, and a threshold of less than 0.8, which is highly consistent (Solihin & Ratmono, 2021). Table 4 presents the results of the internal consistency test.

Table 4. Internal Consistency Reliability

Construct/Measure	Alpha	rho_A	CR	AVE
Competitive Advantage	0,928	0,930	0,943	0,735
Digital marketing	0,768	0,770	0,852	0,590
Moderation effect 1	0,946	1.000	0,891	0,298
Moderation effect 2	0,936	1.000	0,945	0,591
Moderation effect 3	0,952	1.000	0,957	0,597
Facility	0,850	0,851	0,893	0,625
GCG	0,944	0,995	0,950	0,706
Trust	0,854	0,857	0,912	0,775

#### Inner model

Model structural, often known as the inner model, is revised through analysis using SEM PLS. Within the framework of the research model, structural regression reveals the impact of the dependent variable on the dependent variable. Additionally, the adjusted R-square value is also reported in Table 5.

Table 5. R-Square Value

Construct/Measure	R Square	Adjusted R Square
Competitive Advantage	0.654	0.647

Table 5 above shows the Adjusted R Square model for the Competitive Advantage variable at 0.654, indicating that GCG, digital marketing, facilities, and trust can be explained by green products and a healthy lifestyle at a rate of 65%. Furthermore, the summary of hypothesis revelations are in Table 6.

Table 6. Path Analysis

H	Hypothesis	Effect	t-value	p-value	Result
H1	GCG → Competitive advantage	0,002	0,047	0,962	Rejected
H2	Digital marketing → Comp. adv.	0,110	2,528	0,012	Accepted
H3	Facility → Competitive advantage	0,224	2,846	0,005	Accepted
H4	Mod. effect 1 → Competitive adv.	-0,013	0,170	0,865	Rejected
H5	Mod. effect 2 → Competitive adv.	0,009	0,027	0,152	Rejected
H6	Mod. effect 3 → Competitive adv.	-0,054	0,922	0,357	Rejected

## DISCUSSION

The results of the first hypothesis indicate that GCG (good corporate governance) does not have an impact on the competitive advantage of tourist destinations in Ujung Kulon. The Good Corporate Governance (GCG) in the tourism area of West Java has not been well organized due to many factors that have yet to be realized, including limited infrastructure or poorly maintained

roads that are difficult for vehicles to traverse. Poor road access significantly affects the competitiveness of tourism, as accessibility is a key determinant in attracting visitors (Kissi & Herzig, 2024). Effective governance requires transparency and a regulatory framework, which are often overlooked in tourism areas, leading to inefficiencies (Alola et al., 2022). GCG is very important for enhancing economic and social development in sectors such as agriculture (Wei & Lihua, 2023). Her absence in tourism can hinder development. On the other hand, other research suggests that GCG can play a role in enhancing competitive advantage indirectly, through increased stakeholder engagement (Espeso-Molinero & Pastor-Alfonso, 2020) and resource allocation, even in challenging environments (Xie et al., 2024)

Based on the results of the analysis, the second hypothesis indicates that digital marketing has an impact on competitive advantage. This is in line with and has been proven by several studies. It is supported by various research that examines digital marketing with a personal approach to tourists, utilizing social platforms effectively can enhance competitive advantage (Shahbandi, 2024). Highlighting how digital marketing strategies can foster emotional customer engagement and brand trading, ultimately leading to data-driven decision-making to enhance competitive advantage (Dwiwijaya, 2024). This effective marketing strategy is a reliable marketing method for tourism that utilizes digital tools to enhance sustainability performance (Priyanto et al., 2023) and profitability, especially in the e-commerce sector (Eloise Rose et al., 2024). Digital marketing, when combined with service quality, significantly impacts business performance, with competitiveness acting as a mediating factor. This relationship underscores the importance of digital marketing in driving business success (Hadiyati, 2023).

Based on the results of the third hypothesis, it shows that facilities have an impact on competitive advantage. This aligns with research that facilities, whether in the form of physical infrastructure or strategic assets, play a crucial role in enhancing competitive advantage by influencing market position, operational efficiency, and value creation. Facilities can enhance the appeal of the tourism sector despite challenges in marketing and accessibility, with the presence of international branded hotels (Owiyo et al., 2023) knowledge and technological innovation skills (Musa et al., 2023) and promotional efforts underline the importance of facilities in maintaining competitive advantage (Apep Mustofa et al., 2022)

Based on the fourth hypothesis that trust cannot moderate the relationship between GCG and competitive advantage. This research is not in line with (Laosillapacharoen & Karuhawanit, 2019), Trust acts as an important facilitator in the workplace, influencing innovation and competitive dynamics. Trust significantly enhances the relationships between competitive advantages, especially in industries such as tourism (Yavuz & Çemberci, 2022). In the context of competitive advantage, trust can moderate the effects of various factors, such as environmental performance and corporate image, on economic performance. This indicates that trust can enhance the positive impact of competitive strategies on company performance (Kasasbeh et al., 2021). A balanced level of trust is necessary to foster a positive perception in a competitive environment (Wuryaningrat et al., 2024)

Based on the fifth hypothesis in this study, trust does not moderate the relationship between digital marketing and competitive advantage. The results of this study are not in line with the research. Based on the fifth hypothesis in this study, trust does not moderate the relationship between digital marketing and competitive advantage. The results of this study align with the research (Enehasse, 2020). Although trust is very important in fostering cooperation and customer satisfaction, in this context, trust does not play a significant role in the relationship between digital marketing and competitive advantage. This means that other factors are more influential, such as transparency or authenticity, emotional connection, and customer orientation. Digital marketing strategies that emphasize transparency and authenticity can enhance consumers' perceptions of credibility, thereby fostering trust. This trust, in turn, mediates the relationship between digital marketing efforts and competitive advantage by encouraging consumer loyalty and repeat purchases (Ade Ruly Sumartini & IA Cynthia Saisaria Mandasari, 2023). The emotional relationship between consumers and brands plays a crucial role in building trust. Digital marketing that effectively communicates brand values and engages consumers on an emotional level can strengthen this relationship, leading to increased trust (Hudha et al., 2022). The factor of entrepreneurial orientation, which includes innovation and proactive market strategies, can also influence the mediating role of trust (Subagyo et al., 2023). Another study indicates that innovation capability increasingly moderates the relationship between digital marketing and competitive advantage. This suggests that companies perceived as innovative are more likely to gain consumer trust, thereby enhancing their competitive edge. Innovative digital strategies can build trust by demonstrating their commitment to meeting consumer needs (Shehadeh et al., 2023).

The results of the sixth hypothesis indicate that trust does not moderate the relationship between facilities and competitive advantage. Some studies do not directly address the role of trust in moderating the relationship between facilities and competitive advantage. However, the literature related to studies on this topic, which focuses on the role of trust in moderating the relationship between facilities and competitive advantage, is not directly discussed in the literature. Nonetheless, related studies provide insights into how facilities, trust, and other factors contribute to competitive advantage. These studies highlight the importance of facilities and trust in different contexts, suggesting that although trust may not directly moderate the relationship between facilities and competitive advantage, it plays a crucial role in enhancing competitive advantage (Rambe & Khaola, 2023). The study concluded that facilities significantly impact customer satisfaction, which is an important component of competitive advantage (Bencsik & Juhasz, 2023). Although trust does not directly moderate the relationship between facilities and competitive advantage, it enhances customer satisfaction and loyalty, indirectly contributing to competitive advantage (Hwang et al., 2022). The interaction between facilities, trust, and other mediating factors such as quality outcomes highlight the complex dynamics that contribute to competitive advantage across various sectors (Baquero, 2023).

## FURTHER STUDY

The results of this study found that the role of GCG does not impact competitive advantage; however, well-managed digital marketing and supporting facilities will foster competitive advantage, which will in turn affect the economic growth of tourism in TMNUK. This research concludes that trust cannot play a role in moderating the relationship between GCG, digital marketing, and facilities in relation to competitive advantage in the tourism industry, particularly in the Ujung Kulon area. This is due to the impact of the natural event of the tsunami in 2018, which still leaves a haunting impression, causing the level of visitor confidence in the Ujung Kulon tourist area to decline each year.

Therefore, it is important for the government and tourism stakeholders in national parks to continue enhancing efforts to restore the image and public trust in the tourist destination. Further investigations can enhance the conversation as in the sustainable marketing of the endangered species, as it requires tailored policies, and understanding. This will pave the academic means in this niche topic.

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