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Business Development Plan for Ngargogondo Tourism Village Based on Industry 4.0 Technology

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Abstract: Ngargogondo Tourism Village is one of the tourist villages in Magelang Regency, which is in the Balai Ekonomi Desa (Balkondes) area of the Borobudur Region. This tourist village was newly formed and was inaugurated in 2021. Meanwhile, marketing success is one factor determining a tourist village's development. In addition, other more attractive and anti-mainstream developments are needed with the surrounding tourist villages. The current study applied a descriptive qualitative research by conducting observations and interviews. Then, the information and data were measured and analyzed utilizing marketing mix, SWOT, and Business Model Canvas (BMC) analyses. This research procedure also consisted of three stages: data collection, data analysis, and presentation of data analysis results. The focus on the data analysis is based on the 9 aspects, including customer segment, value proposition, channels, customer relationship, revenue stream, key resources, key activities, key partnership, and cost structure. Based on this, a study is required to identify the marketing potential of Ngargogondo Village based on the marketing mix and then analyzed based on SWOT and Business Model Canvas (BMC) to develop a tourism business development plan base on industry 4.0 technology. Further, the research results can be used to formulate a marketing strategy for the Ngargogondo Tourism Village to develop its tourism business.

Keywords: BMC, Marketing Mix, SWOT, Technology 4.0, Tourism Village.

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Introduction

The Borobudur area is part of the National Tourism Strategic Area (KSPN), listed in the National Tourism Development Master Plan (RIPPARNAS) 2010-2025. Based on this, Borobudur and the surrounding area have tourism potential to be developed and are expected to influence economic, socio-cultural, and environmental growth positively. The local government has also established a Village Economic Center (Balkondes) facilitated by the Ministry of State-Owned Enterprises (BUMN) to support the development of tourism potential in the Borobudur area. The existence of Balkondes in Magelang Regency that has been formed is also expected to continue to grow and be sustainable, having a positive impact on the community.

In Indonesia, tourism is one of the sectors that continue to be developed since it has been proven to have a positive impact. Some benefits of tourism development include creating jobs, improving community welfare, and increasing income for the regional economy (Ernawati et al., 2018). One form of tourism development is the development of tourist villages as tourist objects. In recent years, tourist villages have become popular destinations in several countries in Asia and Europe. Touristic villages also provide business opportunities in the tourism sector for local people and increase their income (Ciolac et al., 2017).

Previous research has used SWOT analysis to identify internal and external factors of tourist villages so that they can be used to formulate appropriate marketing strategies (Andajani et al., 2017). Widyarningsih (2016) has also identified potential products as the basis for formulating a strategy for developing tourist villages using SWOT analysis. However, the identification carried out was limited to handicraft products and did not include other marketing factors. Based on this, it is necessary to identify marketing factors, including:

1. market,
2. product,
3. price,
4. distribution channels, and
5. competitors.

Specifically, the Ngargogondo Tourism Village is one of the tourist villages around the Borobudur Village Economic Centers (Balkondes Borobudur). This tourist village was recently established in 2021. As a new tourist village, Ngargogondo Village is expected to continue to develop and become sustainable in near future. In this case, several vital indicators need to be considered in developing tourism towards an independent tourism village, one of which is marketing. Here, the identification of marketing potential consists of how the product and product development potential are, how much the price is set, who are the distribution channels, and how the promotion has been done (Nyong Abam, 2016). Thus, there is a need to identify the potential of Ngargogondo Village that can be developed to find the right promotion strategy, and when problems are encountered, the right solution can be found.



(Source: Indrawati, et al., 2023)

Figure 1. Portrait of one of the Tourist Attractions in Ngargogondo Village

Furthermore, this village tourism business description also needs to be identified through the Business Model Canvas, and a development strategy in accordance with the Ngargogondo Village conditions should be then formulated. For this reason, this study aims to identify the marketing potential of the Ngargogondo Tourism Village, analyze the conditions of internal and external factors in the marketing aspect, and develop a tourism business development strategy plan for the Ngargogondo Tourism Village with a touch of technology 4.0. The results of this study are also expected to be used as guidelines for stakeholders (the Magelang Regency Tourism Office and the

manager of the Ngargogondo Tourism Village) to develop their tourism business, especially tourism with a touch of technology 4.0.

The tourist village is one of the rural tourism objects that offers tourist attractions, provides accommodation, and has other supporting facilities. Rural-based tourism also has unique natural and cultural characteristics and has the potential to become a tourist attraction for tourists (Triyanto et al., 2018). Tourists not only enjoy the attractions offered but also get to know, learn, and appreciate the local community's characteristics. Types of tourists who are a potential market for tourist villages are foreign tourists, student tourists, and tourists motivated to learn the local community culture. These tourist types tend to be aware of protecting the rural environment, respect the local community culture, and are willing to interact with the local community (Giampiccoli & Saayman, 2018).

Meanwhile, tourist villages are divided into three categories: growing tourist villages, developing tourist villages, and independent tourist villages (Dinas Kebudayaan & Pariwisata, Ludens Tourism Space, 2016). The indicators determining it consist of eight components: 1) potential and attractions, (2) managerial capacity of managers, (3) community roles, (4) amenities, (5) marketing, (6) accessibility, (7) tourist visits, and (8) ownership of assets. On the other hand, according to Hamzah & Irfan (2018), tourist villages are divided into three categories based on the Tourism Life Cycle and Product Life Cycle: potential, developing, and superior tourist villages. The indicators for determining these categories are based on the level of tourism, facilities, tourist visits and marketing, and the potential ability of the local population to manage it. The level of community participation and empowerment of tourism village resources is also an issue that needs to be considered, both by the government and management stakeholders (Nugroho et al., 2018)

Based on those, a tourist village can be categorized as an independent tourism village if it can empower its tourism potential; the community can manage tourism villages independently; the community wants to play a role in tourism activities; the village has adequate facilities and amenities and a potential target market and customers; accessibility conditions and facilities are adequate; tourist arrivals increase; most assets are owned by citizens (not private or investors).

More specifically, one of the components that need to be fulfilled to become an independent tourism village is a marketing strategy. In marketing, the 7P marketing mix comprises product, price, promotion, place, people, physical evidence, and process (Kotler & Keller, 2018). In current conditions, undoubtedly, adjustments to the digital era development are required to become an independent tourist village. This development is needed so that managed tourist villages can continue to exist following the digital era development and can benefit from technology digitalization.

In this case, technology 4.0, the goal of digitalization development, is technology in the industrial era 4.0. Some keys of this technology include the Internet of Things (IoT), Big Data, Cyber Security, Artificial Intelligent, Additive Manufacturing (3D Printing), Human Machine Interface (HMI), Advanced Robotics, Augmented Reality (AR), and others. Combining this technology can be a differentiator and a unique tourist attraction in rural areas.

From the explanation above, the urgencies of this research is for explanation the other development ideas that are more interesting and anti-mainstream base on the fact that there are village potentials that has not been optimally developed in the Ngargogondo Tourism Village Business development plan through the touch of Technology 4.0.

Methodology

This research used a descriptive qualitative method to describe and explain a specific phenomenon. The data used were primary data obtained from observations and interviews. Then, the information and data were measured and analyzed utilizing marketing mix, SWOT, and Business Model Canvas (BMC) analyses. This research procedure also consisted of three stages: data collection, data analysis, and presentation of data analysis results (Dharasta et al., 2017). In addition, the analysis results were in the form of a marketing mix description, internal and external marketing factors, and the formulation of a tourism business development strategy for the Ngargogondo Tourism Village.

Results and discussions

Results

Tourism is everything related to tourism, and many parties believe that tourism has an essential meaning as an alternative to support the development of a region or country. Optimizing tourism development, there have undoubtedly positive and negative impacts caused. However, these positive and negative impacts can be managed simultaneously. In maximizing the positive impact and simultaneously suppressing the negative impact, an integrated and comprehensive plan is needed for tourism development. Hence, a tourism development plan is required to guide the development of tourism potential as a whole. Therefore, this tourism development plan must be carried out consistently with the national tourism development plan.

Based on data (Badan Pusat Statistik, n.d.), from 2018 to 2020, the number of domestic tourist trips experienced a fluctuating trend. In 2018, the number of domestic tourists was 303,403,888 people, which increased in 2019 to 722,158,733 people, and in 2020, this number decreased to 518,588,962 people. The decline in this number was due to the COVID-19 pandemic, so the tourism sector was also affected. The decrease in the number of tourists then changed tourism planning, especially in marketing, so that tourists remain interested in traveling. Tourism as an activity also includes two main sides: the demand and supply sides. It is because success in tourism development is highly dependent on the ability of planners to integrate the two main sides in a balanced way. From the demand side, tourism must be identified through potential market segments and factors that become the tourist attraction in question.

The observations in Ngargogondo Tourism Village revealed various results from the diverse potential villages there. Marketing is also one of the key factors in heading towards an independent tourism village. Identification of marketing potential lies in the possibility of product development, set prices, distribution channels, and methods of conducting promotions (Nyong Abam, 2016). Potential market segments could also be identified from Ngargogondo Village. Different potential villages have begun to be developed, starting from establishing tourist parks based on nature tourism and educational tours. However, this potential development has not run optimally, so there needs to be maximum management to optimize various potentials and resources in Ngargogondo Village. Thus, the analysis for the tourism development in Ngargogondo Village used SWOT and BMC analyses by considering the factors and elements supporting tourism. Previous research on SWOT analysis has been carried out by Nasehi et al. (2017), who formulated a strategy for the tourism village development utilizing a SWOT analysis that focused on identifying economic factors. Meanwhile, other studies highlighted factors identified in attractiveness, accessibility, information facilities, and accommodation elements (Pramanik & Widyastuti, 2017).

Discussions

Based on the results of observations and observations that have been made, it shows that Ngargogondo Village is included in the tourist village that applies Sapta Pesona in its tourism. The purpose of implementing Sapta Pesona is to increase awareness and a sense of responsibility from all stakeholders so that it can be realized in everyday life. Sapta Pesona consists of elements of security, order, cleanliness, coolness, beauty, friendliness, and also memories.



(Source: Indrawati, et al., 2023)

Figure 2. Sapta Pesona Ngargogondo Village

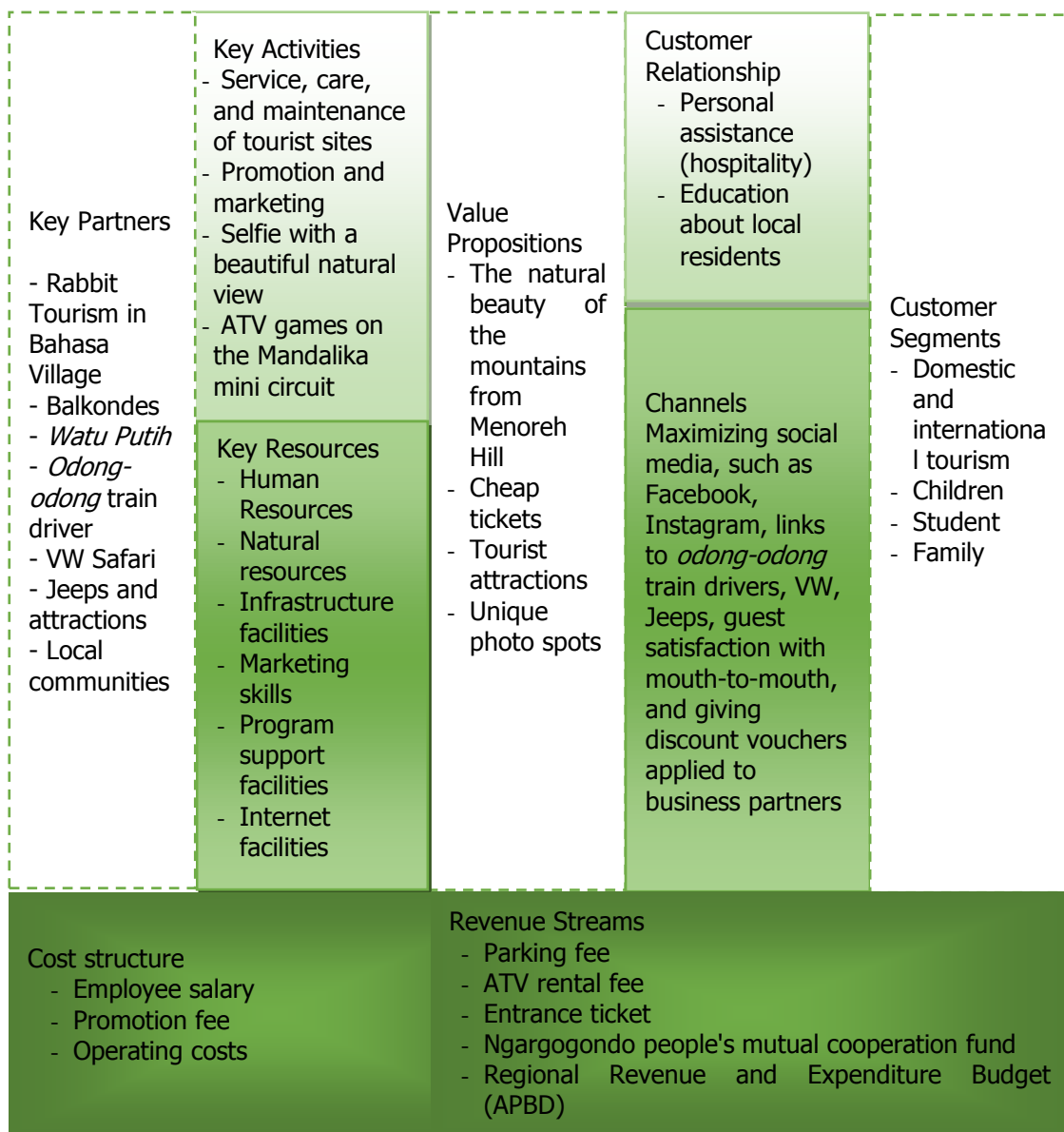
Business Model Canvas (BMC)

The BMC condition in the Ngargogondo Tourism Village was determined based on the interviews with informants, which then produced accurate information about the nine BMC elements in the Ngargogondo Tourism Village. Identifying the nine BMC elements involved internal parties from the management of the Ngargogondo Tourism Village. The respondents were considered to have the capacity to provide relevant information related to the data needed to identify BMC elements. Business Model Canvas consists of several elements, namely (1) Customer segment, (2) Value Proposition, (3) Channel, (4) Customer Relationship, (5) Revenue Stream, (6) Key Resources, (7) Key Activity, (8) Key Partnership, and (9) Cost Structurer (Koswaraputra et al., 2019; Rahardjo et al., 2019).

The identification of the nine BMC elements in the Ngargogondo Tourism Village at that time was on the customer segment side. It explained that visitors from the Ngargogondo Tourism Village came from domestic and foreign tourists, including children, students, and families. The value propositions offered were the natural beauty of the mountains from Menoreh Hill, cheap tickets, tourist attractions, and unique photo spots. Current customer relations were personal assistance or hospitality services and education about residents. In addition, tourism distribution channels were

carried out by maximizing social media, such as Facebook, Instagram, odong-odong train driver links, VW, and Jeep, guest satisfaction with the mouth-to-mouth concept, and giving discount vouchers applied to business partners. Then, revenue streams were received from entrance tickets, parking fees, ATV rental fees, and the Regional Revenue and Expenditure Budget (APBD).

Furthermore, the key resources in this tourism included the natural beauty of the Menoreh Hill Mountains, human resources, facilities, and tourism branding. The existing key activities were service activities, selfie photos with beautiful natural scenery, and promotional and marketing activities. Meanwhile, the key partnerships currently being carried out were with Rabbit Tourism in Bahasa Village, Balkondes, Watu Putih Tour, odong-odong train drivers, VW Safari, jeeps and motorcycle taxis, and the surrounding community. Finally, the main cost structures in this tourism were employee salaries, maintenance, and promotion costs.



(Source: Data processed, 2022)

Figure 3. Identification of the Current Business Model Canvas in Ngargogondo Village

SWOT Analysis

As a competitive business strategy formulation, the marketing of the Ngargogondo Tourism Village also used a SWOT analysis. SWOT analysis theory is used to plan something using SWOT indicators: S (strength), W (weakness), O (opportunity), and T (threat). SWOT is also often used to analyze a condition that aims to do something (Widyaningsih, 2016). According Noor (2014), SWOT analysis is also used as a tool to identify marketing conditions when determining the marketing strategy of a particular company or organization. Through this SWOT analysis, it is possible to find out the potential that needs to be developed and the problems faced by tourist villages (Zhang, 2012). In addition, the use of SWOT analysis as a tool to identify potential problems in formulating strategies can also be applied to the development of tourist villages (Dharasta et al., 2017; Kusrini, 2017; Mustika & Aditya, 2018; Nasehi et al., 2017; Pramanik & Widyastuti, 2017; Vladi, 2014; Widyaningsih, 2016; Zhang, 2012).

Based on the observations made, a mapping of the Ngargogondo Tourism Village was compiled:

1. The strengths of the Ngargogondo Tourism Village are:
 - a. There is natural beauty, such as the view of Menoreh Hill and the strategic position of the terraces, so this place becomes a beautiful natural tourism.
 - b. Strengths of the organizations, projects, and business concepts formed
2. The weaknesses of the Ngargogondo Tourism Village are:
 - a. Road access is inadequate from the highway to tourist sites when visitors use buses or large vehicles.
 - b. Internet access is not yet adequate at tourist sites.
 - c. There is still a lack of promotion, so this area is still not widely known to visitors and investors who can support its development.
3. The opportunity for the Ngargogondo Tourism Village is the existence of the Borobudur Terrace Tourist Area in the Ngargogondo Tourism Village so that it can create new jobs for the community around the terrace location. The community can also carry out entrepreneurial activities for visitors who come to tourist sites.

The threat to the Ngargogondo Tourism Village is that in this tourist village, there are various other types of tourism, one of which is nature tourism. In this case, natural events also threaten the tourist area in Ngargogondo Village. It is because this tourism is very vulnerable to the threat of damage due to natural events.

SWOT Identification on Each BMC in the Ngargogondo Tourism Village

Identification of the current condition of each BMC element used a SWOT analysis mapping, including the strengths, weaknesses, threats, and opportunities of each BMC element in the Ngargogondo Tourism Village. The SWOT identification results of each BMC element were then employed to design a new business model prototype, which the Ngargogondo Tourism Village will run in the future. Based on observations, the SWOT identification results with BMC elements in Ngargogondo Village are shown in the following table.

Table 1. SWOT Analysis Results on BMC in Ngargogondo Tourism Village

No.	Aspect	Strength	Weakness	Opportunity	Threat
1	Customer Segment	The diverse segments of	Tourism management	Government policy in tourism	Other competitors

No.	Aspect	Strength	Weakness	Opportunity	Threat
		tourists visiting	services in serving tourists consider each segment the same.		have the same customer segment.
2	Value Proposition	The natural beauty of the mountains from Menoreh Hill, cheap tickets, tourist attractions	Internet access is difficult, and road access is not yet adequate to reach several tourist sites in Ngargogondo Village.	The potential for natural and cultural tourism and the application of technology development in tourist sites have not been managed optimally.	Competitive competitors
3	Channels	Strong direct distribution by utilizing links to <i>odong-odong</i> train drivers, VW, and Jeeps, guest satisfaction with the mouth-to-mouth concept, and giving discount vouchers applied to business partners	Social media promotion is still not optimal.	Advances in information and communication technology	Other tourism competitors are increasingly aggressive in promoting.
4	Customer Relationship	Personal assistance (hospitality) and good relations with the surrounding community	Tourism managers are sometimes still passive in providing services to consumers.	Utilizing technology in social media	-
5	Revenue Stream	Various income sources	Bureaucracy and Bumdes (Village-owned enterprises)	Opening new income sources	Limited budget funds and tourists
6	Key Resources	Unique natural resource potential	Human resources are still lacking in both quantity and quality.	Limited use of technology	The threat of landslides
7	Key Activities	Service, care, and maintenance of tourist sites and	Sources of income are still unstable, so the	-	-

No.	Aspect	Strength	Weakness	Opportunity	Threat
		promotion and marketing	maintenance and development process is still not running optimally.		
8	Key Partnership	Partnerships are carried out with various parties and communities around tourist sites.	A mismatch between the interests of many parties	Opening opportunities with other partners	-
9	Cost Structure	Funds fulfilled	Budget management is still not effective and efficient.	Promotion and marketing costs can be reduced by using social media.	Economic conditions are sometimes unstable.

(Source: Indrawati, et al., 2023)

Based on the mapping of the table of BMC analysis results and SWOT analysis, it identifies several strengths and weaknesses from both internal and external factors of the potential of Ngargogondo Village. Regarding the use of technology, Ngargogondo Village also utilizes technology not only as a tourist facility plan but also as a medium of promotion.

These promotions can be easily done on social media online platforms such as Instagram, Facebook, and YouTube. Online promotion can also be done using travel agencies and can maximize the functionality of the hotel website (2) involve traditional cultural and community elements when conducting promotions or events. By prioritizing cultural and traditional elements, it can provide added value to attract tourists who visit the hotel (Andika et al., 2021).

The current condition of the Ngargogondo Tourism Village does not have many events since it is still in the tourism development stage and relies on already available tourist attractions based on tourist requests. In planning this business model, there is an idea for a central point of supply-driven innovation (value proposition). This idea is in the technology development in the form of Augmented Reality (AR). AR is a technology that combines two-dimensional or three-dimensional computer-made objects into the real environment around the user in real-time (Ismayani, 2020). The technology development utilizing AR applications was initiated to increase attractions that can be done at tourist sites. AR applications can be implemented by making applications with two-dimensional or three-dimensional images of the area around the Borobudur location. It is intended so that when tourists visit and cannot get around the Borobudur location, they can use AR technology to see the surrounding area in real-time. In addition, it is also the latest innovation because there has been no application of the same technology in other tourist villages around the Borobudur location; thus, it can be a unique tourism opportunity and promotion. In the prototype design, the business model combined with the AR technology development is expected to solve problems and can be a development in the present and future. Moreover, this business

model design is expected to make improvements and generate new innovative ideas outside the competence owned by the Ngargogondo Tourism Village.

Conclusions

Based on the explanation above, it can be concluded that the Ngargogondo Tourism Village is one of the tourist villages in the Borobudur area, which has beautiful natural potential. Various efforts have been made to introduce Ngargogondo Tourism Village. The Ngargogondo Tourism Village development is also inseparable from multiple parties and businesspeople who participate in tourism management to increase the potential of the existing village. Implementing these various strategies is also believed to affect tourism development efforts, one of which is the SWOT and BMC analyses.

However, some obstacles and limitations are still found in tourism development, including not optimal promotion and marketing, not optimal development of tourist sites, limited budget funds, and increasingly competitive competition.

The results also uncovered that AR technology-based business model planning, on the basis of a SWOT analysis combined with BMC, can be carried out by Ngargogondo Tourism Village to develop its tourism business in the future. This planning idea departs from the existing problems and potential of the village that has not been developed optimally in Ngargogondo Village.

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Communication Strategy of Bumdes Sarwada Amertha in the Management of Taro Tourism Village towards Independent Tourism Village

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Abstract: This study discusses the communication strategy carried out by BUMDes Sarwada Amertha in managing Taro Tourism Village towards an independent tourism village. The communication strategy used is to use the POAC management communication strategy method, the purpose of this study is to find out how the communication strategy knows the audience, determines goals, compiles messages and establishes methods and media. Data obtained through observation and in-depth interviews. The authors took three informants to supplement the research data. The conclusion of this study are (1) Planning, BUMDes Sarwada Amertha plans to maximize the visits of tourists who come to Taro Tourism Village every month and intensify promotions both conventionally and through online media. (2) Organizing, in managing existing business units, BUMDes Sarwada Amertha has a management organizational structure. (3) Actuating, BUMDes manager Sarwada Amertha implements the work plan well in order to achieve the existing vision and mission. (4) Controlling, BUMDes Sarwada Amertha as a legal umbrella that accommodates all tourist attractions in Taro Tourism Village. it can be concluded that the communication strategy carried out by BUMDes Sarwada Amertha in the management of Taro Tourism Village as an independent tourism village by carrying out a communication strategy using POAC management principles.

Keywords: BUMDes, Communication Strategy, POAC, Taro Tourism Village.

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Introduction

In accordance with the mandate of Law Number 6 of 2014 concerning Villages, the Government will allocate Village Funds, through a transfer mechanism to regencies/cities. The momentum of the launch of Law Number 6 of 2014 concerning Villages and which was then followed by the Regulation of the Minister of Villages for Development of Disadvantaged Regions and Transmigration Number 4 of 2015 concerning the Establishment, Management and Dissolution of Village-Owned Enterprises, can be expected to encourage villages to manage existing resources in the village, including the economic development of their communities. One way to manage the economy of the village community is by forming Village-Owned Enterprises (BUMDes).

Rural communities can take advantage of village funds provided for community independence and empowerment. One of the programs used as a national movement is to realize 5,000 independent villages from the village funds provided through BUMDes. The goal is for villages to easily develop an economy that is expected and

can boost the welfare of rural communities (Kompas.com, 2015). BUMDes is expected to be one of the pillars of activities in the village that functions as a social and commercial institution. As a social institution, BUMDes must side with the interests of the community through their contribution to the provision of social services, while as a commercial institution it aims to seek profits through the offering of local resources (goods and services) to the market. With the passing of Law Number 6 of 2014 concerning Villages, villages are given a great opportunity to take care of their own governance and the implementation of development to improve the welfare and quality of life of rural communities. In addition, the village government is expected to be more independent in managing the government and various natural resources owned, including the management of finances and wealth owned by the village. So big is the role accepted by the village, of course, it is accompanied by great responsibility as well. Therefore, the village government must be able to apply the principle of accountability in its governance, where all endings of village government activities must be accountable to the village community in accordance with the provisions (BPKP, 2015).

BUMDes in its operationalization is supported by village monetary institutions (financing units) as units that carry out financial transactions in the form of credit and deposits. If economic institutions are strong and supported by adequate policies, then economic growth accompanied by equitable distribution of assets to the people at large will be able to overcome various economic problems in rural areas. The potential for the development of village business units will accelerate the village economic movement so that it is achieved in accordance with the mandate of the Village Law.

The villagers have now begun to manage the village independently. Utilizing the potentials of the village to be developed. Developing the potentials of the village to benefit the village and its community. Even if the village itself is managed and utilized properly and correctly, the village will develop. Currently, there are many villages that manage BUMDes because of the many benefits felt by the community. One of the benefits of managing BUMDes is as a boost to the original income of the village and as a place to exchange information between fellow villagers regarding income, businesses or the sustainability of their business.

According to (Cangara, 2013:33), communication is a process of conveying messages or information from the communicator to the communicant which later the communicator and the communicant have the same understanding of information. Communication is said to be effective if the sender and recipient of the message understand the message that has been conveyed. The four functions of communication (Verdeber 2015:17) are social communication, expressive communication, ritual communication and instrumental communication. Meanwhile, communication strategies in management management (Effendy, 2013: 300) are planning, organizing, actuating and controlling.

One of the BUMDes that has succeeded in developing its business unit is a Village-Owned Enterprise in Taro Tourism Village. BUMDes Sarwada Amertha is a BUMDes owned by Taro Gianyar Tourism Village, Bali. BUMDes Sarwada Amerhta had a permit in 2017, then began to be active again during Covid-19 in early 2020. This is used as a moment to focus more on BUMDes managers because it coincides with the arrival of all local residents in Taro Village who return to the village.

Taro Tourism Village is one of the Tourism Villages that has the oldest history in Bali. Taro Tourism Village is an old village in Bali that is rich in stories and cultural relics of the past. The existence of this village is closely related to the visit of a powerful man in the past from East Java to Bali around the 8th century. Taro Tourism

Village has a green and beautiful nature. The cool air and trees make the atmosphere shady. As well as residents' houses with the characteristics of traditional Balinese houses. In addition to enjoying the natural atmosphere, taro tourism village also has a lot of cultural value that can be an interesting source of knowledge for visitors to the tourist village.

The uniqueness of Taro Tourism Village makes the business of BUMDes Sarwada Amertha dare to continue to develop and advance the economy of Taro Tourism Village. The success of Taro Tourism Village is of course due to the proper management and utilization of the village's potential. The community in Taro Tourism Village also uses digitalization to develop business units from Sarwada Amertha. Digital media is also one of the communication strategies to introduce Taro Tourism Village and BUMDes Sarwada Amertha to the public. Through the research background above, this research will examine the communication strategies carried out by BUMDES in supporting tourism development in Taro Tourism Village.

Methodology

This research uses a descriptive qualitative approach. Because descriptive research is used to explain an event so that the researcher can know the real facts. Qualitative method research with a descriptive approach is a technique or method to examine facts descriptively on the phenomenon under study (Convelo G. Cevilla, et al.(2013). Descriptive research will explain or show the events studied and there is no need to test relationships and test hypotheses (Rakhmat, 2018: 24).

The reason why the researcher conducted the research using this method was because the researcher wanted to explain the communication strategy carried out by BUMDes Sarwada Amertha in Taro Tourism Village. The communication strategy carried out is by utilizing digital technology and social media as one of the strategies to advance business units, especially tourist attractions in Taro Tourism Village owned by BUMDes. Researchers will describe how the communication strategy of BUMDes Sarwada Amertha in an effort to manage Tero Tourism Village so that it is expected to get a greater turnover every year. In this qualitative research, researchers try to find as much information as possible through the management of Village-Owned Enterprises to be studied. The resource person will be asked to describe how the communication strategy in managing Taro Tourism Village and the role of BUMDes in advancing Taro Tourism Village.

The subject of research in this study is the manager of BUMDes Sarwada Amertha Taro Tourism Village. In the search for informants, the author initially determined the informant criteria needed to then share how the communication strategy of BUMDES Sarwada Amertha in the management of Taro Tourism Village. After getting the pre-research results, the researchers selected several informants, namely the director of BUMDes Sarwada Amertha, Pokdarwis Taro Tourism Village, Secretary of BUMDes and Admin of BUMDes.

Indepth interview techniques were conducted in this study. Interviews were conducted with BUMDes and Pokdarwis managers, as well as interviews with BUMDes admins who are holders of social media accounts in Taro Tourism Village such as Instagram, Facebook, TikTok, Youtube and websites. The reason why researchers choose these sources to interview is because these people have important positions and have information about this research.

The research was analyzed using descriptive qualitative then interpreted using POAC analysis and supplemented with data obtained from observations during the

interview. The data source in this research uses primary data originating from interviews with related informants.

Results and discussions

Results

BUMDes Sarwada Amertha Taro Village means "Sarwada" means all-round while "Amertha" means life or eternity. Sarwada Amertha means all-rounder for the well-being of life. This is in line and relevant to the history of the name of Taro Village, namely Taro Sarwada, in the future it is hoped that through BUMDes Sarwada Amertha will be able to prosper the people of Taro Village. The vision of BUMDes Sarwada Amertha is "Through BUMDes Together We Build Villages". (Interview, January 25, 2023).

BUMDes Sarwada Amertha was established in 2014 with an initial capital of Rp.1,015,266,000,- . This BUMDes has experienced a significant increase in assets from year to year. Currently, it has adopted computerized and digital systems, either for making deposits or reporting. BUMDes Sarwada Amertha has four business units, namely (1) a stall business unit that serves all the needs of the community and also as a central market for all UMKM products in Taro Village, (2) a savings and loans business unit, this unit is able to provide business capital stimulation for the people of Taro Village, especially UMKMs who want to develop their business sustainably, (3) TPS3R waste management unit in Taro Village, This unit organizes all waste in Taro Village, so the valuable output is organic waste into fertilizer, non-organic into crafts then resold and residual waste is reprocessed into souvenirs, all of which are of economic value and distributed by BUMDes, (4) tourism village units, this unit accommodates, embraces and establishes cooperation through MOU with all tourist attractions in Taro Tourism Village. In addition, BUMDes Sarwada Amertha also serves cash or non-cash transactions between banks that establish interbank cooperation as agents of BRI-Link and also facilitate people who want to apply for people's business loans or KUR to banks. BUMDes also serves tax payment services or vehicle samsat, so that all people can easily and efficiently get services at BUMDes. Photocopy printing services are also served at this BUMDes, although it is still on a small scale but is quite capable of serving the needs of the community in Taro Village, in the future it is hoped that it will be able to develop it again into a new unit, namely printing and screen printing. (interview, January 25, 2023).

BUMDes Sarwada Amertha Taro Village also received various CSR assistance, establishing partnerships with several third parties, this is an effort to spread its wings and strengthen business relationships in a sustainable manner. The existence of BUMDes is able to open up many job opportunities and open new job opportunities, effectiveness and creativity increase, as well as a growing economy and a prosperous society. (Interview, January 25, 2023).

Discussions

POAC Analysis (Planning, Organizing, Actuating, Controlling)

1. Planning

BUMDes Sarwada Amertha made a plan in managing Taro Tourism Village by collecting all the produce and UMKM products from 14 banjars in Taro Tourism Village then used as one point of sale, namely at BUMDes Sarwada Amertha. Currently, only a few UMKM businesses can be accommodated by BUMDes in the form of the results of the Dwi Tunggal Putri Taro Village peasant women's group such as keladi chips, taro

and plantain, red ginger tea, real coconut oil without mixture, sambel embe taro and several types of jams with various flavors. In the future, BUMDes Sarwada Amertha has the idea to accommodate more produce and UMKM in all areas of Taro Village that can be promoted and then sold to be used as souvenirs for tourists who come to visit. The case in terms of accommodating are explained by Director Bumdes Sarwada Amertha, namely:

"Because the area of our village is quite large and the population here is 60% farmers who still implement an organic farming system without pesticides, if from the products produced, it is certain that our village has good quality, but because the area of this village stretches from north to south, so the communication process is sometimes constrained, so for the northernmost agricultural area that is close to kintamani it is sometimes difficult for us to facilitate" (interview, January 25, 2023)"

In addition of BUMDes, which always collaborates with Pokdarwis regarding market share segmentation that visits Taro Tourism Village, plans to bring in visitors from all over or family. Explained by Mr. I Wayan as Director of BUMDes Sarwada Amertha,

"Taro Tourism Village is an old village concept where tourists who come can feel the authenticity of the real Bali Old Village, in the future we want to welcome elderly tourists to be able to feel how peaceful our village is, so that these elderly tourists can come to Taro Tourism Village to calm down and enjoy the natural landscape". (Interview, January 25, 2023)

2. Organizing

In managing several business units of BUMDes Sarwada Amertha formed an organizational structure to make it easier to organize business units according to the duties of each section. In BUMDes, it has the highest organizational structure, namely MUSDES (village deliberation), village deliberation has the highest position, because this deliberation represents all the aspirations and inputs of the 14 Banjar Adat and Dinas in Taro Village. This deliberation is held once a year. Then under MUSDES there is an advisor who is the Father of Taro Village Perbekel, Supervisory Board, Director, Secretary, Treasurer, then followed by four unit managers from four businesses managed by BUMDes, the last one is the BUMDes admin who holds all social media accounts owned by Taro Village related to promotion and social media content.

Related to the employees at BUMDes Sarwada Amertha, all employees are local communities living in Taro Village. The employee selection process is carried out by the director of BUMDes himself who is assisted by the secretary. The duties and responsibilities of each employee are also stated in the job description and work SOP that has been formed at BUMDes by Mr. Perbekel together with the Director of BUMDes.

The admin of BUMDes Sarwada Amertha plays a fairly important role in terms of promotion, including promotions about Taro Tourism Village. In addition to using Instagram, Youtube, Facebook and TikTok, the admin of BUMDes Sarwadha Amertha who is also the admin of Taro Tourism Village also uses Google Business. So that visitors can write their reviews about Taro Tourism Village and visitors easily search for Taro Tourism Village on the internet with the keyword "Taro Tourism Village". On the internet, it is clearly stated about the opening hours, opening days, addresses and also the numbers that visitors can contact. (Interview Results, 2023)

3. Actuating

After planning and having a good organizational structure, then in carrying out the work must also be optimal. Every employee or HR is expected to work in accordance with their duties in order to achieve the vision and mission that has been formed. According to the planning that has been made, BUMDes makes a communication strategy plan to manage Taro Tourism Village in various ways. Before making a strategy, BUMDes compiled a message so that the community would get to know Taro Tourism Village by doing verbal communication, namely word of mouth. In addition to this, self-marketing is also always urged by the Director of BUMDes and POKDARWIS to promote Taro Tourism Village through existing social media. Marketing strategies using digital marketing are very effective today. The same thing was also conveyed during an interview with the Director of BUMDes:

"We always urge our community to promote this village through the social media they have, whether it is customs, culture, nature or superior products in Dea Wisata Taro, by helping us to participate in promoting this village, it will certainly have the effect of being known as Taro Tourism Village as an authentic old village" (Interview Results, 2023)

When viewed from the long history of the development of Taro Tourism Village, that this village has been widely recognized as a tourist village that has always been active in many activities. Award after award was also widely won at the local, regional and national levels. But here, communication strategies in terms of marketing are still being promoted to anesthetize tourists who if visiting Ubud not only know Tengallang and its surroundings, but also remember that there is an old Balinese village that is still authentic to visit.

4. Controlling

Village-Owned Enterprises (BUMDes) Sarwada Amertha Taro Village always carry out controlling activities. This is done to help supervise the activities and progress of the activities carried out by the managers of each business unit. To control the running of business units in BUMDes Sarwada Amertha, BUMDes usually holds meetings of members and officials once a month. However, the controlling carried out per business unit depends on each manager or unit leader.

This was conveyed by Mr. I Wayan Kerta as Director of BUMDes Sarwada Amertha, namely:

"We from the BUMDes management always supervise or control all business units under the auspices of BUMdes, if meetings are not possible to be held every month because there are many activities such as holidays, we will immediately meet the managers or frontmen in each business unit, in order to accommodate what is lacking, what is the improvement for each business unit". (Interview Results, 2023)

In addition to controlling which is carried out in every business unit under BUMDes. Controlling is also carried out regarding all objects in Taro Tourism Village, control related to the number of tourist arrivals in each tourist attraction will be collected directly by the BUMDes admin. So if there are tourists who want to go to one of the tourist attractions in Taro Village, then, first of all, they must come to BUMDes then buy tickets, then from BUMDes will direct to go to several tourist attractions according to the direction of BUMDes. It can be said that the number of tourists who come to tourist attractions in Taro Tourism Village both domestically and internationally will be directly controlled by the BUMDes Sarwada Amertha itself.

Conclusions

Based on the results of the research that has been described, it can be concluded that the communication strategy carried out by BUMDes Sarwada Amertha in the management of Taro Tourism Village as an independent tourism village by carrying out a communication strategy using POAC management principles as follows.

First, *Planning*. BUMDes Sarwada Amertha made a plan in managing Taro Tourism Village by collecting all the produce and UMKM products from 14 banjars in Taro Tourism Village then used as one point of sale, namely at BUMDes Sarwada Amertha. In the future, BUMDes Sarwada Amertha has the idea to accommodate more produce and UMKMs in all areas of Taro Village that can be promoted and then sold to be used as souvenirs for tourists who come to visit. In addition, regarding the market share of visits, BUMDes, which always collaborates with Pokdarwis regarding market share segmentation visiting Taro Tourism Village, plans to bring in visitors from all over or family including the market share of the elderly to do healing or inner peace in Taro Tourism Village.

Second, *Organizing*. In managing several business units of BUMDes Sarwada Amertha formed an organizational structure to make it easier to organize business units according to the duties of each section. In BUMDes, it has the highest organizational structure, namely MUSDES (village deliberation), advisor who is Mr. Perbekel Desa Taro, Supervisory Board, Director, Secretary, Treasurer, then followed by four unit managers from four businesses managed by BUMDes, namely warung business units, savings and loans business units, waste management business units and tourism village management units.

Third, *Actuating*. Every employee or HR is expected to work in accordance with their duties in order to achieve the vision and mission that has been formed. According to the planning that has been made, BUMDes makes a communication strategy plan to manage Taro Tourism Village in various ways. Before making a strategy, BUMDes compiled a message so that the community would get to know Taro Tourism Village by doing verbal communication, namely word of mouth. In addition, self-marketing is also always urged by the Director of BUMDes and POKDARWIS to promote Taro Tourism Village through existing social media.

Fourth, *Controlling*. To control the running of business units in BUMDes Sarwada Amertha, BUMDes usually holds meetings of members and officials once a month. Control regarding the number of tourist arrivals in each tourist attraction will be collected directly by the BUMDes admin. So if there are tourists who want to go to one of the tourist attractions in Taro Village, then you must first come to BUMDes then buy a ticket.

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Analysis of Pasatan Temple trekking at Pohsanten Village

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Abstract: This article is about the analysis of the Pasatan Temple trekking in order to propose it as a tourist trekking. In fact, Politeknik Negeri Bali wishes to develop a program package for international students to discover the village of Pohsanten, Jembrana in Bali, Indonesia. This activity should provide an opportunity for international tourists to discover the west of Bali, which is poorly promoted in tourism. Indeed, there is an exceptional natural heritage (fauna, flora, waterfalls, mountains) but also an authentic cultural heritage through the discovery of the Pasatan temple. The research method mainly used to analyse this trekking is the qualitative method. Indeed, with more than 5 participants, an interview was carried out inquiring the 9 tourism attraction aspects. The aspects of a tourism attraction are based on the aspects on duration, timing, variety of tourist attraction, the strength of the attraction theme, product delivery (guide & component), food & beverage, transportation, organizing program package, and price. Hence, the research method will not only be qualitative but also quantitative to measure the satisfaction index. The results show that participants are satisfied with the Pasatan temple trekking and that it is possible to market this activity as a tourist attraction and offer it in the program package for international students. It is expected that the results of the study could assist the Pohsanten village in developing rural tourism and be used as a reference for tourist professionals.

Keywords: rural tourism, green tourism, trekking, tourism attraction, tourism services, guiding,

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Introduction

The analysis of the Pasatan Temple trekking at Pohsanten Village has the purpose to study the feasibility of Pasatan Temple trekking to be a tourist attraction in order to market it to tourists and create an international student program while also delivering economic and social regeneration to the community based tourism of Pohsanten.

Indeed, the Village of Pohsanten built 5 years ago a community-based tourism (CBT) center in aim to welcome students from Politeknik Negeri Bali. A community-based tourism fulfills 3 criteria. First of all, it should have the support and participation of local people; secondly, as much of its economic benefit as possible should go to people living at or near the destination. Finally, the act of tourism must protect local people's cultural identity and natural environment. It is suggested that community-based tourism is one way of delivering economic and social regeneration, while protecting local cultures against the rising tide of globalization (Russell, 2000). Community-based tourism provides an attractive alternative to mass tourism. In Bali, Indonesia, it is a potentially significant contributor to tourism development. Community-based tourists are supportive of a sustainable industry to preserve the villagers' way of life and the rural environment but are also concerned about safety and hygiene (Ernawati, 2015). It is further stated that having a strong and variative tourist attraction is vital for a community-based

tourism success (Ernawati, 2019) and the purpose of this article is also to determine if the Pasatan temple trekking can be that attraction.

This analysis has also led to the creation of an international tourism program packaging for students in order to promote the Jembrana area. In tourism marketing the word packaging takes on a new meaning. Tourism packaging doesn't involve a physical package surrounding a product. Instead, packaging is the process of putting together, or bundling, the core tourist product with additional services desired by tourists. The package is then promoted to tourists, who can then easily purchase their desired travel experience (Kolb, 2006). What pushes consumers to opt for tour packaging is first, the convenience by saving time and energy usually needed to find a place to stay by searching by themselves. The second one is cost savings, indeed, tour operators will often provide discounts or special rates. The last aspect that attracts tourists in tour packaging is the security and the reassurance, everything is carefully monitored by professionals.

To successfully market a tour package it is required to first understand the target market or audience. After that, build a marketing strategy aligned with the needs and wants of the target audience. As mentioned earlier, travellers expect discounts when booking travel packages so be sure to carefully calculate the tour package costing so as to provide a great benefit for the customer while keeping the business profitable and sustainable (Nieh, 2022). Therefore, to define the particularities of the company concerned and the target market, the SWOT strategic analysis tool can be used, which highlights the best strategies to implement in the process of setting up a company or developing business activity. It is based on a matrix of strengths, weaknesses, opportunities and threats. This analysis enables a company to identify its strengths and weaknesses, so as to maintain considerable competitive advantages.

However, in this article, the objective is to assess the aspects of Pasatan Temple trekking so the activity can be included in the tour package. Trekking is part of the nature-based tourism which is one of the few economic activities uses of natural areas that is compatible with protection of the environment as well as wildlife (Brockelman, W., & Dearden, P. 1990). Trekking is also defined as an adventure tourism activity conducted in difficult terrain and climate, which requires specialized clothing, equipment, food, and also companion, i.e. guide (Różycki & Dryglas, 2014). Trekking is one of the latest trends in tourism in the world. On one hand, due to the extreme terrain where it can be practiced and boosted a certain dose of adrenaline, thus, is treated as a form of an modern adventure tourism. It also sometimes considered as sport tourism (Purwanto & Rifki, 2022). On the other hand, the beauty of trekking relies on that it is implemented in an extraordinary and stunning natural and geological environment. Although many challenges, tourists are attracted by geodiversity and fascinating landscapes, changing weather conditions or spiritual survival. It is often associated only with mountains, but it must be emphasized that one may distinguish eight types of trekking, these are: mountain, desert, tropical, glacial, polar, river, swamps and volcanic trekking. People also discover and learn about their own abilities, both mental and physical (Różycki, P., & Dryglas, D. 2014).

In order to achieve the analysis of the Pasatan Temple trek, and with the help of the research stated previously, the article will use qualitative and quantitative data to solve the problem. The research question formulated is as follow:

1. How is the analysis of Pasatan Temple trekking based on the 9 aspects of tourism attraction?

Methodology

As previously stated, for this study, the method research is mainly qualitative data. The qualitative data is about statement views, opinions, thoughts and level of quality (Mbuva, 022).

The data collection methods used are observation, survey questionnaire and participation. The first qualitative method is very common but very useful, the observation. Indeed, for this article, the trekking participants travelled this trekking two times and had the opportunity to record the trekking experience, seen, heard or encountered in detailed including field notes and through a camera. The second qualitative data is used to successfully accomplish this study if interview, which was used to gather opinions from the trekking participants using questionnaire format. The interview guideline is developed based on the tour aspects developed by Ni Made Ernawati's previous articles reviewing on an overall research about green tourism and rural tourism (Ernawati, 2021). The questions cover the aspects of the research assessed include the duration, the timing, the variety of tourist attraction, the strength of the attraction theme, the product delivery (guide & component), the food & beverage, the transportation, the organizing program package and the price.

Finally, the last research method used is a minor quantitative method asking about the overall tourism satisfaction when experienced the trekking.

Results and discussions

Results

As stated before, a questionnaire has been delivered to all the 5 trekking participants. The participants of this trek are students, mostly aged between 18 and 22. Out of 5 people, only 1 is a boy, while the other 4 are girls, also 3 are from Indonesia and 2 are from France.

The summary of the research result is presented in Table 1 where scientific findings are presented after data sorting was carried out. This table will demonstrate what did the study find and whether the trek can be marketed as a tourist attraction.

Table 1. Students' Response to Pasatan Temple Trekking Questionnaire

No.	Aspect	Result
1	Duration	Majority of the participants thinks the trek is perfect for the tourists who are used to trekking but a bit hard for beginners since there is climb
2	Timing	The participants think doing the trek in the morning is preferred, the suggestions says earlier in the morning would be better (6am to 9am) to avoid hot weather and to see the sunrise
3	Variety of tourist attraction	For the majority of the participants, while doing sports, tourists can enjoy the view, the fauna, the flora and the culture heritage that is the temple
4	The strength of the attraction theme	Regarding the participants responses, the strength is the beauty of the trek, the nature and the temple, its history. The weakness is that the path is slippery sometimes
5	Product delivery (guide & component)	According to the participants' responses, the guide gave many informations about the balinese fauna and flora while trekking and also explained about the temple history while visiting

No.	Aspect	Result
6	Food & beverage	According to the participants, during the trek, water is at the tourist's expense, at the end having coconut fresh water was great, maybe add some Indonesian snacks there
7	Transportation	Participants thinks additional transportation is needed such as motorbike for those who are tired
8	Organizing program package	Majority of the participants thinks the trek have been well organized, however the suggestions request more informations and explanations of the schedule and the program activities
9	Price	The price participants' suggestions are between Rp. 50 000 to Rp. 100 000 including entrance ticket and food/beverages

Source: Cantin & Ernawati, 2023

It can be seen that from the 9 aspects of tourism attraction, there are 6 aspects have received positive feedback, including duration, timing, variety of tourist attraction, product delivery (guide & component), food & beverage, and price. However, 3 other aspects are seen to need some improvements to create better experience for the visitor who trek on Pasatan Temple trekking, including the slippery path which requires rope or handle to avoid any fallen visitors, the additional traditional Indonesian snacks, the need of motorbike, and the additional informations and explanations of the schedule and the program activities from the management.

Discussions

Trekking is an adrenalin-fuelled activity that also offers the serenity of nature. It can be hard sometimes depending on the level. Regarding the data on duration, the majority of the responses thinks the trek is perfect, it is a little tough for non-athletes and beginners, but enjoyable for amateurs and novices. This is due in particular to the arduous climbs and slopes and the humidity of the jungle. The path cannot be changed, hence, it is important to plan between 2 or 3 hours for this trek, according to the responses.

For the timing, the trekking started from 9 am to 11 am. Regarding the responses, the trekking was carried out according to the schedule with a little delay of 10 minutes. Concerning the timing and since the area of Jembrana in Bali is wet and hot, the majority of the responses suggest to conduct the trekking earlier. In the early morning, the weather is less hot and it is also possible to witness the sunrise, says one of the respondents.

To continue this discussion, as the previous academic work of Rózycki & Dryglas (2014) state that although many challenges, tourists are attracted by geodiversity and fascinating landscapes, changing weather conditions or spiritual survival. Hence, the variety of tourist attraction to market this trekking is essential. Regarding the responses, the majority states while trekking, the nature with the fauna and flore of the place is enjoyable with some great points of views but the addition of the heritage and the history of the site with the Pasatan temple is a plus point.



Figure 1. Cocoa Agriculture
(Source: Researcher's Documentation, 2023)

Concerning the strength of the attraction theme, several questions have been asked about the strengths, the weaknesses and finally if this trekking can be recommended. To begin, according to many respondents, the main strength of the trekking is that tourists are able to discover not only the nature, the fauna and flora, the tropical of Bali with beautiful views, but also the heritage and the history of the temple that has been told by the priest. Later, the respondents stated about the healthy contribution of the activity. In fact, as previously told, tourists are looking for adventure and adrenaline booster, one of the respondent talked about the excitement and the desire to discover, as a strength for this trekking. To continue, the main trekking's weaknesses according to the respondent is the slippery road at some part of the trekking. It states that it is important to be careful while trekking and have good equipment for trekking. The respondents suggestions for this weakness is to market the trek to tourists during the dry season of Bali which is from April to October. The later mentioned as one of the weaknesses voiced out is the harshness and the rather steep of the slopes for some tourists. If the trekking participants are inexperienced or in poor health, this can be unpleasant in terms of endurance. Hence, as a suggestion it is important to inform the tourists about the complications of the Pasatan trekking. To finish, the majority of the respondents pointed out that they would definitely recommend 'yes' to this trekking to tourists. Indeed, the overwhelming majority of responses evoke the beauty of nature and heritage during trekking, as well as the benefits that trekking can bring to the body and mind which is an important criteria for a good trekking according to Rózycki, & Dryglas (2014). Nature environment also becomes one of the major impacts in trekking tourism (Nyaupane, Lew, & Tatsugawa, 2014). Wonderful outdoor activities and meaningful experience in nature are also being emphasized in having trekking activity (Westskog, Aase, & Leikanger, 2021).

To go on, product & delivery are important part of the trekking, for the Pasatan temple trekking, 2 guides were providing informations. Firstly Pak Sindu who was the guide during the whole trekking, from the beginning until the end. The second guide was the priest of the Pasatan temple. In response to this matter, the responses are divided into two; one part thinks the informations were enough and the other part

needed more informations while trekking about the nature and the temple. However, according to the literature review, no data states that guide is necessary while trekking. The conclusion is that this criteria is not highly required to market a trekking.

Concerning the food & beverage served during the Pasatan temple trekking, the majority of the answers says that the coconut iced/fresh water delivered at the end of the trek, in front of the Pasatan temple, was really enjoyable and has enabled to discover a traditional Indonesian beverage. To continue and regarding the suggestions made by the participants, it firstly says that no beverage is offered or included while trekking to the Pasatan temple. Hence, it is suggested to bring your own bottle of water. The other suggestion proposes that traditional Indonesian snacks or food is provided at the same time as the iced/fresh coconut water so the participants can get more energy to return.

To continue with the transportation aspect, the trekking was only feasible by walking. Hence, the majority of the respondent thinks it would be preferable to provide motorcycle in case where tourists might be tired or exhausted. The other suggestion provided a thought in the questionnaire is to use a minibus to drive the tourists from the CBT Center to the starting point of the Pasatan temple trekking. Transportation also becomes the major concern found in Spain tourism (Rojo-Romos, et al, 2020).



Figure 2. House of Seeds
(Source: Researcher's Documentation, 2023)

About the organizing program package aspect which is mainly about the provision of informations given to the participants before the trekking, most of the answers indicate the trekking has been well organized and coordinated. However, according to one answer, an improvement has to be done concerning the information on what is needed in the bag for the trekking.

Finally, for the final aspect which is the price of the Pasatan temple trekking, the majority of the participants thinks it would be around Rp 50.000 to 100.000 per person. It would include the entrance ticket and also the food & beverage provided during the trek.

To continue, the discussion will be based on other input that has to be addressed if Politeknik Negeri Bali wants to market the Pasatan temple trekking to tourists. For the question "Is this trek could be sold to tourists", the majority of the participants replied 'yes'. Indeed, the trekking has a variety of attraction for tourists which is very important aspect to enable to be sold as an activity as stated in the introduction. First of all, the activity which is not only the trek but also everything that goes along with it like the experiencing of nature, cultural and local heritage – the temple and the various discovery along the path. In addition, the trekking is close to the tourist facility - the community-based tourism center of Pohsanten and also close to many other tourists attractions like the agrocacao farm, the river of Pohsanten, the ricefields of Semanggong, and also

schools where a community service of teaching an international language could be conducted. Overall, we can say the Pasatan temple trekking is attractive because of these aspects. The second question asked to the participants was referring to "which market segment should the trekking be marketed?" Many responses here were referring to both men and women, but from a younger generation. It is also suggested that the kind of profile that might be interested in this trek would be adventurers, solo hikers and nature lovers, the one who loves the adrenaline pump up and the excitement of the discovery. Finally, for the majority of the participants, many international tourists would love this trekking, one participants suggestion is to market it through social medias so travel influencer or simply travellers can find the information and get attracted. Indeed, the communication and marketing of a tourist activity is necessarily done via social networks.

Finally, the last question asked is about the overall tourism satisfaction when experienced the trekking. Indeed, it is asked to the participants to rate the trekking on a scale from 1 to 10 and explain their position towards their choice. The overall average satisfaction rate out of 10 is 8.1. To be more precise, there ain't no grade under 7 which is very satisfying. Overall, it is obvious that participants are satisfied with the trek. Indeed, in their explanations concerning the grades, 2 person highlight the beautiful view, 1 person stated because of the love towards nature, the 2 other participants didn't specify anything.

Conclusions

The analysis of Pasatan Temple trekking in Pohsanten, Jembrana had the objective to propose the Pasatan trekking as an attraction to tourists and to identify if the Pasatan Temple trekking can be a tourist attraction as a part of an international student package program while also delivering economic and social contribution to the community based tourism of Pohsanten. According to the litterature review, having a strong and variety of tourist attraction is vital for the success of a package and even more of an attraction. Also, based on the data collected, the Pasatan Temple trek ticks all the boxes a tourist might expect. From the low price to the variety of attraction theme, from the history and heritage to the natural tourism. It has also enabled the trekking participants to confirm this trek as an essential activity of the tour packaging, integrating it into the program is thus feasible.

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The Tourism Supply Chain Management: Case Study on Mount Kelud, Kediri Regency

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Abstract: Tourism is a lucrative sector for a country looking to boost its economy. The tourism industry can generate state income in the form of foreign exchange, therefore this tourism industry must be considered if a country wants its economy to rise. One way that can be done to increase the competitiveness of the tourism industry is to carry out comprehensive supply chain management. In this study the type of descriptive research selected and its approach with a qualitative research approach. So that the research location and research site is the Mount Kelud Tourism Area, Kediri Regency. Through the results of interviews, observations, and surveys related to the focus of research to related parties, there were 5 informants as primary data sources which were determined by researchers with certain considerations, namely the Tourism and Culture Office of Kediri Regency, tourism managers, visitors, motorcycle taxi associations, and traders associations. The results show that Mount Kelud tourism has very good potential to be developed. The lack of coordination between the two parties, namely between the government and the manager to improve existing facilities, becomes a problem such as adding photo spots which are considered insufficient and also expanding the parking area which is a problem because it is considered not spacious enough to accommodate many vehicles when the holidays arrive. The products sold are also less varied, namely only pineapple products and their derivatives such as pineapple chips, pineapple juice, pineapple candy, and others. So that visitors are not satisfied with the products sold because the products are less varied.

Keywords: Destination Potention, Tourism Supply Chain Management, Tourism.

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Introduction

In Indonesia the tourism industry has grown rapidly and modernly in the last twenty years seen from tourist visits (Barliansyah, 2019). Tourism is a lucrative sector for a country if it wants to boost its economy. The tourism industry can generate state income in the form of foreign exchange, therefore this tourism industry must be considered if a country wants its economy to rise. The Indonesian government is now paying attention to this, it can be seen with the government's seriousness in making this tourism one of the priority programs in the leadership of President Joko Widodo.

The program from President Joko Widodo, among others, is to carry out five national priority super destinations. These five super priority destinations are expected to be able to make Indonesia proud in the international arena, that Indonesia has a hidden paradise that is very worthy to visit for foreign and local tourists. The five super priority destinations are, among others: Lake Toba, Borobudur, Mandalika, Labuan Bajo,

and Likupang. The purpose of tourism development in the five super priority destinations is to create a new Bali that is already known in the eyes of the world because most foreign tourists only see Bali even though there are still many beautiful places in Indonesia to visit (Kemenparekraf).

Because the tourism industry is one of the most superior sector industries compared to others in the national economy that can generate state foreign exchange (BI, 2019). It is not imaginable that many countries depend on their state revenues in the tourism sector. Judging from the country of Thailand which produces 20 percent of GDP and employment in the tourism sector (UNWTO, 2020). The Maldives also depends on the tourism sector, seen from the Maldives' GDP of 28 percent and 60 percent of Maldives' foreign exchange earnings in the tourism sector (Wikipedia, 2021).

With the tagline "Wonderful Indonesia" tourism in Indonesia is expected to be increasingly famous in the eyes of the world. The tagline is implemented for the implementation of the sustainable tourism program in order to successfully create a good synergy between the tourism sector (Kemenparekraf). In Indonesia, many regions have begun to promote the existing tourism potential, as an attractive tourist destination for tourists to visit.

Kediri Regency is one of the many regions in Indonesia that makes the tourism sector a top priority. seen from the desire of the Regent of Kediri Hanindhito Himawan who wants the Kediri Regency area to become a tourist center in East Java (Tempo.com, 2021). By carrying out the tourism area with the tagline "Kediri Again" aims to build the Kediri Regency area in an effort to increase tourist visits to come to the region (kedirikab.go.id). This is in line with what has been stated in Law Number 23 of 2014 concerning Regional Government Article 1 Paragraph 6, which describes regional autonomy in which it is the obligation of the regions to regulate and manage their own government affairs in their regions. So that the existence of regional autonomy forces each region to try to maximize the tourism potential in their area (Azhari, 2018).

One way that can be done to increase the competitiveness of the tourism industry is to carry out a comprehensive supply chain management (Sholekhah, 2020). The necessity of having the supply chain in the tourism industry is as important as the needs to be given in the manufacturing industry (Sönmez & Pelit, 2023). With the support of competent government agencies, the tourism supply chain can be implemented properly. Because if there is support from competent government agencies, all parties can be integrated. Government instruments, government regulations, environmental policies, management and technological developments are drivers that can lead to tourism development (Buckley, 2012:26).

Based on the above background, researchers are interested in researching how the condition of tourism supply chain management in Mount Kelud, Kediri Regency is. Because according to researchers in other studies, it is rare to examine using a tourism supply chain management approach to develop existing tourist destinations. So that later researchers hope that their research can contribute to the Kediri Regency area so that the area is growing and becomes the center of a national tourist destination. And this research aims to advance knowledge about how sustainable tourism can work well with a tourism supply chain management approach.

Methodology

In this study the type of descriptive research selected and its approach with a qualitative research approach. Because it aims to identify and explain tourism supply chain management strategies in the development of lokatourism in Mount Kelud. Sources of data used in this study are primary and secondary data.

Primary data obtained directly in the field. Through the results of interviews, observations, and surveys related to the focus of research to related parties. In accordance with the triangulation principle, which is to compare data or information in different ways with the aim of obtaining a truth. With government employees as resource persons, namely officials who are in relevant agencies, namely the Tourism and Culture Office of Kediri Regency as those who oversee the implementation of the Mount Kelud tourism development strategy, tourism managers, tourists, motorcycle taxi associations, traders associations. The reason for choosing these resource persons is because they have a role in developing a tourist area in Mount Kelud with a tourism supply chain management approach.

And secondary data that comes from data sources that were previously written by someone other than the researcher. So that respondents do not directly relate to the researcher. Secondary data obtained from sources of literature, archives, and documents in accordance with the research focus. Secondary data includes documents, literature, and archives related to the implementation of the Gunung Kelud tourism development strategy.

Data analysis in this qualitative research was carried out since before entering the field, while in the field, and after in the field (Sugiyono, 2013). all activities in qualitative data analysis are carried out continuously until complete, so that the data will be saturated. Qualitative data analysis is an effort to create data, organize data, classify data into something that can be studied or managed, and conclude what is obtained. Interactive data analysis used in this study. The aim is to be systematic, factual and accurate. The components of data analysis can be described as follows: Data collection; Data Condensation; Data Presentation; Verification or Drawing Conclusions.

Results and discussions

From the result of the study, there are seven aspects that had been impacted the process of tourism supply chain management in Mount Kelud. These seven aspects play essential roles toward the quality of supply chain management.

1. Inquiry Management

The management of supply chain is aimed at meeting tourists' needs from targeted source markets and achieving the business target from different enterprises (Karsokiene & Giedraitis, 2023). The investment in the Gunung Kelud area comes from the local government budget or regional budget, which is then held in a meeting with council members to decide what the investment range will be and then collaborate between existing SKPDs. For example, for infrastructure, it can be done with the PUPR office of Kediri Regency for the process, because the Mount Kelud tourist area is managed by the local government of Kediri Regency and also the Mount Kelud Tourism Area also has other partners, namely PD Margo-Perhutani PD where this collaboration is in order to continue to preserve nature in the Mount Kelud Tourism Area and will also plant productive plants for the tourism needs of Mount Kelud. The most crowded time to visit is during holidays and red dates. To increase tourist visits, tourism promotion is carried out through various activities such as table tops, exhibitions, events, familiarization trips, as well as promotions in digital media, print media, electronic media, and other media.

2. Two-party relationship

The relationship between the government and the manager of the Mount Kelud tourist attraction is well established because here the government's role is very vital to develop regional tourism and improve the regional economy because it is the

government's task. The government and managers have also marketed their regional tourism to facilitate tourism industry players including travel agencies, tours, restaurants, and hotels by organizing table top activities and exhibitions. This table top is a forum designed to bring together the implementing regional tourism industry players as sellers and the destination tourism industry players as buyers. Meanwhile, this exhibition is an exhibition to promote the tourism potential of the region and its products. However, there is a difference of opinion that the relationship between the government and the manager is felt to be lacking because the demand for vehicle parking in the Mount Kelud Tourism Area to be expanded has not been fulfilled so that the relationship between the two parties is considered lacking. Maintaining ongoing collaboration and improvement with stakeholders and service providers becomes the key factor in supply chain management (Karsokiene & Giedraitis, 2023).

3. Supply Chain Management

With the existence of the Dohoho Kediri International Airport, it will be able to increase tourist visits in Kediri Regency, especially in the Mount Kelud Tourism Area. This airport serves as the main gateway for the tourism sector. The needs of supply chain management will also affect the manufacturing industry (Sönmez & Pelit, 2023). With the airport, it can provide easy access for tourists from outside the region and from abroad. Besides being able to increase tourist visits, it will also be able to attract investors to invest in the tourism sector later. With this airport, it can provide opportunities to promote tourism by collaborating with airport managers and other airlines to attract potential tourists from outside the region and abroad.

4. Inventory Management

The number of inns in the Mount Kelud Tourism Area itself is 9 homestays and 2 inns. It is deemed sufficient for the needs of tourists who want to stay in the Mount Kelud Tourism Area. Because the inn is crowded with visitors when there is an event or event, other than that the inn looks deserted. For the number of outlets in the Mount Kelud Tourism Area, there are about 20 outlets, it is also considered to be very sufficient to meet the needs of tourists who want to shop because if there are too many or more, they are afraid that their wares will not sell because on weekdays there are no visitors and at the same time there are no visitors. On normal days, these outlets are usually closed and open again on weekends or other holidays. The ojek itself consists of 160 people, which is definitely sufficient for the needs of tourists who visit Mount Kelud and want to see the crater of Mount Kelud.

5. Tourism Product Development

The tourism industry is linked with numerous diverse and heterogeneous business entities (Chowdhury, et al., 2023). The result is quite good tourism in Mount Kelud. However, there are some notes where facilities such as photo spots are somewhat reproduced because visitors feel that photo spots are important, especially now in the era of social media that requires content to be shared with friends. And also add the types of products sold in the Mount Kelud Area to make it more diverse, because most of the products sold in the Mount Kelud Tourism Area are pineapple products and their derivatives, so it is necessary to add non-pineapple products to make them more varied. And also the parking facility needs to be expanded so that it can accommodate more vehicles and can also accommodate motorcycles and cars. Because the parking lot is separate between motorbike and car parking.

6. Tourism Supply Chain Coordination

Maintaining ongoing collaboration and improvement with stakeholders and service providers becomes the key factor in supply chain management (Karsokiene & Giedraitis, 2023). The policy that regulates the pattern of cooperation between travel agencies, tourist destinations, and hotels has not yet been seen from the travel agency, which if you want to come to visit Mount Kelud, confirm by telephone and later the manager will prepare tickets, parking, and also shuttle buses to take you to the top. because the bus can't go up because the road is narrow. The order is without a down payment so that it is paid at the time of the visit.

7. Information Technology

The Mount Kelud Tourism Area has a website and social media called @wisatakelud which aims to promote tourism in the Kediri Regency area, especially the Mount Kelud Tourism Area. The contents of the website include, among others, tourist destinations, cultural arts, tourist villages, culinary arts, and virtual tours. However, the contents of the website still have no information about ticket prices and it is not yet available for ticket sales that can be ordered online, but it does not demand the possibility that in the future it can be developed again so that you can order tickets online and can find out about prices. ticket prices and more.

For how to determine the number of visitors and which tourists come from areas managed by the Kediri Regency Government, it is well computerized. However, the classification of tourist visit data is still limited to only domestic and foreign tourist visits, due to the difficulty of implementing data collection in the field. More specific data collection is from regional origin, gender, age, and so on, only for market analysis purposes.

Conclusions

The condition of supply chain management in the Mount Kelud Tourism Area is quite good, but there are some minor notes that become a weakness for Mount Kelud tourism, namely the lack of parking area. The parking lot when the holidays come, the parking lot is very full and the officers are confused to arrange vehicles that want to park. Even vehicles can be parked on the streets as the parking lot is full. Also, the weakness is that the products sold are less varied, only selling pineapple products and pineapple derivative products.

The challenge faced by stakeholders in the development of the Mount Kelud Tourism Area in the tourism supply chain management approach is for the government and tourism managers. Also, the traders also sell other products to be more varied, not only selling pineapples. As well as for the motorcycle taxi community, they want to reduce the ojek fare which is considered too expensive to drive to the crater of Mount Kelud, which is Rp. 30,000.

Efforts to make the management of the tourism supply chain in the Gunung Kelud Tourism Area run efficiently and increase tourist visits are by coordinating between two parties, namely the government and managers to improve existing facilities, namely expanding the parking area which is considered less spacious to accommodate many vehicles. and beautify existing facilities such as adding photo spots. As well as training existing MSME actors or traders' associations to be trained to produce food or drinks other than pineapple so that the products sold are not only pineapple products. Also, the motorcycle taxi community wants to be discussed about the price of the motorcycle taxi

fare so that it will be lowered again so that it is not too expensive because it is in the common interest.

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Development of Subak Lestari as a Sustainable Tourism Attraction in Denpasar City

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Abstract: This research examines the management and development of Subak Lestari as a sustainable tourist attraction in Denpasar City. Subak Lestari consists of five pilot subaks namely Anggabaya Subak, Umadesa Subak, Umalayu Subak, Subak Intaran Barat and Subak Intaran Barat Timur. The purpose of this study is to analyze institutional management and formulate a strategy for developing Subak Lestari as a sustainable tourist attraction in Denpasar City. This study uses an interpretive qualitative analysis method. Data collection was carried out through literature study, observation, in-depth interviews, triangulation and focus group discussions (FGD) with key informants including Subak Lestari officials, Denpasar City Government Agencies, Expert Team from academics who designed Subak Lestari, the Government and Pokdarwis in the Village and local Villages, as well as tourism actors. The results of this study found that there is a need for special management that manages Subak Lestari as tourist attraction, comprehensive HR training and assistance from related agencies, construction of tourism support facilities that still pay attention to paddy field productivity, implementation of policies and giving strict sanctions for violations related to land conversion and outreach to the community regarding the benefits of subak development as a sustainable tourist attraction. The conclusions from the research results are (1) Krama Subak is expected to maintain *awig-awig* in preserving agricultural land and open up to the concept of developing Subak as a tourist attraction; (2) the government is responsible for determining policies and collaborating with various related parties; (3) Academics conduct studies on concepts that are suitable for development in Subak, especially as a tourist attraction; (4) The community participates in preserving the Subak environment which has been designated as a tourist attraction.

Keywords: development, Subak Lestari, sustainable tourism.

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Introduction

Sustainable tourism development essentially aims to provide welfare for the community's economy, preserve the natural environment and strengthen local wisdom traditions. That is, tourism development is directed at sustainable tourism development so that the potential possessed by a destination can benefit the community. Current tourism development is directed towards sustainable tourism development. According to Sharpley (2000), this is because sustainable tourism development policies are directed at the use of natural resources and the use of human resources for the long term. Community empowerment is an important step in efforts to create sustainable tourism development. Tourism management, like a business to survive, training and education of its workforce is very important (Zolfani, Sedaghat, Maknoon, & Zavadskas, 2015). Adequate quality of human resources will support tourism development.

As one of the tourist villages with potential, Subak has developed as a sustainable tourist attraction in Bali, namely Jatiluwih Village. Kemenparekraf/Baparekraf (2022) stated that the Jatiluwih Tourism Village is a representation of sustainable tourism development in Indonesia because it has a very mature tourism management system and creative economy. The potential of rice terraces using the subak system, which was recognized by UNESCO as an intangible cultural heritage in 2012, is enriched with other educational tourism attractions managed by the community and farmers.

Subak is not only found in rural areas in Bali, but also in urban areas such as Denpasar City. Denpasar City has designated five subaks as Lestari Subaks which are named "Made Ayu Intan" namely a combination of Subak Umadesa, Subak Anggabaya and Subak Umalayu which are in Penatih Village, East Denpasar District, as well as Subak Intaran Timur and Subak Intaran Barat which are in Kelurahan Sanur Kauh, South Denpasar District. Officially, according to Mayor's Decree Number 188.45/472/HK/2015, the five subaks are included in the scope of tourist villages in Denpasar City so they have the potential to be developed as tourist attractions. Apart from that, the construction of the Agricultural Business Road, which was developed as a way for the community to enjoy views of the rice fields and the activities carried out by Krama Subak as a tourist attraction, became one of the attractions for the community. to visit and exercise.

The high land use change on Subak land in Denpasar City is caused by the increasing need for the land itself for the non-agricultural sector and the lack of income of Subak farmers in farming. The growth of the tourism sector has undeniably led to the transformation of the workforce from the agricultural sector to the tourism sector.

In addition to work transformation, there is also an increase in the need for public infrastructure, the need for housing, tourism infrastructure development in several tourist destinations which causes land conversion from agricultural to non-agricultural land. This can also be seen from the role of the primary sector (agriculture) in the GRDP is decreasing, while the role of the tertiary sector (dominated by tourism) is increasing. According to Bendesa (2020), in the 1970s, the contribution of the primary sector to the GRDP of Bali Province reached 54.64% and the tertiary sector 40.60%. Meanwhile, in 2020 the primary sector decreased to 14.50% and the tertiary sector was at 69.71%. The development imbalance between these sectors identifies several important problems in Bali's development such as: 1) traditional agriculture is under pressure from high demand for land due to population growth and tourism growth; 2) low capacity to sustain water supply for agricultural, industrial, tourism and housing needs; 3) environmental pollution; and 4) worsening congestion (Bali Provincial Regulation Number 10 of 2015 concerning the Bali Province Regional Tourism Development Master Plan 2015-2029).

One of the directions of Bali tourism development can be realized through Subak-based tourist attraction. In general, subak that developed into tourist attraction is in rural areas, such as the example of Subak Jatiluwih in the Tabanan Penebel area according to Antara, et al. (2017) and Subak Pulagan in Tampaksiring Gianyar according to Sarita, et al. (2013). Subak itself has been designated by UNESCO as a world cultural heritage (WBD) in 2012 which also adds to the allure of Subak (Diarta and Sarjana 2018). According to Kemenparekraf/Baparekraf RI (2021), changing tourism trends due to the Covid-19 pandemic is a challenge to adapt. Tourist destinations with outdoor concepts became very popular after the pandemic was over. This is certainly an opportunity for Subak in Bali, especially in Denpasar City, to be developed as a destination after the Covid-19 pandemic. The development of Subak Lestari as a tourist attraction is expected to be an alternative to open and affordable space tourism after the Covid-19 pandemic.

According to the Denpasar City Agriculture Department (2022), Denpasar City consists of 41 active Subak lands spread across 4 sub-districts, 27 villages and 16

villages. In North Denpasar District consists of 9 subak, East Denpasar 14 subak, South Denpasar 10 subak and West Denpasar 8 subak. Problems that often occur in Subak in Denpasar City are land conversion to non-agricultural use and the absence of Subak standard area which is needed to determine regional food balance. It was recorded according to Hutauruk (2016) that there were 42 subak in Denpasar City, but the number of subak was reduced to 41 due to the loss of one subak, namely Subak Peraupan Timur in North Denpasar whose land had run out in 2019, from the previous land area of 2 hectares in 2018.

The determination of Subak Lestari as a natural tourism attraction by the Tourism Department through the Decree of the Mayor of Denpasar No. 188.45/966/HK/2020 is widely used as a sports place for visitors to the surrounding community. The Pitana model (Pitana, 2020) illustrates the close relationship between the agricultural sector and the tourism sector. Tourism as a market that absorbs and utilizes various products offered by agriculture while agriculture provides basic tourism needs such as attractions, food and beverage and souvenirs. Balinese culture is the main capital of Bali's tourism development which is dominated by agricultural culture (agrarian-based culture), especially wetland agricultural culture (rice-based culture). But often tourism as a market cannot be fully connected to agriculture, especially related to requirements that demand variability, quality, quantity, and continuity.

The empirical problem faced by Subak to be developed as tourist attraction is the unavailability of an integrative strategy that can diversify the potential function of Subak as an agriculture based tourist attraction. According to Cooper (1993); Pitana and Diarta (2009) a tourist attraction to develop must meet at least 4A principles, namely: (a) attraction, (b) accessibility, (c) amenity, and (d) ancillary. In general, Subak tourist attractions have not been managed as the main attraction but tend to be supportive. Supporting facilities for tourism activities are not yet complete, such as parking lots, rest areas and toilets have not been managed properly. There needs to be a strategy and management body internally to be able to plan additional services optimally.

Princess, et al. (2020) stated that the strategy that is a priority in engineering in Subak Sembung as one of the subak that has been developed as ecotourism in Denpasar City is to form an ecotourism management agency to develop typical tourist attractions of Subak Sembung. According to Cahyaningtiyas, et al. (2021) Subak Sembung as one of the subak in Denpasar City developed as ecotourism is in accordance with laws and regulations and is eligible as Sustainable Food Agricultural Land (LP2B). Subak Sembung is currently active in on-farm activities but faces obstacles in its management agency, so a development strategy is needed to make Subak Sembung active again as a tourist attraction in urban areas. Based on previous research conducted in Subak Sembung, it became a reference to existing research in five Subak Lestari related to institutional management and its management as a sustainable tourist attraction in Denpasar City.

The research question is how the institutional management and development strategy of Subak Lestari as a sustainable tourist attraction in Denpasar City. This research is important because it will analyze institutional management in managing Subak Lestari and formulate a strategy for developing Subak Lestari as a sustainable tourist attraction in Denpasar City. This research is expected to contribute to the development of Subak Lestari and provide an overview for the concept of sustainable tourism in Denpasar City. In this study using Tourism Management Theory as the main theory and Community Based Tourism (CBT) as a supporting theory to evaluate the planning process, analyze institutional management and formulate a development strategy for Subak Lestari as a sustainable tourist attraction in Denpasar City.

Methodology

This study used interpretive qualitative research method. Cresswell (2014) defines qualitative approach as a process of inquiry to understand social problems or human problems based on the creation of holistic images formed in words, reporting the views of informants in detail and arranged in a scientific setting. This research was conducted in 5 Subak locations that became Subak Lestari in Denpasar City, namely Subak Umadesa, Subak Anggabaya, Subak Umalayu, Subak Intaran Barat and Subak Intaran Timur. The determination of the location of this study was carried out by purposive sampling on the grounds that the five subak became a pilot subak in Denpasar City, there was a commitment of the Subak management to maintain Subak land, there was a jogging track, Penatih Urban Village and Sanur Kauh Village which became the fifth area of Subak is a tourist village in Denpasar City, the five subak are designated as natural tourism attractions by the Denpasar City Tourism Department, Based on the 2021-2041 regional spatial plan, three subak in Penatih Urban Village are designated as food crop areas and two subak in Sanur Kauh Village are designated as horticultural crop areas.

The type of data that will be used in this research is qualitative and quantitative data. The data sources used are primary and secondary data. The research instruments include observation guidelines, interview guidelines, and regional base maps. The methods used to obtain data in this research were observation, literature study, in-depth interviews, triangulation and focus group discussions. The key informants in this research were chosen purposive sampling according to their respective contributions. There were 25 key informants, including 10 people from the Subak Lestari Management as the main driving force in each subak. 5 people from the Pokdarwis of Penatih Subdistrict, Sanur Kauh Subdistrict, Penatih Subdistrict Government and Sanur Kauh Subdistrict Government as tourism drivers at the village/subdistrict level. 8 people from government agencies who are stakeholders in the development of Subak Lestari, such as the Agriculture Service, Tourism Service, Culture Service, PUPR Service and Denpasar City Bappeda. 1 person from the Subak Expert Team from Udayana University who previously prepared the planning/action plan for Subak Lestari and 1 representative from the Indonesian Tourist Guide Association as a representative of tourist guides at a tourist attraction.

This study emphasizes interpretive qualitative analysis. The first is to collect data in the field, then classify the data according to the order in the diffusion of innovation. Furthermore, the meaning or interpretation of data. Data analysis techniques according to Nazir (2011) data analysis techniques are as activities to group, make a size, manipulate and lift data so that it is easy to read. Qualitative data analysis according to Miles and Hubberman (1992) through the following process, there are 3 lines of activities that will occur simultaneously, namely: 1. Data Reduction, namely the process of selecting, simplifying and transforming rough data that arises from written records in the field that take place continuously during research. 2. Display Data, which is the presentation of data as an organized collection of information that provides the possibility of drawing conclusions and taking actions that can understand what is happening and what should be done. 3. Data Verification, which is reviewing records obtained in the field as a broad effort to place findings in an existing data set.

Results and discussions

Results

A review of the physical condition of the research location is indispensable in knowing the existing tourism potential. According to data from the Denpasar City Agriculture Department (2022), the number of subak in Denpasar City is 41 subak spread across 4 districts, 27 villages and 16 villages. Among the 41 subaks, there are five subaks designated as Subak Lestari, namely Subak Anggabaya, Subak Umalayu, Subak Umadesa, Subak Intaran Barat, and Subak Intaran Timur which is abbreviated as "MadeAyu Intan".

The five subaks above are designated as Subak Lestari with one of the considerations being the commitment of the subak members to maintain their subak area. The designation of these five subak as Subak Lestari looks significant in reducing the rate of conversion of agricultural land owned. Based on data from the Denpasar City Agriculture Department (2023), the comparison of Subak land use change per year can be summarized as follows.

Tabel 1. Comparison of Subak land conversion in Denpasar and Subak Lestari (Ha) in 2015 – 2022

Subak	2015	2016	2017	2018	2019	2020	2021	2022	Number of Functions	Presentations (%)
Denpasar	2.509	2.479	2.444	2.409	2.170	1.958	1.915	1.871	-692	27.6
Anggabaya	28	28	28	28	28	24	24	24	-4	14.3
Umadesa	11	11	11	11	11	12	12	12	+1	-
Umalayu	27	27	27	27	27	26	26	25	-2	7.4
Intaran Barat	119	118	118	118	93	87	87	87	-32	26.9
Intaran Timur	12	12	12	12	10	10	10	10	-2	16.6

Source : Denpasar City Agriculture and Food Crops Department (2023)

Based on Table 1 above, the determination of the five subaks Subak Lestari has an impact in suppressing the conversion of paddy fields over the last eight years, from planning in 2015 to the latest data in 2022. Of the five subaks, there are four subaks whose conversion presentation is lower than the presentation of subak land conversion in Denpasar City as a whole, namely a land reduction of 594 ha or 23.7%. The details of the Subak land conversion are as follows: Subak Anggabaya experienced a land reduction of 4 ha or 14.3%; Subak Umadesa experienced an increase in land of 1 ha; Subak Umalayu experienced a land reduction of 1 ha or 3.7%; West Intaran Subak experienced a land reduction of 32 ha or 26.9%; and Subak Intaran Timur experienced a land reduction of 2 ha or 16.6%. There was a change in the area of Subak which was reduced very drastically in 2019 due to differences in Subak land measurement methods that used satellite image digitization from the previous one manually in the field (Denpasar City Agriculture and Food Crops Department, 2022).

Based on these data, if calculated the amount of subak land reduction in Denpasar City in the last eight years, there has been an average reduction of 86.5 Ha per year. Then if the subak land reduction rate is assumed to be the same per year, then within 21 years Denpasar City will not have subak land. This is certainly an important concern in maintaining the sustainability of Subak, especially in Denpasar City. On the other hand, for the three subak in Penatih Urban Village (Subak Anggabaya, Subak Umalayu and Subak Umadesa), the amount of land reduction still looks slower, averaging 0.625 Ha per

year. If the reduction in land is assumed to be the same, then the three subaks in Penatih will disappear in about 97 years.

Meanwhile, the two subak in Sanur Kauh Village (Subak Intaran Barat and Subak Intaran Timur) experienced an average reduction of 34 hectares of subak land per year. If the reduction in land per year is also assumed to be the same, then within 22 years the land in both subak will also be lost. To reduce the rate of conversion of rice fields in Subak, cross-sectoral cooperation is needed in strengthening regulations related to land use conversion, programs to increase agricultural productivity and innovation in providing added value to rice fields that are still maintained to this day.

Discussions

Based on Tourism Management Theory proposed by Weaver and Lawton (2010), the increasingly broad and complex definition of tourism requires management management to realize its potential as a positive economic, ecological, social and cultural force in a sustainable manner. The involvement of Subak management, Pokdarwis, and local governments in management is very important to collaborate with each other so that implementation in the field can improve the welfare of Subak manners, maintain cultural preservation, and maintain the existence of Subak land which can have a positive impact on the sustainability of Subak management as a natural tourism attraction in Denpasar City. Regarding the management of Subak Lestari management, an organizational structure for the development of economic activities has been designed by the Unud Subak Study Team. This structure is described simply and led by a manager but under the supervision of pekaseh as klian/leader of subak. A figure / figure of a manager who understands the concept of Subak management as a tourist attraction is also needed as a connector of thought between Subak manners, the government and the community who will become visitors. In the movement to develop Subak as a tourist attraction, the government can cooperate with Pokdarwis, Bumdes, Sekaa Teruna, Karang Taruna or local communities who do have attention and concern for the sustainability of Subak. In this case, it is necessary to mature the concept of mature management so as not to cause conflicts after Subak becomes a business-oriented organization. A special management body that is competent and able to establish collaboration between relevant stakeholders is needed to minimize overlapping responsibilities.

Research on Subak has been carried out by many researchers both from Bali itself to international researchers. One of the foreign researchers, Lansing (2009), stated that he had studied Subak from 1974 and saw that Subak was on the verge of collapse despite its success in its service to preserving the agricultural environment for more than 1000 years. UNESCO considers Subak born from Balinese culture based on the Tri Hita Karana (THK) philosophy to have extraordinary authentic and universal values, one of which is strong social cohesive values (Windia and Wiguna, 2013). The results of several previous studies have also proven that Subak has universal life values that can be transferred to other regions (Susanto, 1999; Windia, 2002 and Sutawan, 2008). Therefore, society and governments are obliged to make more serious efforts to protect the cultural heritage of the people of the world throughout the ages.

The importance of maintaining the existence of Subak is also because of its real contribution in realizing sustainable development. Researchers revealed that Subak is a very sophisticated, effective, and efficient organization in managing irrigation water, supporting food stability, supporting culture, uniting social life and preserving the environment (Lansing, 1987; Ambler, 1992; Susanto, 1999; Sutawan, 2005; Lorenzen, 2011; MacRae and Arthawiguna, 2011; Lansing and Therese, 2012). Therefore, if we are late in interpreting Subak Lestari as an object that must be preserved and do not think

holistically about the challenges that will arise, then Subak may not be conserved and lost.

The role of the government in the management of Subak Lestari so that it can run according to the initial planning is very large. The Department of Agriculture as the leading sector must be able to manage and evaluate the Subak Lestari program after running for seven years adjusting to the conditions that occur in the field. There are three agencies that play an important role in the management and development of Subak Lestari including the Agriculture Department, the Cultural Department and the PUPR Department. Then after being formed, Subak Lestari began to be developed as a natural tourism attraction set by the Tourism Department. Based on the results of an interview with the Head of the Denpasar City Agriculture Department on February 16, 2023, it was explained that the involvement of the Agriculture Department in the management of Subak Lestari is in technical and infrastructure development.

"Subak Lestari, which is often abbreviated as Made Ayu Intan, has the advantage of being located in the city and its own charm so that it can be used as Subak Lestari. Its location upstream and downstream reflects a strategic location where potentially many visitors come there, the agricultural land is quite large and agricultural activities are still active. The involvement of the Agriculture Department in the management of Subak Lestari is in technical and infrastructure development. In its development, the construction of agricultural business roads is carried out which aims to support agricultural activities to minimize transportation costs and so on. The farm business road also aims for agrotourism objects where there will be collaboration between farmers and the Tourism Department in building tourist objects or attractions".

Based on current agricultural conditions, the Agriculture Department has conducted a survey in Denpasar City, where the rice harvest that takes 3 to 4 months only gets a net profit of approximately Rp. 1,800,000 per month, so it can be said that it is still below the Denpasar UMR. In this case, it will be difficult to maintain the agricultural sector. According to the Head of the Denpasar City Agriculture Department, economic income is important for the preservation of Subak, because it is impossible for Subak to be preserved without welfare for its farmers. The programs to be carried out by the Agriculture Department are:

1. Increased productivity, where one example in this program is shortening the harvest life and increasing soil fertility
2. The development of business diversification, this can be done by developing the quality of rice, developing horticulture that can produce more yields than rice. Nevertheless, rice remains a top priority.
3. Post-harvest processing, where so far in Denpasar farmers only sell raw products from the harvest so that the wages or results received are less.
4. The development of agrotourism, infrastructure development and human resources has been carried out, the hope in this development is that pekaseh will be more active as a mobilizer for other farmers to advance Subak, which will be accompanied by the Tourism Department in the development of this agrotourism.

In addition to the Agriculture Department, the Cultural Department also plays an important role in the management of Subak Lestari in Denpasar City. Based on the results of an interview with the Head of the Denpasar City Cultural Department and the Cultural Affairs Staff who handles Subak on November 2, 2022, it was explained that the involvement of the Cultural Department in assisting Subak in Denpasar City specifically includes aspects of Parahyangan (relationship with God) and Pawongan (relationship

with humans). Both aspects are part of the Tri Hita Karana Concept which is one of the foundations of Hindu life in Bali.

"The Cultural Department in collaboration with the Subak Madya Council in Denpasar City sees that there is still a need for an inventory of the Subak parahyangan, so that it is maintained physically as well as the implementation of ceremonies carried out such as pujawali so that it continues to run as it should. To run the program, Subak financing still receives support from the BKK (Special Financial Assistance) of Bali Province and assistance from the Mayor in the form of punia. This Provincial BKK is given to each subak in the amount of Rp. 50,000,000 per year, where the allocation is 80% for the implementation of upakara, 15% to support meeting operations, and 5% for ATK. However, during the pandemic there was a decrease in the number of BKK received, which was from Rp. 50,000,000 per year to Rp. 10,000,000 per year. This is because during the pandemic the APBD in Bali Province experienced tremendous shrinkage, which had an impact on the rationization of programs that could be combined or reconfiguring the budget. So far there have been 35 subak who have received provincial BKK and 7 subak received assistance through the Denpasar City APBD punia".

In the field of vacancies, a subak production cooperative has been pioneered named Uma Werdhi Sedana and is located on Jalan Trenggana Penatih Denpasar. The purpose of forming this cooperative is to assist farmers in the distribution of production facilities. The hope of the Cultural Department is to change the mindset of farmers, especially in Denpasar where farmers not only plant rice, but can plant crops. In addition to the application development plan, the Cultural Department really hopes for human resources from the millennial generation to accompany farmers in the field. Agricultural extension workers are needed from young people who are able to lead agriculture in a more advanced and modern direction. There needs to be synergy between the government, in this case, the Cultural Department and universities for this program. One of the activities that can be done is to mobilize students from related fields of science to practice directly in the field with farmers and accompanied by lecturers for the development of programs or technology in accordance with policies that will be agreed between the government and the campus. This program can be packaged in the formation of "Subak Conservation Cadres" intended for the millennial generation in Denpasar City who will accompany Subak in Denpasar later.

Another official role that is no less important after the formation of Subak Lestari as a natural tourism attraction in Denpasar City is the Tourism Department. Based on the results of an interview with the Head of the Denpasar City Tourism Department on November 2, 2022, said that in terms of assisting Subak Lestari as a tourist destination, the Tourism Department coordinates with the Agriculture Department.

"The Tourism Department strives to maintain the main function of Subak, namely as an agricultural area but also explore the potential of Subak as a sustainability organization that can be empowered as a tourist attraction in the middle of Denpasar City. The Tourism Department was not involved too intensely in the initial technical planning of Subak Lestari, but was only involved during the implementation of the program when Subak Lestari was formed. The Tourism Department as a supporter in the program, especially in the field of macro promotion and marketing of Subak. The Tourism Department has a program to provide destination processing training to Pokdarwis (Tourism Awareness Groups) which in several Subak Lestari are

also incorporated indirectly Subak management. Management of assistance to Subak from the Tourism Department itself is accompanied directly by the Tourism Destination Development Sector. The program that has been running from the Tourism Department for Subak Lestari is training on tourist destinations. So far there has never been any special training for Subak management, because it is still looking for what training models and concepts are suitable to be given. Training will be held depending on the needs of the subak, whether the subak really wants to be a tourist attraction".

The program can be packaged with the concept of a tour package for educational tours. In this case the target market is schools, colleges and tourists of special interest in agriculture. Because during the previous Covid-19 pandemic, tourists' interests shifted a lot, in addition to looking for open tourist destinations, they were more interested in health information, sports, agriculture, and the like. Judging from these problems, it can be concluded that Subak has the opportunity to be developed as an educational tourism packed with health, sports and agricultural programs. Seeing the facilities that have been available, one of which is a jogging track in Subak, it can also be developed as a bicycle path that is collaborated with the creative economy, for example the surrounding community can sell kites, sell agricultural products, sell local MSME products, make culinary spots in Subak (for example near the fishing pond in Subak Anggabaya). To support this program, there must be a mobilizer in the community of origin, which is able to move farmers to develop creativity in the success of the program made. In this case, the Regional Government plays a supporting role that facilitates the program, not as the main mover.

The management function according to Terry in Handayani (1990: 25) known as POAC consists of: 1) Planning, 2) Organizing, 3) Actuating, and 4) Controlling. POAC analysis in the development of Subak Lestari has now reached the fourth stage where it is necessary to assess the implementation, and if necessary, take corrective actions so that the implementation remains in accordance with the plan, namely in accordance with the standard. It is necessary to criticize and evaluate the extent of government policies in creating social value in Subak Lestari. The evaluation of the Subak Lestari development program in Denpasar City which has been established since 2016 must be carried out in assessing the extent of the effectiveness of policies that have been planned and implemented. How the policy needs to be scrapped, continued, and developed after running above seven years. Supporting from the government as the main policy maker must be clear, such as efforts to secure assets in the form of subak land which is used as eternal land. The cost needed is not small, but it is not comparable to the cost of preserving civilization and our pride as Balinese people in maintaining Subak. So, the cultural tourism that is formed can be an educational tour, although the tour is a visit but shows the cultural civilization of the Balinese people educatively. In addition, the development of Subak in Denpasar City is very important to inherit the community's concern, especially the younger generation, for how we maintain green open land that is very multifunctional in Denpasar City. According to Diarta and Sarjana (2018), the development of subak in urban areas as tourist attraction is seen as a concept that in the future will be able to preserve subak itself in a sustainable manner. Community-based tourism is a concept of tourism development that is compatible with sustainable tourism. The concept prioritizes the active participation of the community (especially krama subak) with the aim of providing welfare for them while maintaining environmental quality, and protecting their social and cultural life, so that its implementation can support the achievement of the three pillars of sustainability (Asker, et al. 2010). Using Subak Lestari as tourist attraction, visitors can enjoy farmer activities

directly in rice fields as one of the tourist attractions. The development of Subak as tourist attraction will also provide opportunities for farmers to package their products directly for visitors to collect.

Based on the results of observations in the field, the criteria of the visitors in Subak Lestari do have differences. The three subak in Penatih Urban Village are visitors from local communities such as Denpasar, North Badung and Gianyar. As for the two subaks in Sanur Kauh Village, in addition to visitors from the local community, there are also foreign who live around Sanur Kauh Village, Sanur Kaja and Sanur Village. Therefore, the development of Subak as a tourist attraction can also be seen based on the type of visitors who come there. For example, for the two subaks in Sanur Kauh Village, in terms of the existence of tour guides and physical facilities, they must be supported by the inclusion of foreign languages to make it easier for visitors to understand. Another opinion summarized during the FGD activity from several visitors was the need for renewal of awig-awig subak in terms of increasing farmer productivity. For the Subak Lestari area along the jogging track, farmers can use it to plant horticulture to get crops in a shorter period and visitors can buy horticultural products directly to farmers. Of course, these wigs also pay attention to their proportions so that they can be adjusted to the previous planting pattern arrangements.

In implementing the initiative on krama subak, visitors can be directly involved in the on-farm process (seeding, planting, care to harvesting) in accordance with the activities carried out by farmers. In addition, cultural implementation activities such as the Lelakut Festival can also be packaged as cultural tourism for visitors, not only foreign tourists, but also local tourists, especially the younger generation who may have rarely seen these tourism products. In describing the concept of CBT marketing mix (Asker, et al. 2010) in accordance with the theory that has been described and interviews conducted by the speakers above, the application of Subak Lestari can be described as follows.

Tabel 2. CBT marketing mix

Product	<ol style="list-style-type: none"> 1. The products offered to visitors are in the form of collaboration between agrotourism, ecotourism, edutourism and sports tourism 2. Visitors are offered several tourist attractions tailored to their needs 3. Visitors who will become this product segment include local communities which if divided based on area come from Denpasar City, Badung Regency, Gianyar Regency and 4. Tabanan Regency. If based on age, the main target market is students and students with their educational products.
Positioning	<ol style="list-style-type: none"> 1. Subak Lestari as a tourist attraction in Denpasar City can be positioned as a green open space managed by Subak and strengthened the existence of rice fields through government policies. 2. The uniqueness of this business is a rice field tourism activity that presents the natural atmosphere of rice fields to learn about Subak culture, a location that is easily accessible and very affordable for the community. 3. Travel experiences obtained such as on-farm activities (planting or harvesting), post-harvest processing activities, education about the Subak agricultural system, cultural introduction activities such as when the lelakut competition is held, sports tourism (jogging and yoga), and the like 4. The added value offered from the development of Subak Lestari as a tourist attraction is that the community is invited to provide support to the welfare of farmers through the development of economic aspects, developing the interest of farmers and their next generation in

	maintaining their rice fields when developing as a tourist attraction and maintaining the preservation and balance of nature with the availability of green open space in the city.
Place	1. Access to Subak Lestari is greatly facilitated by the existence of a farm business road which is now developing as a jogging track. Future development requires cooperation between parties to provide parking areas and provide opportunities for levy collection for visitors.
Price	1. To set prices to make them financially sustainable, affordable, and competitive in the market, further surveys are needed to several similar locations that have similar tendencies with Subak Lestari. The price given must go through market analysis to then make a package according to the activities carried out by visitors.
Promotion	<ol style="list-style-type: none"> 1. The media used can be offline and also online. Offline through socialization with the government through related agencies to invite visitors. For example, for educational activities, you can collaborate with schools or colleges. In terms of sports tourism activities cooperate with the sports community and the like. For online promotion can be done by utilizing social media and also other online platforms as attractive as possible to attract visitors. 2. The message to be conveyed is that the development of Subak Lestari in Denpasar City as a tourist attraction, can make rice field tourism choices in urban areas that are expected to increase farmers' incomes and help maintain the sustainability of Subak land and its ecosystem. 3. In reaching visitors, a network of partnerships between Subak administrators, local governments, especially related agencies, communities such as Pokdarwis and local village/lurah governments, academics such as the Subak Study Team at Udayana University and tourism actors is needed

Source : Adapted from Asker, et al. (2010)

The marketing mix concept is not only delegated to Krama Subak as a manager, but needs to involve other stakeholders. The government has a role in coordinating the development of tourism sites. Connecting with tourism authorities and other government stakeholders will help position CBT in the wider market. In addition, collaboration can be carried out with managers of surrounding tourist sites. Other stakeholder roles can help by providing information, facilitating learning, and connecting communities with private operators and government agencies as shown in Figure 1 below.

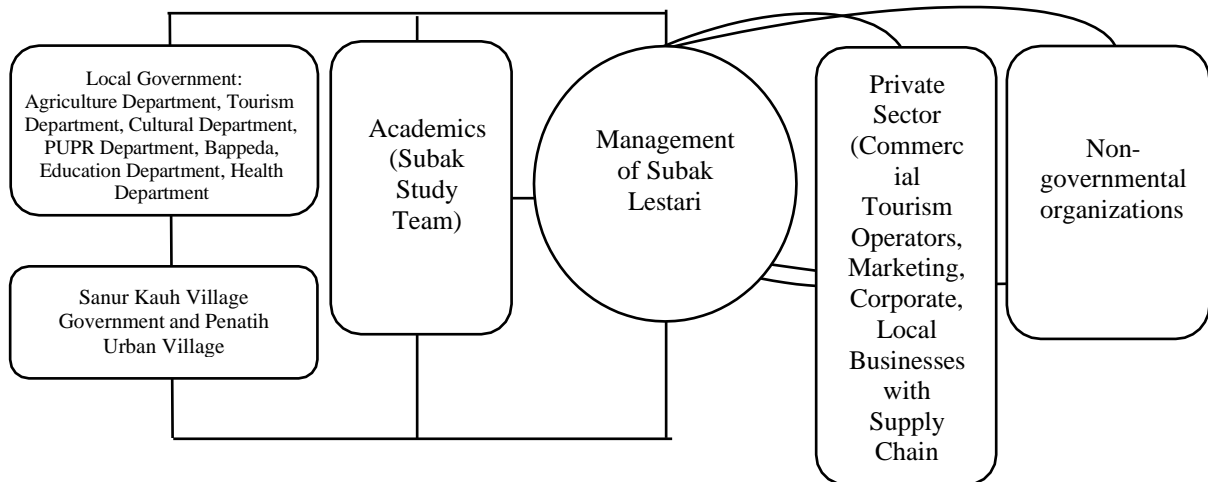


Figure 1. Types of stakeholder support in Subak Lestari
(Source: Researcher, 2023)

The potential for the development of Subak Lestari lies in the location of Subak which is in urban areas. The view of rice terraces in Subak in Denpasar City is certainly still inferior compared to the view of rice terraces in Subak in rural areas such as in Jatiluwih, Tegalalang or other tourist areas. So, what "can be sold" by Subak in Denpasar City is not highlighted in the view of the rice fields. The second potential is the culture of the surrounding community, especially urban communities. People in the city really need open space for activities such as sports or jogging. In addition to exercise, farmers can also sell their agricultural products to people who visit and people will also feel happy because they get fresher harvests. The third potential is the existence of Subak in Denpasar City which is the center of education in Bali Province. Starting from early education to higher education is very much in Denpasar City. Of course, Subak can be a natural laboratory for students and students in the application of their knowledge.

Conclusions

Conclusion The management that manages Subak Lestari as tourist attraction is currently still not formed professionally. A special management body that is competent and able to establish collaboration between relevant stakeholders is needed to minimize overlapping responsibilities. The existence of regulations from the government plays an important role in maintaining the existence of Subak land that still exists today, but socialization and strict enforcement are needed if there is a violation of the rules that have been set. There needs to be special management that manages Subak Lestari as tourist attraction, training and mentoring human resources thoroughly from related agencies, construction of tourism supporting facilities that still pay attention to the productivity of rice fields, implementation of policies and strict sanctions for violations related to land use change and socialization to the community regarding the benefits of developing Subak as a sustainable tourist attraction.

Based on the discussion and conclusions from the research results as described earlier, the following suggestions can be submitted. (1) Krama Subak is expected to be able to maintain its commitment and awig-awig in maintaining the preservation of its agricultural land and start to open with the concept of developing Subak as a tourist attraction to provide improved welfare of farmers. (2) The government should determine the responsibility for their respective objectives between agencies so that complementary collaboration is formed in the management of Subak Lestari as a tourist

attraction. (3) Academics to conduct studies on concepts that are suitable to be developed in Subak, especially as a tourist attraction. (4) The community to participate in preserving the Subak environment which has been designated as a tourist attraction and contribute to the preservation of culture and the welfare of farmers..

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Vegan Menu Marketing Strategies for Tourists to Support Green Tourism in Loving Hut Restaurant in Denpasar Bali

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Abstract: The purpose of this study is to formulate a marketing strategy for vegan menus for tourists to support green tourism for Loving Hut restaurants in Denpasar. Data were collected using interviews, observations, questionnaires, and documentation. Then the data obtained were analyzed using: descriptive statistics, qualitative descriptive, IFE matrix, EFE matrix, IE matrix and SWOT analysis. The results of the analysis show that (1) tourists' perceptions of the vegan menu of non-animal products at Loving Hut restaurants are in the good category; (2) Loving Hut Restaurant in Denpasar is in cell II of the IE matrix, namely a growth strategy with product development through product differentiation or innovation is the right strategy. Alternative strategies that can be done are (a) expanding the market; (b) increasing promotional activities; (c) set competitive prices; (d) maximize the use of space; (e) adding suppliers; (f) improve services; and (g) improving the quality of human resources. There are several suggestions that can be given to improve the business going forward, including (1) utilizing e-commerce (social media, web) for promotion; (2) establish cooperation with existing travel agencies; (3) involve employees in trainings held by the government/educational institutions; (4) making product packages; and (5) recruiting marketers. It appears that Loving Hut restaurant can position itself strategically for growth through product development with a focus on differentiation and innovation.

Keywords: green tourism, marketing strategy, vegan.

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Introduction

As a world-renowned tourist destination, Bali is celebrated not only for its rich arts and culture but also for its captivating natural scenery. However, the surge in tourism activities has brought about a notable impact—residents relocating from their places of origin to these tourist havens. Amidst the allure of Bali's cultural and natural offerings, one essential aspect takes precedence: the provision of diverse food and beverage options to meet the needs of the influx of visitors. The choices in culinary offerings carry significant implications for the local economy, culture, and the broader scope of sustainable development, as underscored by Sim (2009).

In this dynamic tourist landscape, the concept of Green Tourism emerges as a crucial paradigm. Green Tourism, synonymous with environmental friendliness, encompasses a dual perspective: the responsibility of tourists to adopt eco-friendly practices and the commitment of tourism entrepreneurs to create a service environment aligned with sustainable principles. This shift towards Green Tourism aligns seamlessly with the broader concept of sustainable tourism—a visitation approach aimed at respecting and preserving the natural allure of a destination while bolstering its delicate

resources. As articulated by Dodds and Joppe, the principles of Green Tourism can be categorized into four components: Environmental Responsibility, advocating for the protection and enhancement of nature; Local Economic Vitality, focusing on sustaining the local economy; Cultural Diversity, appreciating the richness of local communities and tourist culture; and Richness of Experience, emphasizing the preparation of quality experiences for tourists. This holistic approach not only enhances the positive environmental atmosphere but also contributes to the overall sustainability and vitality of tourist destinations like Bali. Tourist awareness of healthy living is increasing in line with the increase in their economic welfare. Eating is no longer just to satisfy hunger but has become a healthy lifestyle. Changes in diet are not only beneficial for individuals but can reduce global warming (Balmford, 2019). Vegetarian is one of the people's choices in implementing a healthy lifestyle. Vegetarianism itself has been practiced for a long time in India as part of Hindu religious rituals and has now become a culture (Leitzmann, 2014).

Marketing strategy, as defined by Buchari Alma, plays a crucial role in the success of any business or venture. It involves the careful selection and analysis of a target market—a specific group of people that a company or business aims to reach. Subsequently, a tailored marketing mix is created to effectively satisfy the needs and preferences of the identified target market. In the context of green tourism, where the emphasis is on environmentally conscious practices, applying a well-thought-out marketing strategy becomes even more pivotal.

In the realm of green tourism, marketing strategy serves as the compass that guides businesses in promoting sustainable and eco-friendly offerings to a specific audience. Understanding the values and preferences of individuals who are inclined towards a vegetarian lifestyle, as highlighted in the journal "My Vegetarian Experience: An Autoethnographic Approach," becomes paramount. The strategic approach here involves recognizing that these consumers, particularly those adopting a Hindu vegetarian lifestyle, tend to follow a lacto-vegetarian diet, which includes the consumption of milk and dairy products alongside a plant-based diet. Moreover, staples such as Indian milk, butter, and fresh cheese (paneer) are integral components of their vegetarian lifestyle and are perceived as the highest and purest form of vegetarianism.

By integrating this insight into the marketing strategy for green tourism, businesses can effectively communicate the alignment of their offerings with the values and preferences of this specific target market. This connection enhances the appeal of eco-friendly practices and vegetarian dining options, contributing to the overall success of green tourism initiatives. In essence, marketing strategy becomes the bridge that links the understanding of consumer beliefs and preferences with the promotion of sustainable practices, thereby creating a mutually beneficial connection between businesses and environmentally conscious consumers.

In the journal entitled *Investigating Consumer Preferences in Choosing Vegetarian Restaurants Using Conjoint Analysis*, translated Bukti in Europe has provided evidence of the importance of nutritional factors in preventing disability and death, showing that 4.4% of the total disease burden in this region is associated with low vegetarian food intake (WHO, 2003). Thus, consumption of vegetarian foods such as fruits and vegetables is important for human health because these foods are the main source of several important nutrients and contain phytochemicals that can reduce the risk of chronic diseases (Stahler, 2009)

Loving Hut restaurant is one of the many restaurants in the city of Denpasar with a vision and mission to educate the public with a variety of healthy and quality-assured eating menus. In the midst of very tight competition, Loving Hut Restaurant is faced

with a situation where sales volume decreases and this condition requires business owners to make new innovations by making vegan menus for tourists who consume non-animal products with the aim of business continuity and reducing the impact of environment created to support green tourism.

Loving Hut Restaurant in Denpasar, Bali, understands that in the highly competitive tourism industry, effective marketing is the key to success. Seeing the phenomenon of residential displacement that occurs due to tourism activities, Loving Hut realizes that the need to eat and drink in tourist destinations is a top priority for tourists. By adapting to the trend of public awareness towards healthy lifestyles and vegetarian choices, Loving Hut Restaurant sees an opportunity to attract the attention of more tourists by introducing a healthy and quality vegan menu. A well-planned marketing strategy can provide more attraction to consumers, form a positive image of the restaurant, and ultimately increase sales volume. Therefore, implementing the right marketing strategy, especially in promoting the vegan menu as a healthy and sustainable choice, is a crucial step for Loving Hut Restaurant to win competition in an increasingly tight market.

In a global context that is increasingly aware of environmental impacts, the introduction of a vegan menu by the Loving Hut Restaurant is not only an effort to support a healthy lifestyle, but also a strategic step in supporting green tourism. By considering the fact that changes in diet can contribute to reducing global warming, Loving Hut Restaurant can be a pioneer in providing environmentally friendly food alternatives to tourists. Through effective marketing strategies, restaurants can communicate sustainable values and the quality of their vegan menu to their target market. This not only creates differentiation in the market, but also creates stronger relationships with consumers who are increasingly concerned about health and environmental aspects. Thus, a marketing strategy that focuses on a vegan menu not only increases the competitiveness of the Loving Hut Restaurant, but also contributes to sustainable development in the tourism industry in Denpasar.

Based on the description of the background of the problem above, it is deemed necessary to formulate a marketing strategy for vegan menus for tourists at Loving Hut restaurants considering that strategy is one of the most effective weapons to win the competition.

Methodology

The object of this research is the Loving Hut Restaurant which is located in the Grand Sudirman Shopping Center, Denpasar, Bali. Sample determination was carried out using a purposive nonprobability sampling method, namely by taking 100 samples at the Loving Hut Restaurant which already has a business license, and the management period is more than five years. The respondents in this research were the number of customers as well as owners and managers and the data collected was analyzed using the IFE matrix, EFE matrix; Internal External Matrix (IE) used to determine general strategy; and SWOT analysis to determine alternative strategies (David, 2012). Researchers collected data by means of observation, interviews and literature study. Observation is carried out by observing, researching, or measuring ongoing events to obtain factual and actual data so that you can find out the real conditions that occur in the field. Interviews are carried out by holding meetings with respondents to exchange information and ideas based on the questionnaire that has been prepared. Then, literature study is carried out by obtaining information through documents/books or journals related to the problem being studied.

Results and discussions

The results of the exploration of the application of the marketing mix, which is applied by the manager and looking at the current external conditions, can be analyzed for variables as strengths/weaknesses and variables as opportunities/threats in order to formulate marketing strategies. The strategies formulated are general strategies and alternative strategies that can be applied by Loving Hut restaurant managers to support Green Tourism.

The General Strategy

To formulate a general strategy, it is analyzed using the Internal Factor Evaluation (IFE), External Factor Evaluation (EFE) and Internal External (IE) matrices as follows.

Internal Factor Evaluation (IFE)

Based on the results of the exploration of the application of the marketing mix that has been applied by the manager of the Loving Hut restaurant, it can be analyzed the internal factor variables as strengths and weaknesses as listed in Table 1 below

Table 1 IFE (Internal Factor Evaluation) Matrix *Community Based Agro-Tourism* In Gianyar

Strategy	Internal Factors	Weight	Rating	Score
Strength				
A	Strategic location	0.0990	3.1429	0.3110
B	Varied food menu	0.0955	3,0000	0.2865
C	Taste delicious food	0.0921	3,0000	0.2762
D	Food quality control	0.1116	3,0000	0.3349
E	Friendly service	0.0978	2.8571	0.2794
Total				1.4880
Weaknesses				
F	Don't have a sales force yet	0.1106	3,0000	0.3318
G	Lack of promotional tools	0.0979	2.7143	0.2658
H	There is no collaboration with travel agents yet	0.0979	3,0000	0.2938
I	Relatively higher price than competitors	0.1037	3.1429	0.3259
J	Limited seating	0.0933	3.1429	0.2933
Total				1.5106
Total IFE				2.9986

Source: Primary data processed in 2022

Table 1 shows that from the internal side, it turns out that the weakness side is greater than the strength side. This can be seen from the average score for strength of 1.4880 and weakness of 1.5106. Lack of clear target market, promotion is a factor that indicates that marketing has not been managed properly.

External Factor Evaluation (EFE)

To determine the variables as opportunities and threats in the external factor evaluation matrix, the current external conditions are analyzed. Analysis of external factors can be seen from the current economic, social, cultural, political, security conditions. This can be seen from government policies, demography, social environment, culture, politics, law and government, as well as technology and industrial environment that occur in society. By exploring external conditions, it is possible to analyze the variables as opportunities and threats as can be seen in Table 2 below.

Table 2 IFE (External Factor Evaluation) Matrix *Loving Hut restaurant*

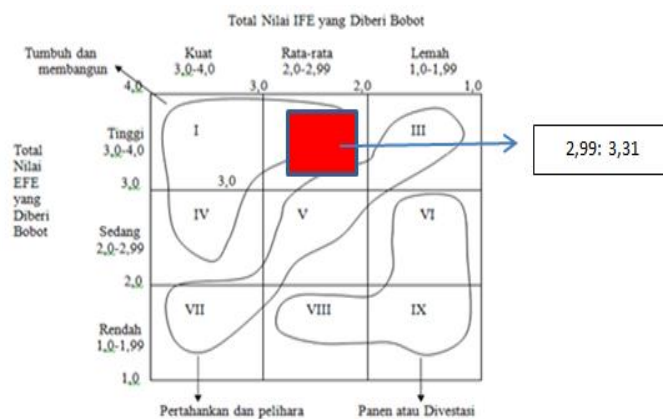
Strategy	External Factors	Weight	Rating	Score
Opportunities				
A	Increasing number of vegetarians	0.1003	3.5714	0.3584
B	Increasing people's purchasing power	0.0946	3.2857	0.3107
C	There is a change in lifestyle	0.0992	2.8571	0.2834
D	Increasing public interest in traveling	0.1050	2.8571	0.2999
E	Information technology development	0.0888	3.4286	0.3045
Total				1.5569
Threats				
F	Scarcity of food	0.0969	3.2857	0.3183
G	The emergence of new competitors	0.1038	3.0000	0.3114
H	Increasing service demands	0.0992	3.1429	0.3117
I	The number of incentive offers is greater for tour guides	0.1015	3.1429	0.3190
J	There is a disease outbreak/pandemic	0.1107	2.5714	0.2847
Total				1.5453
Total EFE				3.1022

Source: Primary data processed in 2022

In Table 2, it can be seen that from external factors, it turns out that the opportunities for Loving Hut Restaurant to develop their business are not that different from the threats they will face. This can be seen from the very small difference in numbers where the average score of opportunity is 1.5569 and threat is 1.5453. For this reason, this opportunity must be utilized in managing marketing to be better.

Matrix Analysis Internal External (IE)

After analyzing the internal factor evaluation and external factor evaluation, an IE matrix is then made to determine the position or existence of the Loving Hut restaurant, as shown in Figure 1 below.



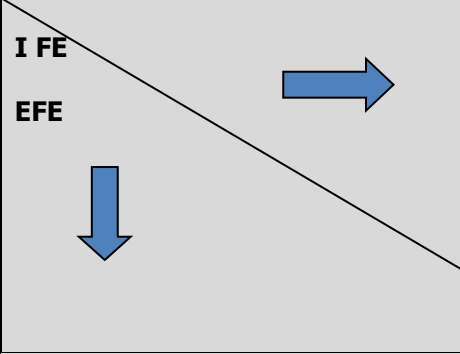
(Source: Primary data processed in 2022)
Figure 1 IE Matrix Loving Hut restaurant

Figure 1 shows that the intersection between the average scores of IFE (2.99) and EFE (3.31) is in cell II of the IE matrix. Thus, the general strategy can be formulated, namely a growth strategy with product development through innovations and product differentiation.

Alternative Strategy Analysis

After knowing that the general strategy is a growth strategy (growth strategy) product development through innovations and product differentiation. Furthermore, it is analyzed alternative strategies that can be done by Loving Hut Restaurant in managing its business going forward. To formulate alternative strategies analyzed using SWOT analysis. From the variables that make up the strengths and weaknesses on internal factors and opportunities and threats on external factors, the results of the SWOT analysis can be seen in Table 3 below.

Table 3 SWOT Matrix Loving Hut restaurants

 <p>IFE EFE</p>	<p>Strength(S) Strength variables</p> <ol style="list-style-type: none"> 1. Strategic location 2. Varied food menu 3. Delicious food taste 4. Guaranteed food quality control 5. Friendly service 	<p>Weakness(W) Weakness variables</p> <ol style="list-style-type: none"> 1. Don't have a sales force yet 2. Lack of promotion 3. There is no collaboration with travel agents yet 4. Relatively higher price 5. Limited seating
<p>Opportunities(O) Opportunity variables</p> <ol style="list-style-type: none"> 1. Increasing number of vegetarians 2. Increasing people's purchasing power 3. There is a change in lifestyle 4. Increasing public interest in traveling 5. Information technology development 	<p>SO Strategy (Strength-Opportunities)</p> <ol style="list-style-type: none"> 1. Expanding the market (S1345 O12345). 	<p>WO (Weakness-Opportunities) Strategy</p> <ol style="list-style-type: none"> 1. Increase promotional activities (W345 O12345) 2. Set a competitive price (W12 O12345) 3. Maximize usage room (W5 O12345)
<p>Threats(T) Threat variables</p> <ol style="list-style-type: none"> 1. Scarcity of food 2. The emergence of new competitors 3. Service demands are increasing 4. The number of incentive offers is greater than competitors for tour guides 5. The emergence of a disease outbreak/pandemic 	<p>ST Strategy (Strength-Threats)</p> <ol style="list-style-type: none"> 1. Adding a supplier (S1234 T12) 2. Improve Service (S345 T345) 	<p>WT Strategy (Weakness-Threats)</p> <ol style="list-style-type: none"> 1. Improving the quality of HR (W12345 O12345)

Source: Primary data processed in 2022

Table 3 is the result of a SWOT analysis that produces several alternative marketing strategies that can be applied by the manager of the Loving Hut restaurant including: (1) Expanding the market (SO); (2) increase promotional activities (WO-1); (3) setting

a competitive price (WO-2); (4) Maximizing the use of space (WO-3); (5) Adding suppliers (ST); (6) improve service (ST); and (7) Improving the quality of human resources (WT).

The alternative strategy is (a) Expanding the market: so far the target market is only domestic and foreign tourists, which is very dependent on the conditions of Bali tourism. Bali tourism is strongly influenced by security conditions, for example the Mount Agung disaster caused tourism to slump and the COVID-19 pandemic outbreak made Bali tourism slump. For this reason, managers must expand the market, for example with the target market of school children. Its success in establishing various target market groups shows its success in implementing sustainable tourism (Melisidou, 2014); (b) Increasing promotional activities: this activity is very important to do in order to promote business (Basuki, 2018). Promotional activities can be done by utilizing e-marketing such as social media (Seer, et al, 2010; Tovmasyan, 2016), as well as by collaborating with travel agents (c) Competitive pricing policy in pricing is very important to do. Pricing can be done by differentiating the target market, namely categorizing domestic tourists, foreign tourists, and school children this will be able to increase consumer loyalty (Buiga et. all, 2017); (d) maximize the use of space: To overcome the limited seating, it can be done by utilizing the space on the top floor so that it can increase the seating capacity when guests are crowded; (e) adding suppliers: to ensure the smooth availability of raw materials, Loving Restaurant Hut must have reliable suppliers who are able to guarantee the availability of materials, by increasing the number of suppliers, the limitation/scarce of raw materials does not interfere with the smooth operation of the company; (f) Improving service: service plays a very important role in increasing visitor satisfaction (Luekveerawattana, 2016; Purnami, 2018). (f) Improving service can be done by providing fast and friendly service so that tourists do not have to wait too long. and (g) Improving the quality of human resources: HR competencies are needed in order to improve services (Eshun et al., 2014). In order to improve service quality, employee competence is needed. To improve employee competence, it can be done by involving employees in training activities both by the government and training institutions.

Conclusions

Based on a comprehensive analysis of internal and external factors, it appears that Loving Hut restaurant can position itself strategically for growth through product development with a focus on differentiation and innovation. This strategy is in line with the aim of promoting vegetarianism and contributing to Bali's potential as a growing green tourism destination. Alternative strategies identified for implementation include market expansion, increasing product diversity, improving service quality, strategic pricing, intensifying promotional efforts, and investing in improving human resources.

For future business improvements, several recommendations have been put forward. First of all, leveraging electronic marketing channels such as social media and dedicated websites can significantly enhance promotional activities, reaching a wider audience interested in vegetarian and sustainable food experiences. Additionally, establishing partnerships with leading travel agents creates opportunities to leverage existing networks and attract travelers looking for eco-friendly culinary options.

Investment in employee development is equally important, by involving them in training programs led by governments or educational institutions. This not only ensures that staff are equipped with the latest industry knowledge and trends, but also contributes to the overall service excellence that Loving Hut aims to provide. Additionally, creating special packages for school holidays takes advantage of the family-oriented

nature of travel, making Loving Hut an attractive and health-conscious option for traveling families.

Finally, to strengthen this strategy, recruiting experienced marketers dedicated to promoting Loving Hut's unique offerings can play a key role in increasing brand visibility and attracting customers from diverse backgrounds. By implementing these strategic recommendations, Loving Hut can position itself as a pioneer in promoting green tourism through vegetarian food experiences, as well as contributing to Bali's sustainable development goals as a major tourist destination.

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