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We express our gratitude to Almighty God, for the publication of JASTH Journal, Vol. 4 No. 1, 2021. In this volume, the appearance of the article has changed from before according to new template. The articles published in this edition were written by writers from outside such as Ajou University (South Korea), Taman Siswa Teacher Training and Education College (Bima), Ganesha University of Education (Bali), Udayana University (Bali) and from internal students and lecturers from Politeknik Negeri Bali. All themes published are about applied science of tourism with the following titles: The outbreak of COVID-19 and its impact in South Korea's Tourism: A hope in Domestic Tourism; Implementation of upselling as a strategy in increasing room sales by guest relation host at Alila Seminyak Hotel; Development of ecotourism potential in Sambori Tribe, Bima, West Nusa Tenggara, Indonesia; The application of hotel strategies based on factor analysis to improve the number of events at The Trans Resort Bali; Developing Front Office Service as Benchmarking at Discovery Kartika Plaza Hotel; and last but not least, Implementation of the Alternative Tourism Paradigm in Bali Aga Traditional Village.

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Badung, March 11th 2021

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The outbreak of COVID-19 and its impact in South Korea's tourism: A hope in domestic tourism

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Abstract: The recent COVID-19 pandemic has resulted an unprecedented impact on global economy. However, South Korea is effectively controlling the pandemic by implementing different level of social distancing measure. Most of the events are either postponed or cancelled and public places are operating by maintaining social distance and mandatory use of mask. Therefore, the aim of this study is to investigate the future impact on tourism and hospitality industry caused by social distancing due to pandemic. The conceptual methodology was used to discuss on the secondary data from various sources. The finding states that the flight operations were halted, hotel occupancy reduced, and employees forced to take unpaid leave. In addition, the result discussed on the negative impact on tourism and hospitality sector due to pandemic. This paper concludes with few positive signs in domestic tourism sector and suggestion for authority to execute best policy in future for whole tourism industry.

Keywords: COVID-19, tourism, aviation, hotel, South Korea

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Introduction

South Korea took prompt action against the outbreak of COVID-19 as the World Health Organization advised necessary procedures to contain the widespread. According to OECD (2020a), the world economy is expected to lose around \$ 12 trillion from the crisis over 2020 and 2021, It will go into deeper recession and a slower recovery in 2021. Although Korean government quickly responded to the pandemic in Korea, its export led economic activity has fallen sharply due to collapse in global demand. The Bank of Korea (2020) reported a real GDP decline by 1.3 percent and 3.2 percent in first and second quarter, respectively.

The advancement of information technology and faster means of transportation led people to travel from one corner of the world to the other. South Korea also saw expansion in tourism activities from the past few decades, pushed by global popularity of K-dramas and K-pop, which is termed as the Korean wave or *hallyu* in Korean language (Bae et al., 2017). The travel restriction caused by current outbreak of COVID-19 has unexpectedly affected the flow of travelers around the world. South Korea as one of them has also seen a sharp decline in inbound international tourist to the most frequent destination. Although Korea never imposed an entry or exit ban to or from the country, however it applied a mandatory test for COVID-19 upon arrival at the airport and further two weeks of self-quarantine in a designated place (Ministry of Health and Welfare [MOHW], 2020).

Korea reported its first COVID-19 case on 20 January and saw an increase of 30 patients by a month which were mostly imported cases (17 patients) or their close contacts (13 patients). By 23 February, The Infectious disease risk alert was raised to highest level 4 and social distancing measure was introduced (Ministry of Health and Welfare, 2020)

The measure for the social distancing includes:

1. Delaying or canceling nonessential gathering, dining-out event, travel (domestic and abroad).
2. Necessary to take rest at home if fever or respiratory symptoms occur.

3. Avoiding going out unless for doctor's visit or for office.
4. Avoiding handshakes or any physical contact and keeping two-meter distance.
5. Following personal hygiene practices: washing hands, covering mouth to cough.
6. Disinfecting and ventilating surroundings every day.
7. Source: Ministry of Health and Welfare [MOHW], (2020)

Most of the international flights were grounded from January due to early detection of COVID-19 cases in Korea. Foreign visitors plunged from 1.5 million in December 2019 to just 61,000 in July 2020 (Korea Tourism Organization, 2020b). By late February, fifteen countries restricted travel ban for Korean national travelers from South Korea, but Europe and United States just raised travel alerts (KBS WORLD Radio, 2020a). In the first quarter, the Ministry of culture and Arts announced to inject \$82.24 million to provide as unsecured loans to tourism industry (Song, 2020). Furthermore, Government planned to distribute vacation coupons of \$160 each to 120,000 individuals to domestic travelers (Dami, 2020). Based on the above discussion it is to evaluate the consequences of Corona virus crisis and social distancing measure in the hotel, aviation, and tourism industry in South Korea. The topics are followed by tourism in Korea, top tourist arrival by Nationality, impact of COVID-19 on aviation industry and Hotel industry, impact of virus outbreak on tourism, a sign of hope in domestic tourism, limitations followed by Implication and Conclusion.

Tourism in South Korea

Tourism is one of many industries which is driving Korea's economic growth. In 2018, this sector created around 1.4 million jobs covering 5.3% of total employment and reporting 4.7 % of total Gross Domestic Product (OECD, 2020b). Tourist spending serves as a form of an export, earning through foreign exchange, creating employment, increasing household income, and contributing to government revenue (Oh, 2005). Although Korea is famous for renowned consumer products such as Hyundai, Samsung, LG etc., it is gradually getting popular on tourism based on cultural heritage (Zhang et al., 2018), fashion & celebrity (Bae et al., 2017) and medical tourism (Yu et al., 2011).

South Korea welcomed a massive 28.71 million foreign tourists in 2019, slightly more than previous year, providing a benefit of \$21.51 billion but, a whopping 8.6 percent rise in foreign tourist compared to 2017. The top foreign tourists were from China (6,023,021), Japan (3,271,706), Taiwan (1,260,493), USA (1,044,038), Hongkong (694,934), Vietnam (553,731), Philippines (503,864), Indonesia (278,575), and Singapore (246,142) (Korea Tourism Organization, 2020b).

Table 1. Tourism Performance

Description	2019	2018	2017
Tourist Arrivals	28.71 million	28.69 million	26.49 million
Tourism Revenue	\$21.51 billion	\$18.46 billion	\$13.26 billion
Tourism Revenue	\$21.51 billion	\$18.46 billion	\$13.26 billion

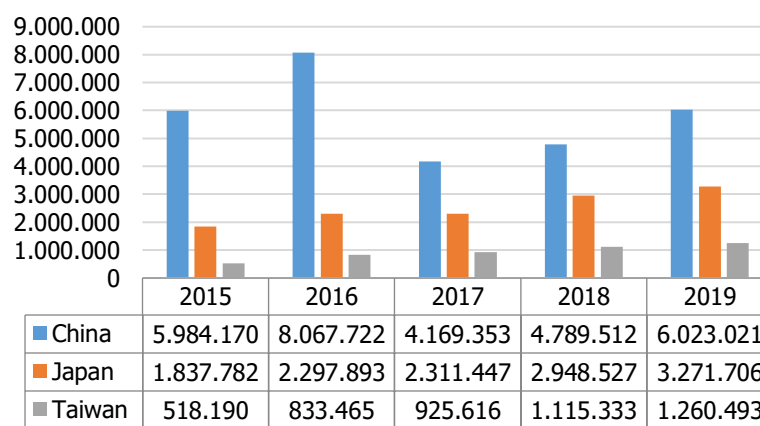
(Source: Korea Tourism Organization, 2020b)

In Table 1, the tourist arrival record is shown from last three consecutive years. Tourism revenue rose to \$21.51 billion in 2019, an estimated increase of 16% from previous year. However, 2018 was the most fruitful year, as tourism revenue jumped by 39% compared to previous year. The top inbound tourists are from China, Japan, Taiwan, USA, Hongkong, Vietnam, Philippines, Indonesia, and Singapore, all being surrounding Asian countries except USA.

Top Tourist arrivals by Nationality

According to Korea Tourism Organization, China has always been top tourist arrival country, being geographically closer and ethnically connected. The number of tourist visitors from china has always remained more than double to Japan. Whereas Japan still holds record second

number of tourists despite its harsh colonial history and continuous national conflict at present with Korea. Chinese tourists of about 8 million visited in 2016 but declined to half for next two years due to Korea's deployment of a U.S. anti-missile defense system (KBS WORLD Radio, 2020b), that led to a diplomatic tension. Only in 2019, Chinese tourists rose back to 6 million, but it still falls short than previous level. Tourists from USA were third till 2016 but Taiwan took over from 2017 which is shown in Figure 1. Out of 17.5 million visitors in 2019, 14.3 million solely visited for tourism purpose followed by purpose of study abroad, business, and miscellaneous (Korea Tourism Organization, 2020b). The average spending per person per trip as in 2019 was \$1,228 which was below \$1,000 in the 2000s. However, the biggest spender were Chinese tourists with average \$1,735 followed by Taiwanese with \$1,131, and Americans with \$1,103 (Yonhap, 2019). These tourists spent almost 47% of the expenditure on shopping, 23% on accommodation, 17% on food and beverages, 6% on transportation, 2% each on leisure activities and cultural activities (Statista, 2020).



(Source: Korea Tourism Organization, 2020b)

Figure 1. Tourist Visitors by Nationality

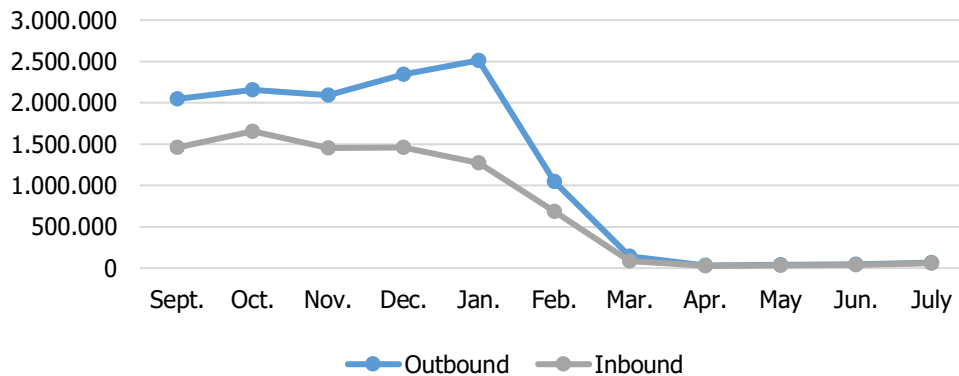
Methodology

This is a conceptual based paper and secondary data are collected from private and government sources to evaluate the impact of outbreak on tourism based on aviation, hotel, and domestic recreation. Conceptual analysis is a way of analyzing a particular area of interest to enhance the understanding of how that certain concept is used to express the idea in given area (Furner, 2004). Moreover, a systematic analysis on conceptual tourism was presented by Xin et al., (2013), and argued that conceptual studies do not need instant or extensive empirical data to make claims, but it is also possible to do a novel conceptual study by conducting only conceptual analysis. Similarly, Meredith, (1993) has further explored conceptual analysis and its classification in his research in operation and production studies. Conceptual research arises from the limitation of empirical analysis to explore big and overall question which is not measurable to empirical research.

The relevant secondary information was compiled from various sources. The airlines, hotel and domestic travel data were taken from government website, survey report and online news. Furthermore, tourist arrival data by nationality were collected from the website of Korea Tourism Organization. Data obtained previously by other scholars or other than research, such as government report and administrative documents, was analyzed for further study for other social research concerns (Hox & Boeije, 2005; Karim et al., 2020).

Results and Discussions

Impact of COVID-19 on Aviation Industry



Source: Korea Tourism Organization, (2020b)

Figure 2. Inbound and Outbound Visitors (sept. 2019-July 2020)

Korean aviation industry is shaken from the root due to prolonged virus outbreak. Travel restriction were imposed as a necessary measure to contain the virus that led to a loss of massive number of air passengers which resulted an adverse effect on aviation industry in terms of revenue that prompted airlines to seek safer ground (Karim et al., 2020). As shown in Figure 2, The total number of inbound and outbound passengers combined peaked to around 3.5 million each month in last year, but right after COVID-19 pandemic, the travel dropped to just mere few thousands, directly affecting flight operation to all time low in the airline history. Although, there is early sign of slight improvement in June and July, the bounce back is far from over.

As of September, Korean airlines international flight was shrunk to just 34 from 110 while Asiana's was reduced to just 25 from 70 over the same period (Min-Ji, 2020). These are the two Korea based major international airline industry. The pandemic led companies to force its employees for unpaid leave as a short-term measure which might push further to a larger layoff in near future if the condition persists (Min-Ji, 2020). The two major airlines, Korean and Asiana saw some hope on cargo business due to its earning at this hard times and analysts has predicted it will go on further (Min-Ji, 2020).

Impact of COVID-19 on Hotel Industry

Due to South Korea's gradual presence in global market, tourism industry is also flourishing ever than before. Hotel business lies in the heart of tourism industry. When COVID-19 hit the world, tourism and hotel business was the hardest hit sector and perhaps would have slowest recovery as well. According to The Professional Hotel Management Association of Korea, (2020), an estimated loss in hotel business due to room cancellation was KRW492.4 billion (based on February 3 to April 26). The international sanctions have caused direct impact on inbound and outbound passenger market.

Table 2. Tourism and Hotel Business Room Occupancy After Covid-19 (as of March 2020)

No.	Hotels and Chains	Before COVID-19	After COVID-19		Remarks
			Weekday	Weekend	
1.	Grand Hyatt	80-90%	5-10%	Above 10%	
2.	Sheraton Seoul D Cube City Hotel	80-90%	Less than 10%	Above 10%	
3.	Novotel Gangnam	85-95%	Less than 10%	Above 10%	
4.	Grand Walker hill	46%	18%		587 rooms, closed from March 23
5.	Vista Walker hill	53%	36%		Closed for 1 month from may
6.	Incheon airport Transit hotel	49%	53%		Temporary rise in re-turning crowd due to COVID-19
7.	Conrad Seoul	75-80%	7%	15%	
8.	Lotte Signiel	60%	25%		
9.	Shilla hotel	85%	15%	20%	
10.	Stanford Hotel	78%	18.6%		

(Source: The Professional Hotel Management Association of Korea, 2020)

The Table 2 shows that all the luxury hotels saw the decrease in occupancy by more than around 80% on average except Incheon Airport Transit hotel, which saw 4 % increase due re-turning crowd caused by COVID-19. Although few hotels such as, Grand Hyatt, Sheraton Seoul, Novotel Gangnam, Conrad Seoul, and Shilla Hotel saw an occupancy increase by more than 10% during weekend but it fell even less on weekdays. In which, Grand walker hill hotel closed from march and Vista Walker hill hotel closed for a month from May. The number of employees to take temporary leave plummeted to the record highest of 1.26 million in March and 1.23 million in April again, the last unprecedented increase was only in September 2011 (324,000), majority of them from hospitality and tourism industry (The Professional Hotel Management Association of Korea, 2020).

Impact of Virus outbreak on Tourism

The relationship between any kind of pandemic and the tourism sector is found to be negative. Past papers have investigated the prolonged effect of the crisis. Kongoley (2015) found that tourism industry was severely hit by Ebola virus in countries like Guinea, Liberia, and Sierra leone. SARS virus caused a temporary panic on tourism industry of China (Zeng et al., 2005). Brazil struggled with zika virus cases among 1.4 million people (Jamil et al., 2016). Tourism and hospitality industry have been greatly affected by corona virus on global economy. The growth of global tourism has become a major developing factor for world economy since 50s (Deegan, 2020) .When Ebola virus hit Sierra Leon, all the international flights were cancelled for necessary measure (Kongoley-MIH, 2015). Furthermore, employee lay-offs and considerable business shut down were reported. Nipah virus has also hit many south Asian countries since its first identification in 1988. An Indian state, Kerala was hit badly by Nipah virus in 2018 which affected its tourism (Sirajudeen, et al., 2020). When MERS hit South Korea in summer of 2015, the inbound tourist fell short of 1.9 million and loss in \$3.1 billion in receipts (Choe et al., 2020). Based on the above discussion, the virus outbreak is found to have negative relationship on tourism, impacting on the country's Gross Domestic Product.

A hope in Domestic Tourism

Due to COVID-19 most of the amusement park, public attraction and festivals were partially opened, postponed, or cancelled (Korea Tourism Organization, 2020a). However, domestic travel pattern and spending shows sign of hope. The outbound tourism always remained higher

compared to inbound tourism. As COVID-19 restricted overseas vacation, the travel pattern showed people toured domestically. A latest study by the Korea Transport Institute found that 37.8% of respondents expected to go on summer holiday, only 3.6 % fewer than previous year. Among those, 98%, up from 78.3%, told they would fly domestically (The Japan Times, 2020). The domestic air passengers peaked around 13 million before pandemic, but it declined to all time low at 2.5 million in April, it gradually rose back to 5.2 million by July despite the lack of foreign tourists (Aviation Statistics, 2020).

One of the popular travel destination islands, Jeju saw decline of domestic tourists to 542,258 which was double including all tourists before pandemic. Despite foreign tourist absence, domestic travel rose to 992,476 travelers in July (The Jeju Special Self-Governing Province, 2020). A Samsung Group affiliate, hotel Silla offered a discounted honeymoon package from march to June, which resulted four times increase in sales (Kim Boram, 2020). Similarly, other high-class hotels and resorts, such as Lotte Hotel Jeju and Jeju Shinhwa World Marriott Resort grabbed the similar idea to attract Korean vacationers.

Gangwon province, as another popular destination whose 70% of the economy depends on tourism saw outstanding recovery in flow of visitors. Although first two months after outbreak, February and March were visitor less, but visitors bounced back to 99% in April compared to last year and in May, 111% increased as of last year and again June recorded 76.5 million visitors which was same in 2019 (Salmon, 2020).

Limitation and Future Research

This paper was based on secondary data from various source. However, a further empirical study is suggested for deeper understanding on its impact on tourism and hospitality industry. An analysis was conducted based on the data from the first six months of the year. Since, the virus has stayed longer and paralyzed all parts of the socio-economic foundation, a longitudinal study can help to explain economical and behavioral change due to prolonged effect of COVID-19. Lastly, a widely used key tourism indicators such as volume of foreign tourists, duration of stay, number of arrivals, number of trips, domestic tourism, tourism expenditure, tourism activities etc. can help to measure overall tourism empirically.

Implication and Conclusion

This paper highlighted the tourism industry in South Korea which went through disastrous circumstance as flights were cancelled for indefinite time due to outbreak of corona virus. Hotel and accommodation industry are also facing lack of occupancy as social distancing measure is being imposed. This paper also shed light on the virus outbreak and its effects on aviation and hotel industries, at the same time a silver lining in domestic tourism as well. The finding on this paper suggests few managerial implications for Korean tourism industry. Firstly, the result discussed in the paper can help authorities in the tourism board to undertake grave issues due to pandemic and think of a better plan and policy to implement on tourism activities. Secondly, the study could help travel industry and agents to come up with affordable product and suitable package to rise from the virus hit economy. Thirdly, the improvement in domestic tourism could be encouraged for more staycation maintaining social distancing measure to keep hospitality sector afloat.

As airlines and hotel sector are hardest hit by global pandemic it is further recommended to service providers to encourage customer to follow necessary precautions to be safe. It is also highly recommended to encourage travelers to avoid non-essential travel. Airline industries may access the severity of the virus hit crisis and focus on implementing strict measure on social distancing, hygiene maintenance and keeping hands clean.

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Implementation of upselling as a strategy in increasing room sales by guest relation host at Alila Seminyak Hotel

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Abstract: The purpose of this research is to determine the implementation of upselling as a strategy in increasing room sales at Alila Seminyak hotels and to find out alternative upselling strategies that should be implemented by Guest Relations Hosts in increasing room sales at Alila Seminyak hotels. The analysis technique used is the Sequential Exploratory mixed method design; Internal Factor Summary (IFAS) Matrix, External Factor Analysis Summary (EFAS) Matrix, Internal-External (IE) Matrix, SWOT analysis, and Quantitative Strategic Planning Matrix (QSPM). The analysis result of the IFAS matrix with the main strength is that the Alila Seminyak hotel has ten types of rooms that can support upselling activities to guests and can increase room sales, while the main weakness is the lack of providing special prices for guests who upselling. The analysis result of the EFAS matrix is that the main opportunity is the friendliness of the community, environment, and culture around the Alila Seminyak hotel, while the main threat is the tax policy that applies to tourists who are taken into consideration when wanting to upselling. Based on the results of the IE matrix analysis, the Alila Seminyak hotel is in the position of Growth Strategy (Cell II). The results of the SWOT analysis resulted in nine alternative upselling strategies, where three alternative upselling strategies were prioritized which were calculated by the QSPM matrix with a total TAS 232.64, 225.55, and 216.54.

Keywords: upselling, marketing mix, alternative strategies, room sales

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Introduction

The development of tourism in Bali causes the number of tourist visits to increase every year. The increasing number of tourists visiting Bali encourages the government and the private sector to build accommodation and supporting facilities for tourists. One of the accommodations that can support tourist activities is a hotel. According to (Tarmoezi, 2000:13) a hotel is an effort to provide accommodation in the form of rooms in a building, which can be equipped with food and beverage services, entertainment activities, and other facilities on a daily basis with the aim of making a profit. The development of hotel in Bali continues to increase from year to year, with several types of hotels based on stars or classes ranging from one-star hotels to five-star hotels. According to (Chandra, 2015:960) hotel facilities are usually adjusted to the star number of the hotel. The more the number of stars in a hotel, the more facilities it will provide to people staying at the hotel.

One of the five-star hotels in Bali is the Alila Seminyak Hotel which is located in the Seminyak area. The Alila Seminyak Hotel has a strategic location because it is close to the shopping center and beach area behind the hotel, has 240 rooms with ten types of rooms provided and offered to tourists, a restaurant, bar, and facilities that support the activities of tourists who visit and stay. Data on room occupancy and room sales at the Alila Seminyak Hotel in the last three years can be in Table 1 and Table 2 below.

Table 1. Room Occupancy Data of Alila Seminyak Hotel in 2017-2019

No	Month	Year		
		2017	2018	2019
1	January	64.42%	68.46%	60.26%
2	February	60.73%	63.16%	59.02%
3	March	56.25%	74.46%	57.05%
4	April	67.95%	80.45%	81.55%
5	May	78.56%	79.76%	74.97%
6	June	82.52%	85.63%	86.33%
7	July	85.50%	82.40%	83.36%
8	August	88.16%	82.84%	79.00%
9	September	83.20%	79.87%	77.30%
10	October	80.52%	81.59%	84.46%
11	November	70.27%	64.61%	69.80%
12	December	48.24%	60.97%	71.90%
	Total	72.19%	75.35%	73.75%

(Source: Alila Seminyak Hotels, 2020)

Table 2. Data on Room Sales of Alila Seminyak Hotel in 2017-2019

	Month	Year		
		2017	2018	2019
1	January	11,121,072,941	10,664,908,560	13,116,654,641
2	February	7,165,816,308	8,300,153,326	9,522,599,008
3	March	8,961,945,816	11,562,767,293	9,888,217,164
4	April	12,336,932,424	17,728,531,235	14,658,093,526
5	May	12,123,067,595	16,981,158,517	13,931,392,517
6	June	13,661,287,047	19,366,266,025	17,218,919,142
7	July	14,526,178,523	19,970,529,651	20,150,270,819
8	August	17,382,196,090	23,928,802,277	19,659,003,603
9	September	15,725,788,643	20,339,897,879	16,069,371,755
10	October	12,605,228,061	21,769,910,890	20,030,536,318
11	November	9,692,556,221	10,401,538,284	13,310,708,453
12	December	8,040,948,337	13,894,578,610	16,756,794,804
	TOTAL	143,343,018,006	194,909,042,547	184,312,561,750

Table 1 shows the percentage of room occupancy at the Alila Seminyak hotel in the last three years which has experienced fluctuation, of course, having an impact on sales of rooms at the Alila Seminyak hotel. Table 2 shows the data on room sales at the Alila Seminyak hotel increased in 2017 to 2018 by 35.9% than in 2019 decreased by 5.4%. Therefore, to increase room sales at the Alila Seminyak hotel with the fluctuating percentage of room occupancy conditions, the management needs a marketing strategy that can be implemented and increase room sales at the Alila Seminyak hotel, one of which is by upselling. Upselling is the idea of upgrading products that customers order to add additional features or additional services and additional benefits for sellers (Saputra, 2015: 52). According to Smith in Andriani (2020: 60), upselling is a strategy to increase their profits by training staff on how to sell more. Upselling is more than just a sale, it requires perception, knowledge, and wisdom. Upselling can be seen as a process of selling and servicing customers. Therefore, to implement an upselling strategy to increase room sales at the Alila Seminyak hotel, the management assigned a Guest Relation Host to one of the Host Service (Front Office) departments. Guest Relation Host is important part of the Alila Seminyak hotel, because it has the main function of providing information and services to guests who come to visit or stay which is located at the front of the hotel. According to Ardiana (2020: 1-2), the front office in the check-in process is based on orders made by guests before staying, but the front office can also implement an upselling program to sell rooms with a higher room type than the previous order.

In planning the implementation of upselling as a strategy, it is necessary to identify internal and external factors that are owned by Alila Seminyak hotels. Therefore, this study will analyze the implementation of upselling as a strategy in increasing room sales at Alila Seminyak hotel. The method used in this research is interviews and questionnaires, where the results of interviews and questionnaires will be analyzed using SWOT analysis to formulate alternative strategies that are then evaluated through QSPM to find upselling strategy that must be prioritized in increasing room sales at Alila Seminyak hotel.

Methodology

This study used a mixed-methods design with Sequential Exploratory: qualitative followed by quantitative linking the data between two stages, namely qualitative-quantitative (Cameron, 2009: 145). In the Sequential Exploratory design, it explains that the researcher collects qualitative data first then quantitative data. The purpose of the sequential exploratory mixed methods design involves first qualitative data collection procedures to explore phenomena and then collecting quantitative data to explain the relationships found in qualitative data (Creswell and Plano C. in Subedi, 2016: 573). This research begins, by identifying internal variables which are internal factors of Alila Seminyak Hotel with indicators of the 7P elements of the marketing mix according to Kotler and Armstrong (2016: 62), namely product, price, place, physical evidence, people, process, promotion. External variables in this study are the environment that Alila Seminyak Hotel cannot control, such as tax, economic, social and cultural policies, business and technology, long stay guests, guests from travel agents or online travel agents, high and low season, goals and visions hotel. The types of data in this research are quantitative and qualitative, and data sources are primary and secondary data. The method of determining the sample in this study is purposive sampling. Purposive sampling is a data source sampling technique with certain considerations such as the person who is considered the most knowledgeable of what we expect (Sugiyono, 2016: 85). The sample is all staff of Guest Relations Host, totaling 23 people. The collection methods used in this study were interviews and questionnaires. In this study, researchers encountered problems due to researching in the COVID-19 pandemic situation, collecting data through interviews with Host Managers and Assistant Host Managers, and distributing questionnaires to 23 staff of Guest Relations Hosts at Alila Seminyak Hotel related to the implementation of upselling as a strategy to improve room sales.

This study uses a combination of several analysis techniques were IFAS (Internal Factor Analysis Summary) matrix, EFAS (External Factor Analysis Summary) matrix, IE (Internal-External) matrix, SWOT analysis according to Rangkuti (2017: 83-84), the tools used for compiling the company's strategic factors is a SWOT matrix, and QSPM (Quantitative Strategic Planning Matrix) analysis. According to Purwanto (2012: 142) QSPM analysis is an analysis used to find out what alternative strategies are best to be selected or implemented in a company. In analyzing the data in this study, the researcher observed and interviewed internal and external factors at Alila Seminyak Hotel to the Host Manager and Assistant Host Manager. Furthermore, sorting the data and identifying the result files from the interviews into tabulations of internal and external factors which will be used as questionnaires to be distributed and filled out by 23 respondents. The results of the distribution of the questionnaire will be used to measure the weight, rating, and score of the IFAS and EFAS. After obtaining the total IFAS and EFAS scores will be used to determine the current position of the company then combine internal and external factors into the SWOT matrix to formulate four strategies between SO (Strength-Opportunity) strategies, ST (Strength-Threat) strategies, WO (Weakness-Opportunity) strategies, and WT (Weakness-Threat) strategies. The final stage of data analysis in this study is to evaluate alternative strategies to find alternative upselling strategies that must be prioritized through QSPM analysis.

Results and Discussions

Analysis of Internal and External Factors

The first step is to conduct a qualitative analysis by conducting interviews related to internal and external factors at the Alila Seminyak Hotel to informants, namely the Host Manager

and Assistant Host Manager who know more about the flow of upselling implementation at Alila Seminyak Hotel. Furthermore, the results of the interview will be used as a means of measuring weight, rating, and score in quantitative analysis. The results of the interviews in this study were then inputted into the IFAS (Internal Factor Analysis Summary) matrix (Table 3) and the EFAS (External Factor Analysis Summary) matrix (Table 4). In this study, the researcher shows the results of the rating and weighting of the two matrices to the Host Manager and Assistant Host Manager, to be used in analyzing the position of Alila Seminyak Hotel in the IE (Internal-External) matrix in Figure 1. In the IFAS matrix, scores are obtained from weighting factor indicators. The internal factor is multiplied by the average value of each internal factor indicator. Internal factors in the IFAS matrix are divided into two categories, namely Strengths and Weaknesses so that the IFAS matrix score obtained is 2.94 can be seen in Table 3.

Table 3. IFAS of Upselling Strategy

No	Strength	Weight	Rating	Score
1	Alila Seminyak Hotel has ten types of rooms equipped with different facilities and views and atmosphere in each room, which can attract guests to do upselling.	0.09	3.57	0.27
2	The size or size of ten different room types in providing comfort to guests while staying, which is taken into consideration for guests when upselling to get a room according to the needs and comfort of guests while staying at Alila Seminyak Hotel.	0.08	3.43	0.25
3	The payment method used by Alila Seminyak Hotel to make it easier for guests to process the payment for room upselling can be done via cash, credit card, or bank transfer.	0.06	3.35	0.21
4	It has a strategic location because Alila Seminyak Hotel is on the beachside, and several rooms directly lead to the beach and can attract guests' interest in upselling their rooms.	0.06	3.35	0.25
5	Alila Seminyak Hotel provides transportation for guests that can be used for traveling by guests, picking up guests who are checking in or who have already checked out to be taken to the airport.	0.07	3.39	0.21
6	Promotions carried out by Sales & Marketing through websites and social media, to make it easier for guests to find information about room rates or special promotions currently being held by Alila Seminyak Hotel.	0.06	3.35	0.21
7	The understanding of Guest Relation Hosts on product knowledge at Alila Seminyak Hotel so that they can inform or explain to guests during the room upselling process.	0.07	3.39	0.22
8	Completeness of room facilities is very influential when guests upselling a room because guests want to get a room with facilities that can make guests comfortable and satisfied while staying at Alila Seminyak Hotel.	0.06	3.30	0.24
9	Alila Seminyak Hotel has a design lobby with direct views of the beach and is equipped with sofas and tables which are used as a place to negotiate when upselling a room between guests and the Guest Relation Host.	0.06	3.35	0.24
Total		0.61		2.10
Weaknesses				
1	Special upselling prices that are rarely given by Alila Seminyak Hotel to guests when upselling a room.	0.06	2.17	0.14
2	Personal selling activities of the Guest Relation Host are hampered in providing room information during the upselling process for guests who do not understand English.	0.06	2.17	0.14
3	Lack of motivation and appreciation for the Guest Relations Host who managed to do upselling beyond what Alila Seminyak Hotel targeted.	0.06	2.26	0.14

4	Ability to master foreign languages (other than English) by the Guest Relation Host which becomes an obstacle in negotiating with passive English-speaking foreign guests when upselling a room.	0.06	2.22	0.14
5	Lack of education and training by Alila Seminyak Hotel for the Guest Relation Host regarding the implementation of upselling activities so that these activities are successful and able to achieve or exceed the target.	0.06	2.17	0.14
6	The Alila Seminyak Hotel has not made an SOP book on the procedure for carrying out room upselling activities.	0.06	2.22	0.14
Total		0.36		0.84
Total of Weights and Scores for Internal Factor		1.00		2.94

After analyzing the internal factors, then analyzing the external factors faced by Alila Seminyak Hotel, namely opportunities and threats, which are contained in the EFAS matrix. In the EFAS matrix, the total score is obtained through the weighting of external factors then multiplied by the average value on each external factor indicator. In the EFAS matrix obtained a total score of 3.08 can be seen in Table 4.

Tabel 4. EFAS of Upselling Strategy

No	Opportunities	Weight	Rating	Score
1	The hospitality of the community, environment, and culture around the hotel can make guests feel comfortable staying at Alila Seminyak Hotel.	0.12	3.87	0.44
2	Guests can easily search for information about Alila Seminyak Hotel via the internet with a wi-fi network obtained from a wi-fi corner or using a private cellular network.	0.11	3.83	0.41
3	Long-stay guests at Alila Seminyak Hotel are an opportunity to be offered room upselling so that guests can enjoy the experience of staying in a different room type than before.	0.12	2.83	0.33
4	Travel agent guests and online travel agents have the opportunity to be offered room upselling, informing in detail about the rooms that can be upselling by travel agent guests or online travel agents assisted by the Guest Relations Host when guests check-in.	0.12	2.74	0.33
5	The influence of high season and low season in increasing room sales at Alila Seminyak Hotel.	0.11	3.87	0.44
6	The goals and visions of the Alila Seminyak Hotel affect the comfort of guests from the services provided by all hotel staff.	0.11	3.83	0.43
Total		0.69		2.38
Threats				
1	Government tax policy for tourists which has an impact on guest consideration for upselling at Alila Seminyak Hotel.	0.10	2.22	0.23
2	The purchasing power of guests, which has an impact on the guest's decision to stay at a hotel that is cheaper than staying at the Alila Seminyak Hotel.	0.11	2.17	0.23
3	The number of hotels in the Seminyak area is a threat to Alila Seminyak Hotel in maintaining the market and guests' interest in choosing Alila Seminyak Hotel accommodation to stay and visit while in Bali.	0.10	2.26	0.24
Total		0.31		0.70
Total of Weights and Scores for External Factor		1.00		3.08

After analyzing internal and external factors, then transfer the score results into the IE (Internal-External) matrix. The results of the IFAS matrix analysis have a score of 2.94 and the EFAS matrix with a score of 3.08. The score results from the two matrices are used to analyze the position of Alila Seminyak Hotel, in Figure 1.

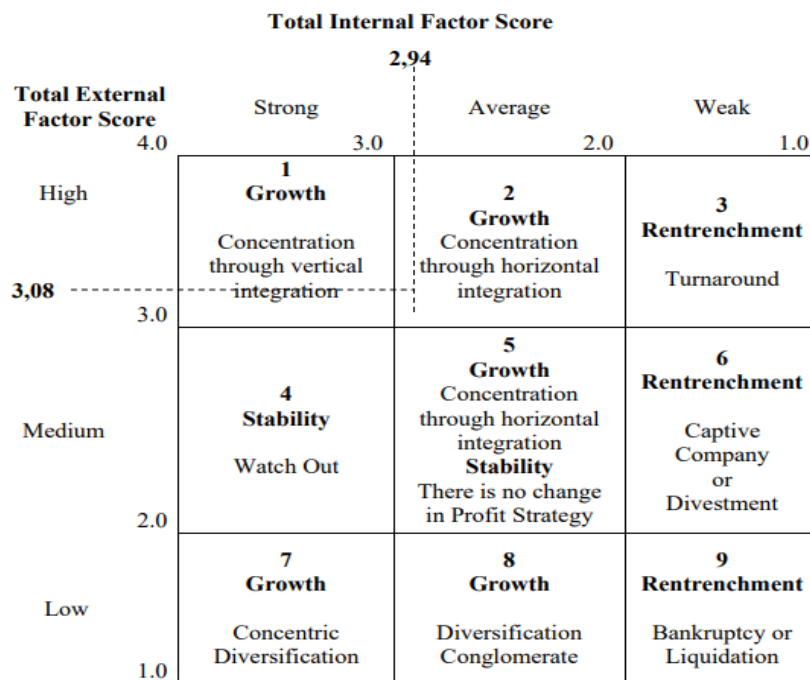


Figure 1. Current Position of Alila Seminyak Hotel by IE Matriks

Figure 1 shows the position of Alila Seminyak Hotel's upselling strategy in cell II of the IE (Internal-External) matrix. Cell II shows the upselling strategy at the Alila Seminyak Hotel is in the Growth Strategy stage with concentration through horizontal integration. This strategy is designed to achieve good growth in sales, profits and increase the range of products and services. Therefore, the Alila Seminyak Hotel can add room facilities and interiors, improve services for guests upselling rooms, offer room upselling to long-stay guests, travel agent guests, and online travel agents. The results of the IE matrix are used as consideration in formulating technical and concrete alternative upselling strategies through the SWOT matrix.

Table 5. SWOT Matriks

IFAS / EFAS	STRENGTHS (S)	WEAKNESSES (W)
	SO STRATEGIES	WO STRATEGIES
OPPORTUNITIES (O)	1. Additional facilities and room interiors to support upselling activities, and offer room upselling to long-stay guests, travel agent guests, and online travel agents as well as repeater guests. 2. Improve relations with the community around Alila Seminyak Hotel so that guests who stay feel comfortable and interested when offered room upselling.	1. Add incentives and rewards for Guest Relation Hosts who achieve or exceed room upselling targets. 2. Organizing foreign language training programs (other than English) specifically for Guest Relation Hosts. 3. Adjusting Standard Operating Procedures for upselling activities to make them more effective and efficient following the objectives and vision of the Alila Seminyak Hotel.

	ST STRATEGIES	WT STRATEGIES
TREATHS (T)	<ol style="list-style-type: none"> 1. Increase the benefits that guests will get after upselling the room so that guests feel comfortable staying at Alila Seminyak. 2. Improve the quality of service to guests in doing room upselling activities. 	<ol style="list-style-type: none"> 1. Organizing training programs to improve service quality for Guest Relation Host. 2. Providing dynamic prices to overcome competition, especially giving special prices for room upselling.

Based on Table 5 above, the following is an explanation of the formulation of an alternative upselling strategy, namely:

1. SO (Strength-Opportunity) Strategies

There are two alternative upselling strategies recommended in the SO strategies, the first is the addition of facilities and interiors according to the room type owned by the hotel, considering that Alila Seminyak Hotel has ten types of rooms with different facilities and interiors in each room, which can attract guests to upselling rooms and able to increase room sales. Second, the Alila Seminyak hotel can improve good relations with the surrounding community, in attracting guests to stay overnight. As well as attracting guests' interest to know the surrounding culture in religious ceremonies or other activities carried out by the surrounding community.

2. ST (Strength-Threat) Strategies

There are two alternative upselling strategies recommended in the ST strategies, the first is the provision of benefits for guests upselling their room by giving special prices for breakfast at Seasalt restaurant and a discount promo on the Alila Moment package that guests can enjoy. Second, the Guest Relation Host can improve the quality of service when guests are going upselling the room, such as giving advice and being able to make guests get a room according to the wishes and purchasing power of guests at Alila Seminyak Hotel.

3. WO (Weakness-Opportunity) Strategies

There are three alternative upselling strategies recommended in the WO strategies, the first is to provide incentives outside the salary and award for the best employees by providing certificates from the management of Alila Seminyak Hotel for the Guest Relation Host. Second, a foreign language training program (other than English) specifically for Guest Relation Hosts related to hotel operational languages, product knowledge, and related upselling activities. The third is the making of an SOP book containing a guide in offering room upselling to guests to succeed and make guests feel happy and comfortable when doing room upselling with the Guest Relation Host, of course by the goals and vision of Alila Seminyak Hotel.

4. WT (Weakness-Threat) Strategies

There are two alternative upselling strategies recommended in the WT strategies, the first is a training program for Guest Relation Hosts in conducting personal selling to guests and improving service quality so that guests prefer Alila Seminyak Hotel over competing accommodations. Second, Alila Seminyak needs to provide special prices in attracting guests to upselling rooms, of course, the special prices given to guests have been taken into account by the management and the Guest Relation Host at Alila Seminyak Hotel to resolve competition with other accommodations.

QSPM (Quantitative Strategic Planning Matrix) Analysis

The final result in this study is to analyze an alternative assessment of the upselling strategy that was previously formulated using the SWOT analysis matrix into the QSPM analysis for evaluation. The purpose of the assessment of alternative strategies is to find out which alternative upselling strategies should be implemented by the Guest Relations Hosts in increasing room sales at Alila Seminyak Hotel. This QSPM matrix assessment uses the average rating and the average attractive score (AS) which will produce a Total Attractiveness Score (TAS). Here is the formula for obtaining TAS:

$$\text{Total Attractiveness Score (TAS)} = \text{Average Rating} \times \text{Average Attractive Score (AS)} \quad (1)$$

The following is an alternative ordering of the upselling strategy obtained based on the calculation of the TAS value in the QSPM matrix, which can be seen in Table 6.

Table 6. Alternative Strategies for Upselling Implementation by QSPM

Strategy Code	Alternative Strategies	TAS
SO1	Additional facilities and room interiors to support upselling activities, and offer room upselling to long-stay guests, travel agent guests, and online travel agents as well as repeater guests.	232.64
WO1	Add incentives and rewards for Guest Relation Hosts who achieve or exceed room upselling targets.	225.55
WT2	Providing dynamic prices to overcome competition, especially giving special prices for room upselling.	216.54
ST1	Increase the benefits that guests will get after upselling the room so that guests feel comfortable staying at Alila Seminyak	192.85
ST2	Improve the quality of service to guests in doing room upselling activities	187.72
WO2	Organizing foreign language training programs (other than English) specifically for Guest Relation Hosts.	185.01
WT1	Organizing training programs to improve service quality for Guest Relation Host.	182.99
WO3	Adjusting Standard Operating Procedures for upselling activities to make them more effective and efficient following the objectives and vision of the Alila Seminyak Hotel	175.27
SO2	Improve relations with the community around Alila Seminyak Hotel so that guests who stay feel comfortable and interested when offered room upselling	160.74

Table 6 above shows the results of the assessment of the alternative upselling strategy chosen by the Guest Relation Host which should be applied in increasing room sales at Alila Seminyak Hotel. Alila Seminyak can apply all of the strategies or some of the upselling strategies. In the analysis, QSPM Guest Relation Host has assessed and selected three alternative upselling strategies that are prioritized to be implemented in increasing room sales at Alila Seminyak Hotel. The first strategy for SO1 with a TAS score of 232.64 is the addition of facilities and interiors in each room. The second strategy of WO1 with TAS 225.55 is giving incentives and rewards for Guest Relation Hosts. The third strategy with a TAS score of 216.54 is to provide dynamic prices to overcome competition, in particular by providing special room upselling rates to guests.

Conclusions

Based on the results of previous research and discussion, the conclusions are as follows. The implementation of upselling as a strategy at Alila Seminyak Hotel is by the 7P elements of the marketing mix such as product, price, place, promotion, people, process, physical evaluation. The results of the upselling implementation at Alila Seminyak Hotel were able to increase room sales. Upselling activities at the Alila Seminyak hotel need to be improved during the low season for staying guests. The upselling implementation strategy at Alila Seminyak Hotel is currently in cell II, namely the Growth Strategy stage with concentration through

horizontal integration, this strategy is designed to achieve good growth in sales, profit and increase the type of product or service. Therefore, the alternative strategies that should be implemented by Guest Relation Hosts in increasing room sales at Alila Seminyak Hotel are the addition of facilities and room interiors to support upselling activities, as well as making upselling opportunities for long stay guests, travel agent guests, and online travel agents and guest repeater. As well as providing incentives and awards for Guest Relation Hosts for achieving or exceeding the monthly upselling target, and by providing dynamic prices to overcome competition, especially special rates for guests when upselling rooms.

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Development of ecotourism potential in Sambori Tribe, Bima, West Nusa Tenggara, Indonesia

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Abstract: The purpose of this research is to explore the potential of ecotourism that can be developed in Sambori Tribe, Bima. Besides, to identify the right strategy for developing ecotourism on family medicinal plants in Sambori Tribe based on community and stakeholder perceptions. The research method used was descriptive methods with survey and observation techniques. The study using purposive sampling to get the correct data. The data is in the form of local herbal products developed into tourism destinations and economic benefits that are to improve the economic welfare of marginalized communities. Aspects of the development include flora in the form of herbs, fauna, natural attractions with a view of the mountains with cool air. In addition, this herbal plant can improve the accessibility and socio-cultural life of the community. Furthermore, the improvement of quality of life in Sambori, Bima is carried out through herbal plants to improve the quality of healthy life as well as an area with the potential of herbal plant ecotourism. It has a diversity of flora and fauna potentials as well as a very suitable landscape potential as a tourist attraction. The result of the study found that Sambori Tribe has the potential of flora and fauna and the landscapes. Public health development strategies in the future, not only can be done in hospitals, it can also be done at home through live pharmacies based on medicinal family plants that can be used as an improvement of public health, economy and ecotourism in the Sambori Tribe. In addition, with the potential of live pharmacies, will have an impact on the appeal of high biological nature with a beautiful natural panorama.

Keywords: ecotourism, potential, Sambori Tribe

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Introduction

Sambori Tribe has unique characteristics from other Tribes in Bima, both in terms of community activities, natural and cultural aspects of the community. This factor should be used as a selling point in tourism activities in Bima and also tourism has become one of the most developed sectors in Indonesia (Rita, Edriana Pangestuti, & Wike and Riza, 2020). Tourism is increasingly becoming an important economic sector in many developing countries (UNCTAD, 2007). In this context, Ecotourism emerged as a sustainable form of tourism. Ecotourism can help cultural preservation, environmental conservation and increase community income at a tourist attraction (Henri, L. Hakim, & J. Batoro, 2017). This research is an empiric ethnoecological study conducted in the highlands Sambori, Bima which is very suitable cultivated herbal plants as a living pharmacy of people who live far from the hospital as a center of public health services. This Sambori area is very much found natural medicine plant community used to treat the family at the time of illness during the long period of time (Zulharman, 2015).

The potential of Ethno-tourism, in addition to herbs but also can be an area with distinctive ethnic-cultural attractions in Bima, which can be the center of development of the tourism sector. Thus, natural beauty and diversity of local customs and culture are primary assets that

can be developed into attractive tourist products for tourists. Ecotourism is a merger between the pharmacy of community life and ecotourism as a center of natural tourism that can improve the economy and social welfare for the community. According to Hendri et al., 2017 stated that ecotourism approach could be used for tourism promotion and health improvement in remote areas. According to Widjaya et al., 1989 says that the potential of ecotourism can improve the welfare of local communities (Widjaya, Mahya, & Utama. S.S., 1989). As a natural eco-tourism area with beautiful scenery, Sambori can also be a tourist destination of herbal medicine plants that can improve the healthy quality of life of the community, and can also be a place of conservation of water tamping power for the community around Sambori, Bima. The development of ecotourism in forest or mountain communities such as Sambori can improve the quality of community life (in the economic sector) and conserve natural and cultural heritage. It can be concluded that the concept of ecotourism is a method of utilizing and managing tourism resources that are environmentally friendly by involving local communities as one of the tourism actors and local people should have a positive impact from ecotourism activities. Improving the quality of life of the community and cultural uniqueness is very potential to improve the economy of the community; in addition, it can also be a promotion of tourism in the ecotourism sector so that the region can increase regional income. Therefore, this study focuses on the problem of developing the potential of the Sambori Tribe family medicinal plants plant, namely the lack of utilization of the natural potential for the development of ecotourism. The development of the potential of herbal plants as a living pharmacy for the Sambori community is very potential in improving the economy of the community and improving the quality of healthy life and can be a healthy tourist destination with the beauty of exotic natural panoramas.

Methodology

This research used descriptive methods with survey and observation techniques. This study examined the conditions, the potential of Family medicinal plants, and the tourism market in Sambori Tribe as a basis for determining the appropriate strategies that suitable to the field condition. To determine the ecotourism development strategy in Sambori Tribe, SWOT analysis of the freshness of flora and fauna was used (Fandeli, 2002). The data consists of product aspects as well as the socio-economic conditions of the community. Product aspects include the potential of flora, namely family medicinal plants, fauna, natural attractions and landscapes, amenities, accessibility, and the socio-cultural life of the community. The cultivation of herbal plants that are needed in treating various types of diseases by the people of Sambori, a beautiful natural panorama, is undoubtedly an attraction for tourists visiting Bima. Data analysis consisted of flora and fauna data used to describe the character, uniqueness, rarity and diversity. The quality of flora and fauna diversity was determined based on the criteria stated (Fandeli, 2002). Based on field data, a table of natural attractions with a rating of 1-5 can be compiled. Assessment of the quality of natural scenery is carried out around tourist objects, using a method that refers to the parameters of the Bureau of Land Management cited (Fandeli, 2002). The overall value of each item determines the level of quality that is differentiated as follows: a. Score > 19 (Class A. High Quality), b. Score 12 - 18 (Class B. Medium Quality).

Results and Discussions

Description and History of Sambori Tribe

Based on the location of the area, the interior of the Sambori Tribe is close to Renda Village, Belo, Bima Regency in the western part, and Arambolo Region in the east. In the north, it is bordered by the Teta Tribe as the capital of Lambitu District, and to the south adjacent to the Kawuwu Tribe, Langgudu region. Sambori Tribe is located in the highlands of Mount Lambitu \pm 800 meters above sea level or \pm 46 km east of the district capital Bima by using the State road which is always climbing and winding. Sambori Tribe has an area of about 1,802 hectares or about 33.58% of the size of Lambitu District. Approximately 1,260 hectares are rice fields and moor. The rest is earmarked for settlements and public infrastructure, smallholder plantations

and protected areas covering an area of 736 hectares. The topography of the Sambori region and its surroundings is hilly and flat which spreads along the slopes of Mount Lambitu. The temperature in Sambori averages between 20 and 25 °C.

The Sambori people have different customs and languages from Bima, namely the language "IngeNdaiSambori". This Sambori traditional language is rich in ritual activities, such as Belaleha, Manggeila, Kelero, Lanca, Mpa'aManca, Gantao, Sere, Hadra, AruGele traditions. It is usually performed at rice planting events in the fields, gardens every year and at guest reception at Uma Lengge; therefore, it is one of the cultural Tribes frequented by tourists and researchers. The Sambori are Muslims. Community economic activities include carpentry, agriculture such as garlic, rice, corn, soybeans, coffee, avocados, large oranges, areca nut and live pharmacy crops such as *Curcuma longa*, *Curcuma xanthorrhiza*, *Zingiber officinale*, *Kaempferia galanga* L., *Alpinia galanga* and also raise livestock, chicken goats (Zulharman, 2015).

Study on the Potential Family medicinal plants Development for Ecotourism

Family medicinal plants data in Sambori Tribe Based on the research results can be seen in Table 1 as follows:

Table 1. List of Family medicinal plants Plant in Sambori Tribe.

No	Local Name	Scientific Name	Local Name	Scientific Name
1	Lempuyangwangi	<i>Zingiber zerumbet</i>	Lempuyang	<i>Zingiber zerumbet</i>
2	Temulawak	<i>Curcuma xanthorrhiza</i>	Kumis kucing	<i>Orthosiphon aristatus</i>
3	Temumangga	<i>Curcuma mangga</i>	Jinten/bumbujo	<i>Cuminum Cyminum</i> L.
4	Jahe	<i>Zingiber officinale</i>	Kunyit putih	<i>Curcuma zedoaria</i>
5	Lengkuas	<i>Alpinia galanga</i>	Bidara	<i>Ziziphus mauritiana</i>
6	Kencur	<i>Kaempferia galanga</i> L.	Padikuning	<i>Oryza sativa</i> L.
7	Bangle	<i>Zingiber montanum</i>	Padiketan	<i>Oryza glutinosa</i>
8	Temugiring	<i>Curcuma heyneana</i>	Delima	<i>Punica granatum</i> L.
9	Temu hitam	<i>Curcuma aeruginosa</i>	Ruku-ruku hutan	<i>Ocimum sanctum</i> L.
10	Kunyit/huni	<i>Curcuma longa</i>	Kenanga	<i>Cananga odorata</i>

Sambori is located at an altitude of 500 to 800 meters above sea level, Sambori and its surroundings are overgrown with medicinal plants such as Ginger, Turmeric, Galangal, Noni, Temulawak, Kumis Kucing, Kencur, Bangle, Tempuyang, and others that grow wild in the mountains of Lambitu, also cultivated by the community. The production and marketing process of Sambori residents for this medicinal plant is still straightforward and traditional, namely by selling it from Tribe to Tribe, besides being used for personal needs. The potential of the family medicinal plants in the Tribe of Sambori has its unique health plants and distinctive characteristics so it is interesting to visit because every yard of the house has an attractive family medicinal plants plant for visitors to look at and see. This uniqueness potential fulfills the aspects of ecotourism attractions in line with the opinion Zulharman that states that one of the interesting attractions that can be packaged into ecotourism is flora attractions including the uniqueness of flora that exist in that location. (Zulharman, 2015).

The potential of ecotourism of family medicinal plants as the main attraction of ecotourism tourism in Sambori, in addition to typical medicinal plants but also has various types of cultural attractions typical in Sambori that can undoubtedly become an area to develop the tourism

sector According to Supriadi et al. the natural beauty and diversity of local customs and cultures are main assets that can be acquired into attractive tourist products for tourists (Supriadi B & Roedjinandari N, 2017).

Data of Flora Potential

Potential data for flora other than family medicinal plants in Sambori Tribe. It can be seen in Table 2 as follows:

Table 2. List of Plant (outside Family medicinal plants) in Sambori Tribe.

No	Plant Name	Scientific Name	No	Plant Name	Scientific Name
1	Pandan	<i>Pandanussp</i>	20	Mahogany	<i>Swieteniamahagoni</i>
2	Lontar	<i>Borassusflabellifer</i>	21	Sengon	<i>Paraserianthesfalcataria</i>
3	Legi bamboo	<i>Gigantochloaatter</i>	22	Jackfruit	<i>Artocarpusheterophyllus</i>
4	Paddy rice	<i>Oryzasativa</i>	23	Teak	<i>Tectonagrandis</i>
5	Field rice	<i>Oryzasp</i>	24	Pare	<i>Momordicacharantia</i>
6	Corn	<i>Zea mays</i>	25	Pumpkin	<i>Sechiumedule</i>
7	Green beans	<i>VignaRadiata</i>	26	Cucumber	<i>Cucumissativus</i>
8	Cassava	<i>Manihotutilisima</i>	27	Bean	<i>Phaseolus vulgaris</i>
9	Soy	<i>Glycine max</i>	28	Tomato	<i>Solanumlycopersicum</i>
10	Peanuts	<i>Arachishypogaea</i>	29	Kesambi	<i>Schleicheraoleosa</i>
11	Sweet potato	<i>Ipomoea batatas</i>	30	eggplant	<i>Solanummelongena</i>
12	Gamal	<i>Gliricidiasepium</i>	31	Cayenne pepper	<i>Capsicum frutescens</i>
13	Elephant grass	<i>P. purpureum</i>	32	Acacia	<i>Acacia mangium</i>
14	Coconut	<i>Cocosnusifera</i>	33	Jackfruit	<i>Artocarpusheterophyllus</i>
15	betel nut	<i>Areca tacethu</i>	34	Banyan	<i>Ficusbenjamina</i>
16	Rattan	<i>Calamusoptimus</i>	35	Sonokeling	<i>Dalbergialatifolia</i>
17	Banana	<i>acuminata</i>	36	Sengon	<i>Parasariesthesfalcataria</i>
18	Candlenut	<i>Aleuritesmoluccana</i>	37	Meranti	<i>Shorealeprosula</i>
19	Long beans	<i>Vignasinensis</i>	38	Reeds	<i>Imperatacylindrica</i>

Based on the results, Sambori Tribe has 38 types of plants other than family medicinal plants, the number of plants is included in the very good diversity category according to Alan as a potential attraction for ecotourism carrying capacity. In Sambori Tribe, plants are also used for handicraft materials that have existed since the time of their ancestors. Usually, these handicrafts are made from palm leaves (*Borassusflabellifer*), Pandan leaves (*Pandanustertorius*) as shown in Table 3 and bamboo (*Gigantochloaatter*) (Alan, 2013).

Data of Fauna Potential

Based on the results, the potential of fauna found in Sambori Tribe can be seen in Table 3. as follows:

Table 3. Fauna Data in Sambori Tribe.

No	Name	Habitat
1	Cow	Stables and hills
2	Goat	Stables and fields
3	Chicken	Cage
5	Monkey	Forest
6	Buffalo	Stables and hills
7	Bird	Forest

The Potential Attraction Analysis of Flora and Fauna

Based on the data on the potential of flora and fauna in Table 2 and Table 3, the results of the research above, the number of flora was recorded as many as 38 flora other than family medicinal plants. Based on the criteria for the quality of flora diversity presented by Wijaya et al., that the number of flora is included in the better quality, namely at least 31 types of flora that grow in the area (Widjaya et al., 1989). Then the potential number of fauna, namely, there is approximately 7 fauna in the Sambori Tribe area. Based on the quality criteria of fauna diversity presented by Fandeli, Sambori Tribe is included in the Medium category with 7 species of fauna (Fandeli, 2002). The results of the analysis of the quality of flora and fauna above categorize Sambori Tribe as a Tribe that can be developed into an ecotourism area because it has a variety of flora and fauna attractions that qualify as tourist attractions. The scenery of natural beauty and various beautiful fauna found in the Sambori tribe, will undoubtedly be the dance power of tourists to visit the area. Multiple benefits of medicinal plants in the area will undoubtedly be the dominant attraction for tourists to enjoy the natural beauty and diversity of natural herbs so that it will be a differentiator with other tribes and become an attraction for tourists visiting the Sambori tribe Bima.

Landscape Potential Analysis

The results of visual observations of the Family medicinal plants Plant in Sambori Tribe area can be seen in Table 4 below.

Table 4. Recapitulation of Landscape Assessment.

No	Landscape Component	Score	Criteria
1	Land Form	5	The vertical and hilly land, dominated by gentle slopes
2	Vegetation	5	Vegetation is dominated by black vegetation on the hills and family medicinal plants vegetation in moor areas and house yards.
3	Water	3	The water comes from hills with clear conditions and adequate discharge
4	Colour	4	The colors in the rainy season vary widely, but in the dry season it is a little arid in the hilly areas
5	Scenery	5	The scenery is very wide reaching the Bima regency such as Woha, Belo and the Bima bay area
6	Scarcity	4	A unique (different) area from other objects
7	Modification	0	No modification
	Total score	26	

The scenery around the object is very influential as a whole, it shows that the object under study has its own uniqueness that differs it from other objects with Sambori Tribe. based on the landscape assessment criteria for natural tourism made by Bureau of Land Management which is quoted in (Fandeli, 2002). The total score visual potential assessment of the landscape is 26, including in the category A class (high quality), based on this, Sambori Tribe with distinctive features of family medicinal plants can be developed as an Ecotourism object.

The landscape element contributes quite a lot to family medicinal plants area of Sambori Tribe that consists of variations in the land form, the height and slope of the land, as well as the aesthetics of the natural panorama that forms interesting color combinations. Vegetation variations both in terms of structure and composition of the forest that are still fairly natural, form a microclimate that makes the surrounding atmosphere cooler and adds comfort to visiting tourists. This is in line with the opinion of Mirsanjari *et al* that states that the most important elements that become the attraction of a natural tourism destination are natural conditions, natural phenomena (landscape), flora and fauna condition, and the culture of the surrounding community (Mirsanjari, 2012).

Accessibility

Accessibility is the ability of an area to connect with other areas. The high accessibility of an area can be a potential for regional development. The level of accessibility of an area is characterized by the better condition of the roads that connect one area to another. The accessibility to Sambori Tribe from the city and district of Bima is relatively good. Sambori Tribe resides Lambitu district, 32 km from Sultan SalahudinBima airport.

Amenity/Tourism Facility

Based on a survey conducted in Sambori Tribe, there are several public facilities that can be benefited by tourists, including mosques, public toilets, Uma Lengge huts and water sources.

Ecotourism Development Strategy

Based on the SWOT analysis on internal and external factors, the ecotourism development strategies to support Family medicinal plants ecotourism inSamboriTribecan be calculated as Table 5 below.

Table 5. SWOT Analysis Matrix.

Internal	
Strengths (S)	Weaknesses (W)
<ol style="list-style-type: none"> 1. There is a family medicinal plants plant that is widely cultivated by the Sambori people in the yard and in the fields. 2. The landscape ofSambori Tribe area has a very interesting view 3. Sambori area has a relatively cold air temperature compared to Bima's air temperature generally because it is located inan altitude of 800 masl. 4. The types of flora and fauna in Sambori are very diverse and interesting 5. Sambori Tribe has unique local culture such as Lengge traditional house, traditional clothes, crafts and traditions that attract tourists. 	<ol style="list-style-type: none"> 1. Low marketing activities, promotions are considered ineffective since only by words of mouth while good promotion should be through tourism, print and electronic media, social media in the form of Facebook, Twitter, Instagram, blogs, website lines, WhatsApp as well as in the form of training, seminars, workshops at the level of related agencies so that the youngerand communities recognized them. 2. The road infrastructure is not very supportive because the current road facilities are in inferior condition, especially if the summer and rainy season arrive. 3. Very minimal availability of amenities and facilities for ecotourism attraction activities 4. Active roles and community involvement that are considered less than optimal 5. Lack of involvement of stakeholders (local government, tourism office, transportation office) in implementing a more targeted development 6. Lack of data on potential and types of objects of ecotourism attraction
External	
Opportunities (O)	Threats (T)
<ol style="list-style-type: none"> 1. The high interest in tourist visits to natural areas, one of which is the Sambori Tribe area 2. Active participation from the community leaders, especially in the development of tourist areas with the expectation thatis standard of living and livelihood can increase 3. There are new jobs for the local community 4. The government attention to the increasing tourism sector. 	<ol style="list-style-type: none"> 1. The low socio-economic condition of the community has resulted in illegal activities such as encroachment, illegal logging, illegal hunting, and material extraction. This clearly disrupts the balance of the ecosystem that can lead to loss of habitat for flora and fauna, thereby reducing the attractiveness of ecotourism. 2. Threats of natural disasters and drought that have caused the death of family medicinal plants due to lack of water 3. The existence of tourism products that are more attractive and superior and similar, are tourism competitions, such as the same tourism objects found in other areas, for example Lombok especially in Labuhan Bajo and Komodo Island.

General Strategy	
S-O Strategy	W-O Strategy
<ol style="list-style-type: none"> 1. Develop and increase the quantity and quality of family medicinal plants to increase tourist visits in Sambori Tribe. 2. Increase the active participation of the community and community leaders in caring for and maintaining the landscape and landscape of Sambori Tribe, especially in developing tourist areas with the hope that their standard of living and livelihood can increase or increase 3. Develop the handicraft potential of the Sambori Tribe community by increasing government participation in developing community skills, 4. Develop the uniqueness of the local culture that is a complementary attraction for family medicinal plants ecotourism. 	<ol style="list-style-type: none"> 1. Increase Samborietourism marketing activities to increase the quantity of interest in tourist visits in Sambori 2. Improve and develop road access infrastructure to facilitate people's economic access. 3. In increasing the quantity of public health and increasing the number of tourist visits required good tourism facilities <p>Increased community participation in the development of medicinal plant tourism objects for the family will be able to open new jobs for the surrounding community.</p>
S-T Strategy	W-T Strategy
<ol style="list-style-type: none"> 1. Develop family medicinal plants plant products to increase people income 2. Increase knowledge of disaster mitigation in the Sambori community to overcome natural disasters of drought and damage to family medicinal plants due to lack of water 3. Increase the unique attractiveness of the cold Sambori and the unique flora and fauna to be competitive. 	<ol style="list-style-type: none"> 1. Increase community knowledge in the promotion of Family medicinal plants ecotourism 2. Increase the inventory quantity of tourism potential to support Family medicinal plants plant tourism. 3. Increase the government's attention to Sambori-family medicinal plants

(Source: Primary Data, 2020)

The future strategy for developing ecotourism in Sambori Tribe includes the potential for high biological resources both flora and fauna, and its unspoiled natural panorama. The potential that we have now is certainly very prospective in the future to be immediately developed as an ecotourism site. Ecotourism as a concept of sustainable tourism (sustainable tourism), which in its development plan must involve local communities for improving community welfare (Paturusi, 2001).

Fandeli revealed that ecotourism development is a strategy used to promote and improve the tourism conditions of an object and tourist attraction so that it can be visited by tourists and is able to provide benefits to the community around tourist objects and attractions as well as for the government (Fandeli, 2005). Ismayanti, explained that tourist attraction is the main focus of driving tourism in a destination. In a sense, the tourist attraction is the main driver that motivates tourists to visit a place (Ismayanti, 2009). The potential for tourist attraction has several objectives including; (a) obtaining benefits both from an economic perspective in the form of foreign exchange and economic growth as well as a social aspect in the form of increasing people's welfare and eliminating poverty, (b) removing poverty by opening job opportunities and overcoming unemployment, (c) fulfilling people's recreational needs, as well as raising the image of the nation and fostering beauty of the country through exploiting domestic attractiveness, (d) preserving nature, environment and resources, as well as advancing culture through tourism marketing, (e) strengthening friendship between nations by understanding religious values, customs, and community life.

Beautiful natural panorama and a variety of living plants as a medicine of the community will undoubtedly be an attraction for tourists visiting the Sambori tribe, Bima. The attractions include panoramic views of stunning natural beauty such as mountains, valleys, canyons, lakes, beaches, sunrises and sunsets, weather, air and others. Apart from that, it is also in the form of human-created cultures such as dance, music, religion, customs, ceremonies, fairs, anniversary

celebrations, competitions, or other cultural, social and sporting activities that are special, prominent and festive (Ismayanti, 2009).

The development of natural tourism objects is close to increasing the productivity of Natural Resources in the context of economic growth so that it is always faced with conditions of the interaction of various interests involving aspects of forest areas, local government, community aspects, and the private sector in a regional spatial planning system. Constraints to the development of nature tourism objects are closely related to (a) policy instruments in the utilization and development of area functions to support the potential of natural tourism objects; (b) The effectiveness of the functions and roles of natural tourism objects in terms of the coordination aspect of related agencies; (c) Institutional capacity and human resource capacity in managing natural tourism objects in forest areas; and (d) Mechanisms for community participation in the development of natural tourism (Rahardjo, 2005). In this context, Ecotourism emerged as a sustainable form of tourism. Ecotourism can help in cultural preservation, environmental conservation, and increase community income at a tourist attraction (Henri et al., 2017). Community participation can be in the process of making decisions related to tourism development plans and the distribution of tourism benefits equally (Han, A.T. Eom, H. Al-ansi, W.B. Ryu, & Kim, 2019; Sutresna, U. Suyana, I. A. Saskara, & N.P. Setyari, 2019). therefore, ecotourism in Sambori will undoubtedly be able to improve the economy of the community and be able to preserve the environment in a sustainable manner. Ecotourism in the highlands is also supported by the uniqueness of attractive natural scenery coupled with cool temperatures so that it can attract tourists who come from hot areas (Kisi, 2019). The Sambori tribe is an area that is 800 meters above sea level so it has cool air and beautiful scenery. Besides that, ecotourism can properly preserve plants and animals (Fletcher, 2019; Hakim, 2017; Setiawan, 2017).

Conclusions

Sambori Tribe has a variety of family medicinal plants that have the potential as a new eco-tourism spot in Bima, West Nusa Tenggara. It has a diversity of flora and fauna potentials as well as a very suitable landscape potential as a tourist attraction. Strategies to improve the quality of health through ecotourism of medicinal plants Family in the Sambori Tribe, of course, can be done by optimizing the potential of family medicinal plants through cultivation, development of potential biological natural resources to increase tourist visits to increase regional income. Beside that, maximizing the role of the Tribe government and the community in developing ecotourism of the family medicinal plants by developing and providing the facilities and infrastructure and good promotion as well.

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The application of hotel strategies based on factor analysis to improve the number of events at The Trans Resort Bali

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Abstract: This research was conducted at The Trans Resort Bali, a 5-stars hotel located in Seminyak, Badung, Bali. The purposes of this research was to found out the factors affected the customers' decision to hold an event, found out the most dominant factor and found out the strategies should be applied to maintain the factors and improve the number of events at The Trans Resort Bali. The sample was 74 respondents using cluster sampling technique. The steps taken in data processing was looking for the results of the validity test and the reliability test of the data, after that factor analysis consist of 6 steps. Based on the results of the research, there were 4 factors affecting the customers' decision to hold events at The Trans Resort Bali. These factors are facility and environmental factors with a percentage of the variance of 46.193%, service quality factors with a percentage of the variance of 5.928%, information factors with a percentage of the variance of 5.503% and promotion factors with a percentage of the variance of 5.294%. The value of the accuracy of the model is 60% with a residual of 40%. From the 4 factors were found the most dominant factor which is facilities and environment factors consist of 4 variables, namely (1) Ballroom & Boardroom that is luxurious and spacious, (2) attractive and luxurious venue design, (3) strategic hotel location and (4) complete meeting and event facilities.

Keywords: customer decisions, events, factor analysis

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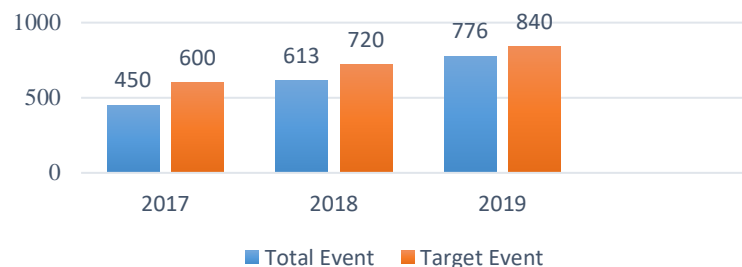
Introduction

The Trans Resort Bali is one of the Hotels Indonesia brands under Chairul Tanjung or CT Corp Company and it is located on Sunset Road Street Seminyak. The Trans Resort Bali has 184 rooms and 16 villas consisting of 178 Premier Rooms, 6 Celebrity Suites, 15 One Bedroom Villas, 1 Presidential Villa, and facilities that can support guests' comfort to provide accommodation provided with special events at the hotel such as : Swimming Pool, Restaurant, Bar, Ballroom & Boardroom, Kids Club, Fitness Center, SPA, Roof Bar, Club Lounge, Arsa Boutique, free Wi-Fi, 24-hour Room Service, Laundry and others. In addition, The Trans Resort Bali is ranked 8th according to Trip Advisor of 163 hotels in Seminyak, from several hotels such as: The Legian, The Oberoi Beach Resort and The Seminyak Beach Resort.

One of the contributors to the level of tourist visits to Bali is mice and non-mice tourists. MICE are interpreted as a tourist convention, with limitations: the business of convention services, incentive travel, and exhibitions to provide services for a meeting of a group of people (statesmen, businessmen, scholars, etc.) to discuss issues related to mutual interests. MICE industry (Meeting, Incentive, Convention and Exhibition) is a tourism sector that is currently experiencing rapid development and is one of the major industries in the world. The development of the MICE industry is part of the industry today which creates opportunities for a variety of types of tourism activities to realize quality services. Based on the data from the 2018 International Congress and Convention Association (ICCA), Indonesia got 36th positions in the World with a total of 122 meetings and got 11th positions in Asia Pacific (ICCA, 2018). Bali also occupies the first position in Indonesia after Yogyakarta and Jakarta with a total of 40 meetings.

Seeing the potential possessed, then in Bali has the potential to hold events and MICE. One of the facilities needed is accommodation and venue.

In 2019 The Trans Resort Bali has achieved several awards, such as: Bali Leading Resort from Bali Tourism Award, Best International Restaurant and Best Rooftop Bar from Best Now Bali Magazine, The Seven Star Luxury Hospitality and Lifestyle Award from Seven Star Award and Indonesia Leading MICE Resort from Indonesia Travel and Tourism Award. From the award, The Trans Resort Bali is the right choice for guests to stay with a luxurious experience and very suitable to be a venue for events and MICE. The Trans Resort Bali has a large Ball-room in the Seminyak area and a meeting room which is very suitable for customers who will hold an event or MICE. Several companies, organizations, governments and national and international educational institutions that have organized events at The Trans Resort Bali, such as: HSBC, HM Sampoerna, MSK Australia, BPJS, Ministries, Rotary Clubs, Intel Oil, Schulmberger, EMS Australia Conference, The Yak Magz, Stenden University, Australia Award, Diamond International School. The number of events held at The Trans Resort Bali in 2017 - 2019 can be seen in Figure 1 below.



(Source: Sales & Marketing of The Trans Resort Bali, 2019)

Figure 1. Number of Event Hold at The Trans Resort Bali in 2017-2019

Figure 1 shows that the number of events held at The Trans Resort Bali continues to increase every year. In 2017 there are 450 events which are the beginning of the second year but have not been able to achieve the target of 600 total events. In 2018, the number of events held at The Trans Resort Bali increased to 613 events and was still below the target of 720. In 2019, it increased to 776 events but did not meet the event target of 840 events. From 2017 to 2019 the number of events held at The Trans Resort Bali continues to increase but has not been able to meet the targets given by the company. This is of course due to the many factors' constraints experienced by The Trans Resort Bali Hotels therefore it has not been able to reach the target number of events. Before determining the best strategy to increase the number of customers who hold events at The Trans Resort Bali, the importance thing to knowing and identifying the decision factors of customers choosing at The Trans Resort Bali to hold events that will be achieve the targets set by the company.

Methodology

The Research was conducted at The Trans Resort Bali, especially in the Sales and Marketing Department. This hotel is a 5-star hotel which is located at Sunset Road Street Seminyak, Badung, Bali, Indonesia. The object of this research was The Application of Hotel Strategies Based on Factor Analysis to Improve the Number of Events at The Trans Resort Bali. The types of data used in this research is Quantitative and Qualitative data. (Sugiyono, 2014). The Data Sourced in this research was two data, namely Primary and Secondary data (Sugiyono, 2014). The Primary data that directly from the researcher is the interview with the hotel management and collecting questionnaire from the customer was held events at The Trans Resort Bali. For the secondary data was from the hotel information, the meeting packages and the others data that associated in this research. The population in this research was the

customers that held events at The Trans Resort Bali. The sampling technique is cluster sampling was divided into 3 groups, namely event organization (65), company (120), and the government (100) the totals is 285 customers was counted with Slovin technique (Sujarweni and Endrayanto P, 2012: 17) to get the final sample of 74 respondents. The method of data collection in this research is carried out by several stages, namely observation, interviews, documentation, literature research, and questionnaire. The instrument test used validity and reliability test of the questionnaire that was used. The validity test is done by comparing the correlation (r-count) of each score on the question item and the total score with an r-table value of free degree $n-2$, where n is the number of respondents used, in this case 74. The r-table value with a degree of freedom of $n-2$ or 72 is 0.193 that the question items on the questionnaire are declared valid if they have a value of more than 0.193 r-count. Reliability test is a test conducted with the aim of knowing the extent to which the results of measurements are reliable when measurements are repeated. The level of reliability is generally acceptable at a value of Cronbach's alfa 0.70 (Sugiyono, 2014). The analysis technique used in this research is a factor analysis with 6 steps, that are Formulate the problems, Create matrix correlation, Determination of number factors, rotation factors, Interpretation of factors, and determination of model accuracy.

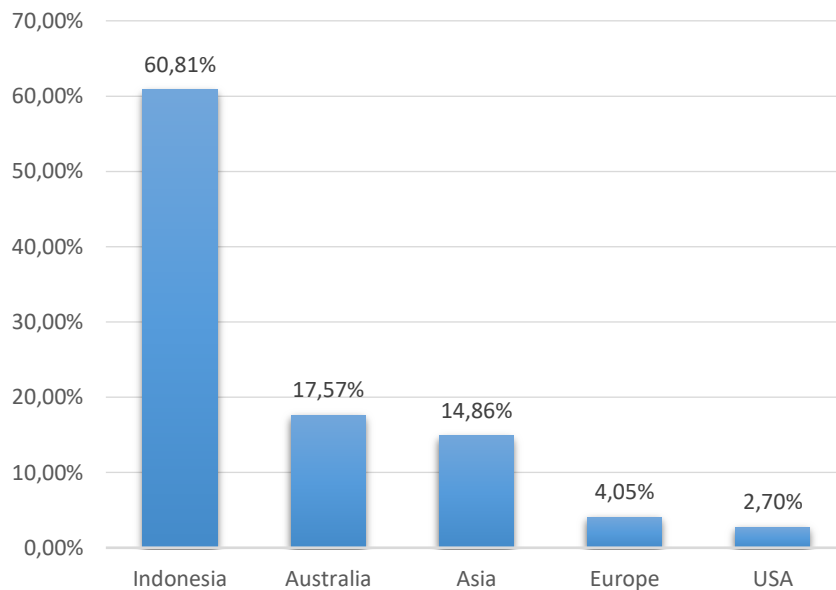
Table 1. Table of Validity and Reliability Test

Variable	R count	Validity
Known hotel names	0.641	Valid
Spacious and luxurious Ballroom & Boardroom	0.665	Valid
Diverse food in restaurants or catering	0.588	Valid
Complete meeting and event facilities	0.706	Valid
Event and Meeting package prices according with customer needs	0.657	Valid
Prices are according to the facilities and services	0.754	Valid
Competitive rates of event venues	0.619	Valid
There are discounts given when booking	0.592	Valid
Information about event venues and facilities can be obtained from brochures and the internet	0.628	Valid
Information about event venues and facilities can be seen in advertisements and media partners	0.627	Valid
Information about event facilities can be from mouth to mouth	0.655	Valid
Strategic hotel location	0.710	Valid
Easy to booking event venues	0.779	Valid
Hotel location is easily accessible	0.718	Valid
Attractive and luxurious venue design	0.663	Valid
Directions to the venue, lobby and restroom are adequate	0.716	Valid
Good, friendly and polite service	0.735	Valid
Cronbach's Alpha = 0.935 Reliable		

Qualitative Method is a research method based on post-positivism philosophy, used to examine the conditions of scientific objects. In this research a qualitative analysis used to find out and answer the strategies carried out to maintain the dominant factor and increase non dominant factor to improve number of events hold at The Trans Resort Bali.

Results and Discussions

The characteristic of respondents in this research used 74 respondents, based on gender is 51% male customers and 49% female customers. Based on the age the respondents age from 20-56 years old, based on customers segmentation was divided into several segmentation is from Event Organizer is 21.62%, Company 47.50%, Government 16.22% and other segments 14.86%. Based on the countries can be seen in Figure 2 below.



(Source: Data Process, 2020)

Figure 2. Number of Event Hold at The Trans Resort Bali in 2017-2019

Based on Figure 2 above, it can be seen that the percentage of customers coming from Indonesia is 60.81%, Australia 17.57%, Asia 14.86% and Europe 4.05% and America 2.70%. Judging from the results of the above research, the most customers who hold events and meetings at The Trans Resort Bali are from the State of Indonesia, because this hotel is one of the biggest brands in Indonesia under CT Corp and Trans Corp companies.

The Factor Analysis is the answer to the problem raised in this research which aims to determine the The Application of Hotel Strategies Based on Factor Analysis to Improve the Number of Events at The Trans Resort Bali is factor analysis from Utama (2016) with the result as follows:

1. Formulating the Problems

This step is determining the relevant variables in accordance with the objectives of the research, determining the number of variables. In this research there are 20 variables that are considered possible because they have met the validity test and reliability test.

2. Create Matrix Correlation

This step it is necessary to carry out a factor analysis, which is to determine the value of the Barlett's Test of Sphericity, which is used to determine whether there is a significant correlation between variables and the value of the Measure of Sampling Adequacy Keizer Meyer (KMO) Measure of Sampling Adequacy. The suitability criteria for using factor analysis is that if the KMO price is (0.9), it means that it is very satisfying, if the KMO price is (0.8), it is satisfactory, if the KMO price is (0.7), it means the medium, if the KMO price is (0.6) means enough, if the KMO price of (0.5) means it is unsatisfactory and if the price of KMO is less than (0.5) it cannot be accepted (Wibisono: 2003). The value of the Barlett's Test Sphericity and the Keizer Meyer Olkin (KMO) Measure of Sampling Adequacy can be seen in Table 2 below:

Table 2. KMO And Barlett's Test of Sphericity

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.902
Bartlett's	Approx. Chi-Square	779.600
Test of	Df	190
Sphericity	Sig.	0.000

Based on Table 2, obtained a value of 779.600 Bartlett test with significant of 0.000 to mean on this research, there is a significant correlation between the variable and the results of calculations of KMO 0.902 greater than 0.5 it means that it is very satisfying and level significantly less than 0.05 then KMO test have been eligible and worthy to be further analyzed.

3. Determination of Number Factors

This step will carry out the core process of factor analysis by extracting a set of variables so that one or more factors are formed. Each factor in determining the number of factors is a combination of several interrelated factors based on the magnitude of the eigen value, the value must be greater or equal to one, the percentage of variance is greater than 5% and the commulative value of variance must be greater than 50%, it can be seen in the Table 3 below:

Table 3. Total Variance Explained

Factors	Eigen Values	% of Variance	Commulative %
1	9.239	46.193	46.193
2	1.186	5.928	52.121
3	1.101	5.503	57.624
4	1.059	5.294	62.918

Based on Table 3 shown that the 20 variables are then grouped into 4 groups of factors based on an eigen value of more than 1, first factor with an eigen value of 9.239, second factor with an eigen value of 1.186, third factor with an eigen value of 1.101 and fourth factor with an eigen value of 1.059 can be interpreted that there are 4 groups of factors that affecting the customer's decision to hold an event at The Trans Resort Bali, by showing that the 4 groups of factors are able to explain the variable variance that affects as much as 62.918%.

4. Rotation Factors & Naming the factors

Factor rotation is used to simplify the factor matrix which has a structure that is still difficult to interpret, therefore it is sought by doing factor rotation. In this research the varimax rotation method is used, because this method is considered easier to reduce data into groups of factors that are strongly correlated so that it is easy to interpret. The minimum loading factor limit is 0.5 and variables that have a loading factor of less than 0.5 will be excluded from this model because it has no effect on these factors. The rotation factor results and naming factors can be seen in Table 4.

5. Interpretation of Factor

From the result of rotation conducted 20 variables are formed into 4 factors and have been interpreted of factors by grouping factors that have high loading factors into these factors. Interpretations of the results of factor analysis are as follows:

a. Factor of Facilities and Environment

Facilities and Environmental Factors have a percentage of variance of 46.193%. This means that the factors included in the Facility and Environmental factors can explain the factors that influence the customer's decision to hold an event at The Trans Resort Bali by 46.193%. The variable of "Has a spacious and luxurious Ballroom and Boardroom" has the highest loading factor on factor of Facilities and Environment. The facilities and environment factor are the biggest factors in this research, because The Trans Resort Bali always pays attention to its facilities, ranging from the luxury and completeness of the facilities owned by this hotel. As for environmental factors that are attractive and neat that make the atmosphere comfortable to hold events at The Trans Resort Bali.

b. Factor of Service Quality

Service Quality Factor has a percentage of variance of 5.928%. This means that the factors included in the Quality of Service can explain about the factors that influence the customer's decision to hold an event at The Trans Resort Bali by 5.928. The variable of "Good service, friendly, and polite services" has the highest loading factor on factor of Service Quality. The Service Quality factor is the second factor in this research, Service Quality is very important in hospitality because it creates customer satisfaction.

Table 4. Factor Naming Results

No.	Factors	Variables	Loading Factor	% of Variance
1	Facilities and Environment	Spacious and luxurious Ballroom & Boardroom (X1.2)	0.739	46.193%
		Attractive and luxurious venue design (X5.1)	0.705	
		Strategic hotel location (X4.1)	0.634	
		Complete meeting and event facilities (X1.4)	0.579	
		Good, friendly and polite service (X6.1)	0.722	
2	Service Quality	Quick response of hotel services towards guests needs and complaints (X7.1)	0.709	5.928%
		Employees have extensive knowledge (X6.2)	0.672	
		Good communication between employees and customers (X6.3)	0.668	
		Prices are according to the facilities and services (X2.2)	0.525	
		Information about event venues and facilities can be seen in advertisements and media partners (X3.2)	0.743	
3	Information	Information about event venues and facilities can be obtained from brochures and the internet (X3.1)	0.682	5.503%
		Event and Meeting package prices according with customer needs (X2.1)	0.621	
		Directions to the venue, lobby and restroom are adequate (X5.2)	0.518	
		Information about event facilities can be from mouth to mouth (X3.3)	0.711	
4	Promotion	Diverse food in restaurants or catering (X1.3)	0.678	5.294%
		Competitive rates of event venues (X2.3)	0.585	
		Easy to booking event venues (X4.2)	0.516	

c. Factor of Information

Factor Information about Venue Events has a percentage of variance of 5.503%. This means that the factors included in the Information about the Venue Event are able to explain the factors that influence the customer's decision to hold an event at The Trans Resort Bali by 5.503%. The variable of "Information about event venues and facilities can be seen in advertisements and media partners" has the highest loading factor on factor of Information. Information factor is the third factor in this research, Information about hotels and venues for the event is certainly very much needed for prospective customers who will hold the event.

d. Factor of Promotion

The appropriate price factor and ease of ordering have a percentage of variance of 5.294%. This means that the factors included in the appropriate price and ease of ordering can explain the factors that influence the customer's decision to hold an event at The Trans Resort Bali by 5.294%. The variable of "Information about event facilities can be mouth to mouth" has the highest loading factor on factor of Promotion. Promotion factor is the fourth or final factor in this research, Promotion factor can be called the lowest factor in this research, so this factor is not dominant in influencing the customer's decision to hold an event at The Trans Resort Bali. Promotion is certainly needed to increase the value of the interest in prospective customers in choosing and determining something.

6. Determination of Model Accuracy

The accuracy of the model can be seen from the number of residuals. Residuals are the observed correlation differences with those produced based on the results of the factor matrix. Based on the results of this research, the percentage of residuals generated from this test model is 40% or as many as 77 residuals on the basis of absolute values > 0.05, this indicates that the accuracy value of this test model is 60% obtained from the results of reproduced correlation with the level tolerance of 10%. This means that there are factors that affecting the customer's decision to hold an event at The Trans Resort Bali.

To determine the number of factors that can be accepted empirically can be done based on the amount of eigenvalue each factor is increasingly representative of these factors to repre-

sent a group of variables. The factors chosen are factors that have an eigenvalue > 1. Likewise, based on the percentage of variance a factor can be considered by consumers if it has a value greater than 5% (Rai Utama 2016). The most dominant factor that affects the customers' decision to hold the event at The Trans Resort Bali can be seen through the highest eigen value in factor analysis, namely the Facilities and Environment Factor with an eigenvalue of 9.239 and the percentage of variance 46.193%. In the Facilities and Environment, factor consists of 4 variables, namely: (1) Spacious and luxurious ballroom & boardroom, (2) Attractive and luxurious venue design, (3) Strategic hotel location, and (4) Complete meeting & event facilities.

Facilities and environment are the most important factors in showing the first impressions of customers or guests who are in Trans Resort Bali because guests can see, use, enjoy and feel the facilities and environment provided by this hotel. Therefore, a routine inspection must be carried out by all relevant departments and ensure that all facilities are safe and clean. In addition, the level of maintenance and cleanliness of facilities is still being done and must be improved, hotel management must also make guest experience feedback for guests or customers to evaluate and find out the shortcomings that the hotel has. Hotel Management must also always have innovations to create something new, therefore guests and customers do not get bored holding events at The Trans Resort Bali.

The lowest variable in this factor is easy for booking the event venue, with a loading factor value of 0.516. Easy for booking the event venue has little influence in the decision of tourists to hold an event at The Trans Resort Bali, so this hotel must have a variety of ways to book venue events. Based on interviews with hotel management, the strategy in booking event venues at The Trans Resort Bali is online and offline booking. This is done because The Trans Resort Bali has MICE International and domestic markets, so the Online Booking system can be done for overseas customers and offline for domestic customers, both platforms are very effective in booking venue and mice events. In addition, by collaborating with "Third Parties" such as Travel Agents can make it easier for customers, the Online Travel Agent also needs to create the buttons in the online application for reservations or online bookings for organizing events and rental events venue.

Promotion factor is also one of the most important in increasing the number of events, so there are strategies to increase this factor, namely: Join the event promotion (wedding expo, travel agent table top, event media) sales call to the company, media visit and creating promotion program about event venues with all the social media and website and email blast databases. Be active in all channels through above the line and below the line marketing. Always update with new promotions and maintain good relationships with media partners and third parties.

Conclusions

Based on the results of the data analysis and discussion that have been written in the previous chapter can be concluded as follows, Factors that Affect the customers' decision to hold the event at The Trans Resort Bali are 4 groups of factors that have been obtained, namely: The factor of Facilities & Environment with the percentage of variance 46.193% and eigenvalue 9,239. The factor of Service Quality with the percentage of variance 5.928% and eigenvalue 1,186. The factor of Information with the percentage of variance 5.503% and eigenvalue 1,101. Factor of Promotion with the percentage of variance 5.294% and eigenvalue 1,059. The most dominant factor is the Facilities and Environment Factor with an eigenvalue of 9.239 and the percentage of variance 46.193%.

Based on the factor analysis and conclusions above, the suggestions that can be given by the author for The Trans Resort Bali related to this research are as follows: Maximizing the promotion of Event Venues and Event Packages offered to customers by using the Promotion Mix strategy which consists of advertising, sales promotion, publicity, personal selling, direct marketing, and interactive media. Establish good relationships with third parties and media partners in making promotional event packages. Variable of "Easy for Booking Venue Event" is the lowest variable in the promotion factor, therefore, there is a need for innovations to make it easier for customers to order both online and offline. Create menus and buttons about Event

Packages, Wedding Packages, and Venue for Event Rental to make it more attractive on the website and work with Online Travel Agents so that overseas customers can easily place an order.

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Developing front office service as benchmarking at Discovery Kartika Plaza Hotel

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Abstract: The purpose of this research is to know the implementation of service attributes and the benchmark of Front Office Department at Discovery Kartika Plaza Hotel to develop the services quality in front office department. The method of the data collection applied for this research are participant observation, interview, questionnaire, guests comment and documentation. This research used 30 respondents of front office staffs and the data was analyzed qualitatively descriptively. The result of the study identified that, the implementation of service attributes in all sections in front office department is very good and all sections have score more than 4,0. The benchmark is Guest Service Agent with average score 4.95 or 20.89%. The lowest section is Telephone Operator with average score 4.43 or 18.69% because during working not care with SOP, not implement the service attribute so well, and the staffs have less knowledge on IT. The front office department should do the improvement and development on the service quality and the attitude of the staff. As the benchmark, the Guest Service Agent has done many ways to improve the service quality. The best way to improve the service quality, the hotel can use the benchmark as the standard to find the best strategy and technic how to improve and develop the service quality of the front office department at Discovery Kartika Plaza Hotel. The Guest Service Agent as the benchmark in front office department should be maintain their service as standard of the other sections to develop the service quality in the front office department at Discovery Kartika Plaza Hotel.

Keywords: front office, service attributes, benchmarking

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Introduction

Based on the last five-years data of Tourism Department of Bali Province (2019), the development of accommodation in Bali especially star hotel is increasing every year. It gives influence to the competition in the hospitality industry due to the number of similar hotels increase every year. The competition is not only occurred between hotels but also between departments in a hotel that aims to provide excellent service. Therefore, remembering that service is the main thing that will be sold in the hotel industry, the hotel industry is increasingly focused on developing services. The important thing is to understand how the quality of services is perceived by customer to attract and retain customer in competitive market (Hemmington and Wang, 2018). Service is defined as a business which is working to serve or doing something for customers but not producing goods (Tjiptono and Chandra, 2016:10). It can be argued that, the main thing that the hospitality industry sell to the customer is the services, therefore the staff of the hospitality industry should be able to give the best services to the customer to make the customer satisfaction or the hospitality industry should be improve and maintain the services performance of their staff.

The hospitality industry could maintain the quality of service using the competitive benchmark as the standard. Benchmarking is a process of identifying, sharing, and using knowledge and best practices by measuring against defined standards or benchmark or it in-

volves continuously monitoring the value customers put on the company's product and comparing it with the best (Okombo, 2013). Through the benchmark, the hotel can know the best practice or strategy to develop service quality.

A benchmark refers to a standard, which is the actual measurement or data collected to carry out the benchmarking process (Okriwi, 2010). Thus, the benchmarking process leads to establishment of benchmarks. Benchmarking is a process of comparing and measuring the performance of a company with other companies to get the advantage of information that will be used for the improvement of continuously (Paulus, 2013).

The main purpose of benchmarking is to find the key or the secret of success and then adapt and improve it to be applied on the organizations that carry out the benchmarking (Wince, 2018). There is some type of benchmarking such as (1) Internal Benchmarking is the simplest benchmark it is the benchmark of operations within the organization because most companies have similar functions inside their business units. In the company, benchmark is used to comparing the organization's internal activities and processes of one unit or branch with the other unit or branch. Internal benchmarking is the process of identifying, sharing and using the knowledge and practices inside the organization (Soni and Kodali, 2010); (2) Competitive benchmarking it could happen after internal benchmarking, competitive benchmarking involves the comparison of the company's product, services or processes with those of direct competitors in the same market. In services part the competitive benchmarking is known to improve service performance by as much as 60 percent in less than a year (Min and Min, 2013); (3) Functional Benchmarking is focuses on specific function on the company and comparing with the other company that have same function; (4) Process Benchmarking is focuses to finding the best work processes by emphasizing on the similarity of procedure and functions rather than business practices of the company.

Front office is an information centre that located in the front of the hotel, also known as the first and last impression of the hotel (Pramasari, 2017: 14). The guest who come to the hotel will do the registration at front office and finishing the transaction to get the room key (Markito & Yulianto, 2013). The purpose of the front office are (Wachidyah, 2017): a) Increasing room occupancy rates as well hotel revenue from year to year; b) Increase the number of subscribed guests; c) Meeting the needs and satisfaction of guests good, precise, and fast; d). Form the positive image of the hotel, the front office do the fucntions based on the purpose of the hotel. Front Office Department is the most important part in hotel operational because as the tip of horn of all department and the activities in a hotel, start from booking a room, telephone operator, handle check in and check out, receive the guest request and handle the guest complaint (Hadi, 2014).

Service can be concluded as doing something for the guests such as the action of helping and assistance but not producing goods in a hotel (Arimbawa, 2018). Front office services is serving all of the hotel's guest administrative and giving the information that the guest needs from check in until the guest check out. Front office has an important role in the operation of a hotel because the front office is not only responsible for guest reception and registration, but in all activities concerns of the guest needs, starting from room booking process, reception when guest come, information during stay, and the process at time the guest will leave the hotel (Wachidyah, 2017). There are some sections where all of the sections are dominated by a front office manager (Sujatno, 2008:23 in Yulanda and BSI, 2017) such as: 1) Guest Service Agent (Receptionist); 2) Guest Relation Officer; 3) Concierge or bellman; 4) Telephone Operator; 5) Tour desk or business centre.

Nowadays, the competitiveness in the hotel industry improving continuously, especially in the Kuta area, many new five star hotels can be the competitors of Discovery Kartika Plaza Hotel. Hence, Discovery Kartika Plaza Hotel should have the solution to maintain the existences in the hotel industry. Based on the guest comment from the website of trip advisor and the observation at Discovery Kartika Plaza Hotel especially in front office department there are some complaint that usually happens about the service such as the attitude of the staff and the quality of the service less than the standard. Therefore, the front office department should improve and develop the service quality to compete with the others. To improve the service quality the hotel can use the benchmark as the standard to finding the best strategy and technic how to

improve and develop the service quality of the front office department at Discovery Kartika Plaza Hotel.

Based on the background described above, the research questions or problems are: How are the implementation of Front Office Service attributes and How to develop service quality in Front Office to be a benchmark at Discovery Kartika Plaza Hotel?

Methodology

The study was conducted for 4 months at Front Office Department Discovery Kartika Plaza Hotel located at Jalan Kartika Plaza, South Kuta Beach 80352, Badung, Bali. Phone: +62 361 751067 website: www.discoverykartikaplaza.com. This research used the service attributes as the variables such as (Min and Min, 2006): 1) Courtesy of employee; 2) Handling of complaints; 3) Convenience of reservation; 4) Promptness of check-in and check-out; 5) Variety or quality of sports and recreational; 6) The efficiency of business center facilities; 7) Hotel and tour guide. The primary data obtained from the questionnaire, interview and The secondary data are the guest comment from the website of trip advisor, website, journal, books, the historical, job description, SOP and organization structure. The total of the respondents are 30 persons coming from five sections in Front Office Department such as Guest Service Agent, Guest Relation Officer, Telephone Operator, Tour Desk and Bellman. The data was analyzed by validity test and reliability test used SPSS 23 software, Descriptive Qualitative Analysis and Statistic Descriptive Analysis.

Results and Discussions

Results

The questionnaires were checking by validity test and reliability test before processing data to make sure that the all of instrument is valid and reliable. The processed by SPSS 23 the result is all of the instrument is valid because r-count is higher than r-table. All of the instruments are reliable because all of them has value more than 0,6. There are one of the guest comment from website of trip advisor can be seen on Figure 1.



(Source: www.tripadvisor.com)

Figure 1. The Guest Comment on Trip Advisor

Based on Figure 1, the guest said that the quality of the service in reception is different from their expectations as five stars hotel with good and friendly staff and nice service, but in the reality they don't get good service and some facilities were bad. The problem that shown in this comment was the service and the attitude of the staff especially in front office department as the first impression of the guest coming to the hotel. The staff did not serve the guest based on the standard of five stars hotel so the service quality of the staff need improvement and development based on the standard of five star hotel to make the guest feel satisfaction and happy to stay in the hotel. There are also the questionnaires of the front office staff as the evaluation of the staff how they serve and give the service to the guest. The implementation of

service attributes in five sections of Front Office Department at Discovery Kartika Plaza Hotel can be seen in Table 1.

Table 1. The Implementation of Service Attribute

No	Position	The Variable Score						
		X1	X2	X3	X4	X5	X6	X7
1	Guest Service Agent	4.89	4.89	5.00	5.00	4.94	5.00	4.96
2	Guest Relation Officer	5.00	5.00	5.00	4.89	5.00	4.83	4.89
3	Operator	4.16	4.5	4.5	4.33	4.58	4.5	4.44
4	Tour Desk	4.83	4.33	4.35	4.11	5.00	4.83	4.89
5	Bellman	4.89	4.61	4.43	4.63	4.94	4.94	4.89

(Source: Data processed)

1. Courtesy of employee

Courtesy of employees is about the appearance of the guest and how the staff welcoming the guest with smile and greeting. In this variable the best score is obtained by Guest Relation Officer (GRO) with the average score 5.00 and the lowest score is Telephone Operator with the average score 4.16. This is the most important variable especially for front office as the welcoming guest and the first impression of the hotel. In front office department at Discovery Kartika Plaza Hotel the implementation of this variable is very good but still need the improvement, because there are some staff that not following the rule or the standard operational procedure when they are working.

2. Handling of complaint

Handling of complaint is how the staff receive and give advice or solution for the complaint. In this variable the highest score is obtained by Guest Relation Officer (GRO) with the average score 5.00 and the lowest score is for Tour Desk with the average score 4.33. The implementation of handling complaint at front office is very good because the average score of all section in this variable is more than 4.5 but all of the sections need to improvement especially for tour desk. although they rarely receive complaints, they must have the skills to be able to handle them in case of complaints at any time. Guest Service Agent who is the most often receive the complaint they should improve the skill and knowledge how to handle the problem and give the solution.

3. Convenience of reservation

Convenience of reservation is how the staff fulfill the guest needed and comparing the reservation with the system in hotel. In this variable the staff should have the communication skill with the guest and with the partner in reservation. Because it could happen because the human error or the broken system so to fix this problem the reception usually will call the reservation team. In this variable the best score is taken by Guest Relation Officer (GRO) and Guest Service Agent (GSA) with the same average score 5.00 and the lowest is Tour Desk with the average score 4.35. The implementation of convenience of reservation in front office department at Discovery Kartika Plaza Hotel is good and all of the section has average score more than 4.0. The convenience of reservation most often happen is about the room reservation, because of that GSA should has good communication with the reservation team. Even the tour desk not handling the room reservation but they also handling the reservation for the tour package, because of that they should implement this variable well to less the problem about reservation.

4. Promptness check-in and check-out

Promptness check-in and check-out out that is how the staff handling check in and check out process fast and as the rule of standard operational procedure. The result of the questionnaire highest score is taken by Guest Service Agent (GSA) with the average score 5.00 and the lowest score is Tour Desk with average score 4.11. The implementation of promptness of check-in and check-out in front office at Discovery Kartika Plaza Hotel is very good, all of the section has score more than 4.00. All of the staff of front office department should be care with the guest who will check-in and check-out especially for tour desk, even they not directly join in check-in process but they can do something to help the check in process. Example when the

room not ready yet, the tour desk staff could be offers some tour packages or the business Centre product to the guest. So, the guest not feel boring to waiting their room and complaint.

5. Variety or quality of sport and recreational

Variety or quality of sport and recreational that is how the staff could describe detail information about the recreational facilities to the guest. In this section the highest score is taken by Guest Relation Officer and Tour Desk with the same average score 5.00 and all of the section it has good score that is more than 4.5. The lowest score is Operator with the average score 4.58 but they still have score more than 4.5. Telephone operator is the most important to know all information about hotel facilities and local or international news. Because if the guest asking something from the room, they will ask to telephone operator, beside if there are any telephone from outside the telephone operator will pick up and if the caller ask some information the telephone operator should be can answer the question. So the telephone operator should improve the knowledge about the hotel facilities and the update news about local and international by reading the book, watch tv and searching on internet.

6. The efficiency of business centre facilities

The efficiency of business center facilities that is how the staff assist the guest friendly and polite and giving the information about tour package to the guest. In this section the highest score is taken by Guest Service Agent (GSA) with the average score 5.00 and the lowest average score is Telephone Operator with average score 4.5. The implementation of The efficiency of business center facilities in front office department at Discovery Kartika Plaza Hotel is very good, all of the section has average score more than 4.5 even there is tour desk as the business center to handle and serve the guest, the others section still have good score. It's mean the others section can give the information and knowledge about tour desk and business center to the guest so well.

7. Hotel and tour guide

The last service attribute is hotel and tour guide that is sharing about the information around hotel and Bali area and could give some advice about the near destination. In this variable all of the section has good score more than 4.0 the highest score is Guest Service Agent (GSA) with average score 4.96 and the lowest score is Telephone Operator who has the average score 4.44. It means the telephone operator is less information about the hotel and Bali with the destination and attraction. The implementation of hotel and tour guide in front office department at Discovery Kartika Plaza Hotel is good but still one section who has the important part in this variable is telephone operator has the lowest score. They should improve the knowledge about hotel area, tourist attraction or destination, restaurant and all about Bali, because some of the guest will need information and asking about that by phone from the room.

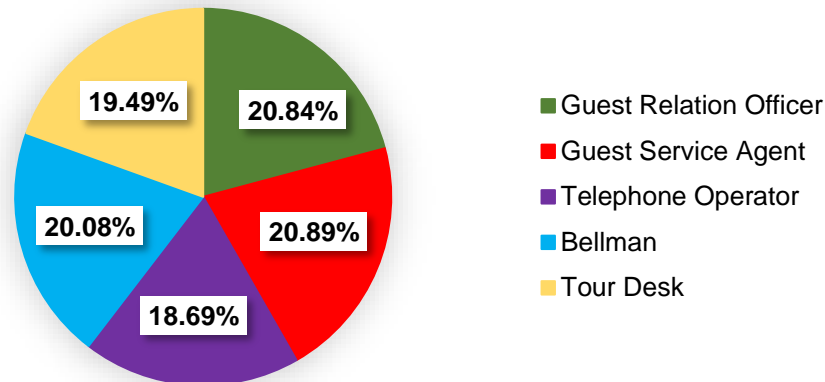
Based on the result of the data process that all of the section in the front office department at Discovery Kartika Plaza Hotel are has good score, more than 4.0. It's mean the implementation of the service attributes in front office department is very good but all of the section need improvement especially for the knowledge about the hotel and hotel area, skill to handling complaint, appearance and greeting that has the main part in services. The front office department as the information source of the hotel, so all of the staff should know update information even about hotel and outside as the knowledge if the guest asking some information.

Discussion

Benchmarking in Front Office Department at Discovery Kartika Plaza Hotel

Benchmarking is the process to comparing one of the organization or division with the other organization or division to get the standard performance of the organization or division. In this thesis is used internal benchmarking, it is the simplest benchmark that's comparing the organization or division in the same company that may have same function. Internal benchmarking is used because in this thesis was comparing the internal activities of each section in front office department where it is the simplest benchmark beside the others type of benchmarking. Internal benchmarking is used to comparing the service performance of the all section in the Front Office Department at Discovery Kartika Plaza Hotel.

The purpose of this benchmark is to finding the section with the best service performance to be the standard or reference of the others section and department to improve the service performance. The benchmarking is happened by five section in the front office department at Discovery Kartika Plaza Hotel that may have same function and service such as Guest Relation Officer (GRO), Guest Service Agent (GSA), Telephone Operator, Tour Desk and Bellman. The measure was used seven service attributes in Front Office Department at Discovery Kartika Plaza Hotel. The result of the research is shown below in the form of circle diagram.



(Source: Data Processed)

Figure 2. The Percentage of Service Performance in Front Office

Based on the circle diagram on Figure 2, It can be concluded that the service performance of the front office department it was good with the average score all of the section is 4.74. %. The highest average score is taken by Guest Service Agent (GSA) with percentage 20.89% of the service performance. The benchmarking of this service performance in Front Office Department at Discovery Kartika Plaza Hotel is Guest Service Agent because they implement all of the service attributes, hotel give the practice for the GSA staff in first time they are working to be multitasking person, most of the GSA staff are young people who has good knowledge about IT.

The lowest service performance is Telephone Operator it has average in percentage 18.69% it's just 2.2% different with the best one. The telephone operator not implementing the service attribute so well and more often break of the rule. Most people of telephone operator staff are people who not have enough knowledge about IT even though all information about guest is listed on the system. Because of that telephone operator staff should improve the IT education to support the job desk in front office department. Even they not meet with people directly but important this to know how to welcoming guest because of that telephone operator need more practice when meet with the guest. Always update with the local and international news by watch television, reading book or finding on the internet.

Conclusions

Based on the result of data analysis it can be concluded that the implementation of service attribute of five sections in Front Office Department at Discovery Kartika Plaza Hotel are very good but some sections need improvement in each service attribute because they do not implement it so well. The benchmark of front office department is Guest Service Agent because They are always following the SOP, the hotel gives practice to the Guest Service Agent staff to be multitasking person and they have wide work scope so they have good service performance. Therefore, guest service agent should maintain their service performance to be a benchmark of front office department. The lowest section is telephone operator because most of the staff more often do not follow the SOP during working and not implement the service attributes so well, moreover most of the staffs have not enough on IT which is very important for their job.

It's suggested to improve the implementation of SOP and service attributes, practices how to use IT especially hotel system because all of the detail information will be listed in the system to hold and replace guest service agent as the benchmark of front office department. Therefore the guest service agent should be the benchmark or the service standard of the others section to improve their service to develop the service quality of the front office department at Discovery Kartika Plaza Hotel.

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Implementation of the alternative tourism paradigm in Bali Aga Traditional Village

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Abstract: The paradigm of developing alternative tourism is a development option for Bali Aga village as a tourism village. This paper aims at investigating form of alternative tourism implementation in Bali Aga Village valued by its tourist activities. This research focuses on tourist aspects including the importance of culture, motives for travelling (what they do on holiday and how they feel and behave) such as participating with the local people making bamboo weaving, they felt like family members. Because of the interaction that makes tourists and local people very closely filled with a sense of kinship. The importance of this research is to determine how much the characteristics of alternative tourism have been implemented in Bali Aga village. This research is a qualitative research. Data were taken by administering purposive sampling technique. The results of the study are used as a basis for describing the application of alternative tourism concepts in two villages of Bali Aga, namely Pedawa Village and Sidatapa Village, Buleleng Regency. The study shows that (1) tourists really like the culture that is owned by the community, (2) the purpose of visiting tourists does have a purpose to get to know the culture of the community and be involved in people's lives; (3) visiting tourists live in the home of the Bali Aga village community. Thus, the totality of community involvement as actors of tourist service providers has been able to show the main characteristics of alternative tourism.

Keywords: alternative tourism, tourists, Bali Aga Village

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Introduction

During the last few years, in Bali there has been the development of traditional villages as tourist villages. It is hoped that through the development of the potential of traditional villages, it can attract special interest tourism and be able to improve the economy of local communities. According to Comarques (1997) and Ciolac (2016), it was stated that the idea of developing tourist villages began in France, by trying to do an organized plan in total to make 37,000 settlements a place worth visiting. Research in other countries also shows that old village such as China have developed the rural tourism industry for years (Gao & Wu, 2017). This is interesting because revitalizing traditional villages has become the main academic and practical topic in China. In some research, it is well known that rural tourism has become the main means for preserving villages (Fleischer & Pizam, 1997; Hall, 2000; Luloff et al., 1994). Whereas in North Bali, namely Buleleng Regency in developing its area through an alternative tourism approach, 31 villages have been designated as tourist villages through the Buleleng Regent's Decree of Bali Province, Number 430/ 405/ HK/ 2017, which has involved the Bali Aga rural area known as SCTPB (Sidatapa Village, Cempaga Village, Tigawasa Village, Pedawan Village and Banyuseri Village). The determination was based on the potential possessed by these villages (interviewing Nyoman Sutrisna, 60 years), and has made the village a tourist destination by local and foreign tourists.

It is understood that tourism cannot be denied by the community, including those in villages that are in a closed area (Bali Aga). In this case, as stated by Reuter (2005), it is said

that the occurrence of socio-cultural changes can occur gradually, this is because in the initial meeting stage of the Bali Aga Village community with outside parties, tourists need time to be able to adapt. Abdulsyani (2002) explained that culture can occur if a culture contacts foreign cultures, because it is realized that socio-cultural change in this case is a common symptom that occurs all the time in every society. Pedawa Village as one of the tourist villages in Buleleng Regency has been able to make significant social changes that occur in the presence of tourists in the area. Even in its development, several types of unique tourist attractions and unique tourism products have been developed in the area and on April 19-20, 2019 through the holding of the first Village Pedawa cultural attraction festival and the activity was opened directly by the Regent of Buleleng. Capitalizing on the potential possessed by Pedawa and the involvement of community leaders, then the development of the old village into a tourist destination is still being carried out continuously, it is proven that community service programs from local and academic governments continue to be carried out in this village (Andiani et al., 2020). In practice, alternative tourism is chosen as a model of tourism development because in its application the model can be accepted by the community, especially those who historically tend to be closed. The cultural phenomenon of the Village Pedawa community as an old village is interesting to study, to find out how the involvement of local communities with tourists who come to visit their villages, as a manifestation of the implementation of the paradigm of alternative tourism development in North Bali.

Tourism village as a form of rural tourism can encourage village people to be willing to manage the potential of their villages to become tourism products. The tourism village as a form of alternative tourism implementation, is characterized by a small group of tourists who live in traditional villages and are actively involved in the culture and traditions of local communities (Arida, 2019). Rural tourism, which has a very specific variety of aspects by Hall and Kirkpatrick (2005), is said not to be a new phenomenon. It is understood because in European countries, villages have been able to prepare accommodation for tourists who come to their villages, and even this has been done during for centuries, Pasquini & Jacquot (1992) and Stucki (1992) said that it was only managed from the 19th century. Some research results also show in several countries such as China Gao and Wu (2017). Rural tourism has been recognized as a key approach to rural development and poverty alleviation.

Related to this research object, there have been several studies that have discussed the Bali Aga village in Buleleng Regency, namely Research by Maheswari and Sariani (2018), which has shown that from the SWOT analysis carried out in one SCTPB village, Sidatape Village is needed strategies in the form of tourism package product development, rural community human resource development, and the need for increased infrastructure. While the results of other studies, for example, according to Pradjnawerdhi and Pebrianti (2016) shows that traditional houses belonging to the Pedawa Village community have undergone physical changes in form and function, but there have been no changes in the field of trust. The results of this study reinforce that no one has examined how the involvement of local communities as actors of research on the management of SCTPB potential needs to be done in the hope that if management with the right programs can be done. Therefore if the concept of alternative tourism development is used as a reference for the development of tourism products in Pedawa Village tourism village, community involvement is the main basis, for which several concepts that support the writing are as follows: Alternative Tourism to avoid or minimize the negative impacts of tourism development, approaches that can be used as consideration are tourism development based on the spirit of conservation, such as the type of small scale tourism, or going ethnic society all of which lead to the search for alternative tourism concepts that are judged according to the model tourism development continues and is environmentally sound, with top priority on environmental awareness (Sukarsa, 1999: 71). There are various variations of the meaning of alternative tourism, among others: alternative tourism has a form of development on a small scale or all forms of tourist attractions are managed by local communities (Pratiwi et.al., 2019). While the notion of alternative tourism according to Kodyat (1997: 78) has a dual understanding as follows: as one form of tourism that arises as a reaction to the negative effects of the development of mass tourism. As a different form of tourism, which is another option for conventional tourism to support environmental sustainability.

Alternative tourism referred to in this paper is a form of tourism which in the implementation of its management has the aim of reducing negative impacts in the social, economic, cultural, and environmental fields and increasing involvement and benefits for local communities.

Methodology

This research was conducted using a qualitative approach by carrying out two stages of research. Data for the first stage was initially collected to map the potential of developing tourist villages in Pedawa and Sidatapa villages. During the initial research (June to November 2019) the theme of special interest tourism attractions emerged, as the main figure of the type of tourists who would visit the two villages. Based on these findings and a review of the literature in the context of alternative tourism development, it is followed by a study of special interest tourists visiting tourist villages to explore the involvement of tourists and local communities as a mirror of alternative tourism applications. Data were collected by conducting semi-structured interviews with foreign tourists and Pedawa and Sidatapa Village communities, as well as government officials and academics. The purposive sampling technique was used to identify key informants. In purposive sampling, respondents were not chosen as representatives of the larger population but because of their capacity to provide rich information on the topics being studied (Sirakaya-Turk, 2011).

Results and Discussions

Characteristics of Pedawa Village and Sidatapa Village

The tourism village has the aim of involving local communities in their village operations as a tourist destination. To support tourist villages, each tourism village should have attractions, adequate accessibility, and a variety of supporting facilities that facilitate tourists while in the area. In addition to an institution that can manage tourism potential both in the field of development and in the service sector. Pedawa village is included in the rural area of the village of Bali Aga, the village of Bali Aga Bali Aga has the meaning that there are groups of people who inhabit the mountainous region and are a society that is difficult to subdue when the Majapahit Kingdom ruled Bali. Pedawa Village itself, based on the results of interviews with village elders, that the current area called Pedawa, was originally named Tambleg mountain which means: Tambleg means Lugu/ Belog/ Stupid. This name is related to the state of mind of the village community which at that time was still simple. Stories about history and names Then the name changed to the name Gunung Sari. This name was allegedly due to people's lives at that time from tapping the sap to be made into sugar called Sugar Sari. So, the plantation yield at that time was Sugar Sari. The name Tambleg mountain has been used less and less and has never been used again, the name Sari mountain is still in use today but only at ceremonial times (base on interview with Sukrata, 2018).

Making Village Pedawa as a tourist village is certainly inseparable from the physical and non-physical potential that is owned and the institutions that shelter it. Like the known condition of a tourism destination area, namely the existence of attractions, as a village of Bali, the attractions offered are natural attractions and man-made attractions. Geographical conditions in the mountainous region present its natural coolness because it is surrounded by clove and coffee plantations, and rivers that have interesting stories and cultures that are united in people's lives become an attraction because they are genuine and hold ancestral cultural traditions, this can influence or invite tourists to visit tourist villages, then accessibilities, Pedawa Village can be easily reached by tourists, because road infrastructure and transportation access have made it easier for tourists to visit and reach the location of the village, this access is very important and influences tourist interest (special interest). In addition, currently in Pedawa Village already have 3 homestays that can only receive 12 tourists per night, this tourist lodge is part of amenities to support all the needs needed by tourists while they are in the tourist village of Pedawa, such as providing accommodation for they stay for a while, provide food and drink. The unavailability of a center for souvenirs typical of Bali Aga is an opportunity for the local community to create space and more creativity to create business opportunities that simultaneously support tourism villages.

Telecommunication networks through cellular phones are available, except that internet access needs to be a priority now considering that in the current digital era for tourists it has become a communication need with the outside world. The last final element is the existence of ancillaries, namely institutional elements.

Currently in the Village of Pedawa and Sidatapa has a Tourism Awareness Group called Pokdarwis Telaga Sari and Pokdarwis My darling and the existence of a group of naturalists called the Kayoman and Education Lovers group Sidatapa English Corner. These groups take part in managing the activities of village tourism in terms of development and service. The following in Table 1. is a list of names of places proposed by each village head, namely the Head of the Village of Pedawa and the Head of the Village of Sidatapa during a meeting at the Dinas PMD.

Table 1. Tourist Attraction at Pedawa and Sidatapa

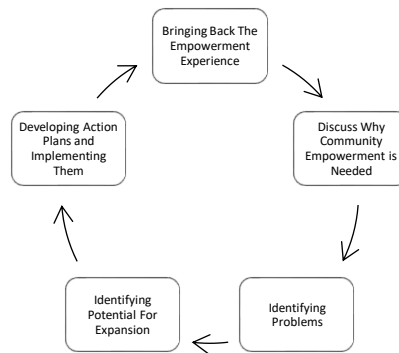
Name of the village	Tourists attraction
Sidatapa	Sidatapa Traditional House, Palm Sugar Maker House, Kayehan Sanghyang, Bamboo Woven House, Selfie Junction, Tamblang Waterfall.
Pedawa	Megangsing Home, Munduk Madeg Temple, Kayoan Gelungan, Pelinggih twin stone, Cangkup Muncus, Sugar House, Kayoan Bima, Pengangkidan River, Puseh Bingin Temple, Bandung Rangki Traditional home.

Source: Results of the researchers' data processing. January 2019.

The various potentials offered by the two villages are limited to mutual agreement regarding the potential of each village. This potential has not been specifically included in the Regent's Decree Regent Regulation No. 51 of 2017 which contains tourist destination in Buleleng Regency. Community involvement in developing tourism potential in these two villages can be seen from the number of communities that have emerged in each village. There are communities that are engaged in environmental conservation and improvement of human resources. The results showed that apart from the existence of a tourism awareness group, a group called Kayoman in Pedawa village and the English corner community played a major role in promoting tourism in this village. Community involvement in tourism activities is the right approach because it is hoped that the villagers can become high-quality and highly competitive direct service providers. This is very closely related to sustainable development; this is also in line with Greenwood's theory of sustainable development.

"The anthropological view of culture is far different from the economists and the planners view of culture as a come-on, a natural resource, or as a service. the anthropological perspective enables us to understand why the commoditization of local culture in the tourism industry is so fundamentally destructive and why the sale of culture by the pound, as it were, needs to be examined by everyone involved in tourism (Greenwood, 1989: 174)".

The cycle in Figure 1 shows an empowerment process that does not just stop at one point but continues to process to continuously enhance existing resources. (Hogan: 2000).



Source: Hogan (2000)

Figure 1. Community Empowerment Cycle

Involvement of Local Communities Bali Aga Showing an Alternative Tourism Implementation

Alternative tourism development is the answer to the problems that arise from the development of mass tourism. It is assumed that the form of mass tourism has a large responsibility (Cooper, 1992). It has also been suggested to control the number of tourists who come so that it can reduce or minimize the negative impact on, especially the development of tourism in tourist objects whose environment is easily changed, such as mountains and beaches. To avoid or minimize the negative impact of tourism development, it is necessary to anticipate as early as possible. The approach can be used as a consideration in the spirit of conservation, such as the type of small-scale tourism, or going ethnic society, all of which lead to the search for alternative tourism concepts that are considered appropriate with sustainable and environmentally sound models of tourism development, with a priority on environmental awareness (Sukarsa, 1999: 71). This opinion is certainly an ideal hope, so that some studies arise regarding several potential village tourism such as in SCTPB Village.

Academics have reviewed the village of SCTPB, some research results show (Maheswari and Sariani, 2018) who have carried out a SWOT analysis for Sidatapa Village and obtained in the development of strategic tourism villages in the form of tourism package product development, development of village community human resources is necessary and necessary infrastructure improvement. The results of other studies by Pradjnawerdhi and Pebrianti, (2016) have also shown that traditional houses or traditional houses belonging to the Pedawa Village community have undergone physical changes in form and function, but there have been no changes in the field of trust.

The two studies have just reviewed the potential of the village alone, village of Pedawa and Sidatapa, even though it is expected that by knowing tourist activities, an assessment can be made regarding the form of tourism that can be developed in the two villages. Management synergy and potential by the local community in welcoming tourists need to be reviewed in order to realize alternative tourism development. This is because in general alternative tourism has a distinctive characteristic of mass tourism development, because it is community-based and takes care of sustainability (Kodyat, 1997; Derno, 1988: 89; Smith & Eadington, 1992).

As stated by Smith and Eadington in Christou (2012) which shows that the concept of alternative tourism that is different from mass tourism can have a positive impact, so the alternative concept of tourism is an expectation to be able to minimize these negative impacts. In relation to the concept of alternative tourism, the development of Tourism Village in its concept emphasizes the acquisition of social, culture and economic benefits by the community, so in the study a deeper study is carried out on tourist loyalty that has a positive impact on people's lives. Tourist loyalty in question consists of important culture, motive for travel, what they do on holiday, and how they feel and behave (Tourism Intelligence International, 2008). From the results of the reason that often arises that tourists will visit again is because tourists want to feel the hospitality of the Bali Aga people again as shown by the people's smile (Andiani,

2020). So that the smile of the Bali Aga village community has provided a positive memory for tourists. In addition to the natural potential that supports, community culture such as strong community character makes visitors feel comfortable, because the community is very friendly. This community involvement shows that the concept of alternative tourism has been unwittingly applied in tourism development in Sidatapa and Pedawa villages.



Figure 2. Illustrate the natural and cultural potential of Bali Aga Village (Andiani, 2019)

Figure 2 shows the illustrate the natural and culture of Bali Aga Village. Through the interview results, it was found that the reaction of tourists to questions related to their reasons for visit to Pedawa and Sidatapa Village are : (1) tourists really like the culture that is owned by the community, as well as the people who maintain the culture (2) tourists who come are those have special characteristics; (3) the purpose of visiting tourists does have a purpose to get to know the culture of the community and be involved in the life of the village of Pedawa, tourists who visit live in the village of Bali Aga villages, this shows their understanding of tourist villages, especially those with certain specialties. The involvement of the community in giving a positive impression to tourists so that they return to the villages of Pedawa and Sidatapa is the creation of a sense of comfort while in the two villages. This indicates directly that one of the characteristics of alternative tourism, namely the involvement of local communities in providing services to foreign tourists who visit, can provide positive value to the community in their villages.

Table 2. Mass tourism Vs Alternative Tourism

	Mass tourism	Alternative Tourism
Tourist activities	Large groups	Single, families, small groups
	Fixed program	Tourists directed
	Spontaneous decisions	Tourists decide
	Comfortable and passive	Demanding and active
	Stay at Hotels	Take place within local community
	Not Interested in Participating	Harmony with the local and structure cultural

Source: Gartner in Christou, 2012 (data processed by researchers, 2019)

Based on Table 2, it can be seen clearly the difference between alternative tourism and mass tourism. The difference is seen from the form of development and the types of tourists who enjoy tourism activities. From the table, it can be seen that alternative tourism is a tourism development activity that is carried out slowly by paying attention to various aspects that can be influenced by the development of tourism. Through the development of the village of Bali Aga as a tourist village an alternative form of tourism is the right choice in its development. In accordance with the comparison of the two characteristics of tourism types, tourist villages in Bali Aga such as Pedawa villages and Sidatapa villages are more directed at the concept of developing alternative tourism. This is evidenced by the involvement of the community as actors in providing tourism services to tourists. Tourists with special interest in visiting Bali Aga Village can be seen from the importance of the culture elements they want to be interested in, and the types of activities they like and do, and those activities that involve local communities indirectly involved in tourism activities can indicate traits alternative forms of tourism application. Because the main characteristic of alternative tourism is the involvement of local communities as actors in serving special interest tourists. In Figure 3, the second phase of the study framework is shown.

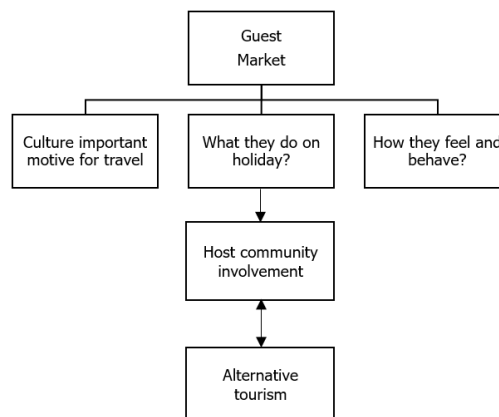


Figure 3. Thinking Framework

Conclusions

This study shows that Pedawa and Sidatape tourism villages can open themselves up and give a positive impression to foreign tourists visiting their villages. With the identity of the tourist village, it has turned out to be able to arouse the community to be directly involved as an actor who can serve tourists with all the limitations, they have but shows the authenticity of the character and culture. This makes foreign tourists visiting these villages give positive values and repeat visits. The involvement of the local community reflects the main characteristics of the application of the alternative tourism development paradigm which also directly shows compatibility with the concept of community base tourism. The results of this study can be continued by further examining the role of foreign tourists in increasing the self-potential of SDM. considering that when this study was conducted by tourists who were found as respondents, they volunteered to provide English language courses at Sidatape English corner.

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