

Marketing Strategy of Pakseballi Tourist Village towards Smart Village Destination as Tourism Icon

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Abstract: The objective of this article was to analyze the marketing aspects and strategies developed by a tourist village in Bali, named *Pakseballi* village. The research was done by observation, interview, documentation, SWOT research questionnaire, and focus group discussion. Data were analyzed with qualitative descriptive and SWOT analysis. The results of this research were, firstly, the market segment was 90% local and only 10% domestic tourists, it did not have revenue target, and business position was still at introduction stage to prospective customers. The product of *Pakseballi* tourist village included tour packages (at introductory stage), food and beverage sales, pre-wedding venue, and tourist attraction of *Kali Unda*. *Pakseballi* had its own website for its promotion, and very strategic location which was well maintained. Secondly, the product marketing strategy was in the position of growth-oriented strategy. The results included alternative strategies, namely: launching the tour package product immediately by preparing the required components, creatively arranging the restaurant menu, creatively designing a new tourist attraction in *Kali Unda*, conducting more aggressive promotional activities to schools, government and private institutions, through social media and website, developing links with rafting companies, travel agents, guides, create and other tourist villages. Pricing policies could also be made to attract tourists.

1 INTRODUCTION

Pakseballi is the only village that is ready to carry out the name of a tourist village in Klungkung Regency. The village began to develop agro tourism by making tracking paths in the hills around the village area. Pakseballi has a natural tourist attraction along the river Unda and hilly areas with a very beautiful and natural view. The potential of tourism in Pakseballi has greatly supported the development of tourism in Klungkung.

However, there are still some obstacles in tourism development in Pakseballi, namely: 1) many potential attractions that have not been properly managed and lack of promotion so that tourists are less interested, 2) lack of links and coordination with relevant institutions and also promotion through electronic media, 3) the number of foreign and domestic tourist visits to Pakseballi is much smaller than the number of tourist visits to other tourist destinations in Klungkung Regency. Tourism development of Pakseballi, Klungkung Regency is constrained by low

funds, lack of participation from the government and the community to creatively promote tourism and also in the delivery of information in the form of printed media.

In tourism development that mutually support beneficial relationships between villages and cities, the marketing requires development in the form of digital promotion. With the development of Android-based tourism applications, it will help introduce the tourism sector efficiently and effectively. Digital Marketing has a positive effect on intellectual capital and perceived quality, and these variables play important roles in creating organizational performance (Laksana and Dharmayanti, 2018). So that tourist visits to destinations are increasing. Promotion through online media is believed to be more effective in increasing the tourist visits to targeted 20 million tourists in 2019. Online media is a means of communication which interacts, argues, exchanges information, shares up-to-date news in a flash through internet and also more efficiently provides information to the reader / audience. Online media is very different from conventional media, it

has the speed, efficiency, and low cost. It can be said that online media is one of the important components in building Indonesian tourism.

In promoting Paksewali as a tourist village based on online media, it is necessary to develop a smart village, i.e. the concept of smart city which can be interpreted literally as a smart village. The concept applies information and communication technology based on village communication as a complex interaction among various systems within. So that it is effectively beneficial for its villagers as well as to improve the quality of life, reduce costs and sources of consumption. One important factor in its development is that the marketing aspect must be taken seriously, because the management of Paksewali as a tourist village is only in the early stage of development.

In the initial stage, marketing investment is urgently needed and the right strategy in marketing and promoting the products of Paksewali is vitally important. Based on preliminary studies, it reveals the paradigm that the management of Paksewali tourist village has not run optimally. The designed tour packages only reached 5% of the target sales, and 25% of food and beverage sales target. Therefore, Paksewali tourism management business can be said as not profitable. Based on this paradigm, this research will analyze the market and marketing system of Paksewali tourist village, analyze and develop marketing strategies for Paksewali tourism village towards Smart Eco-Village Destination.

2 THEORETICAL FRAMEWORK

2.1 Tourist Village

The concept of Community Based Tourism (CBT) is an accurate solution in overcoming all the challenges of developing tourist villages in order to achieve sustainable tourist village management (Nugroho, 2018). Tourist village is a form of integration between attractions, accommodations, and supporting facilities presented in a structure of community life which merges with the prevailing procedures and traditions. A tourist village has a distinctive appeal (it can be in the form of physical uniqueness of the rural natural environment, as well as the socio-cultural life of the community) which is packaged naturally and attractively so that the attractiveness of rural areas can raise tourist visits to the village (Ministry of Culture and Tourism, 2011:1). Tourist village is a rural area that offers an overall atmosphere that reflects rural authenticity both from social economic life, social

culture, customs, daily life, has a building architecture and a typical village spatial structure, or unique activities and has the potential to develop various components of tourism (Priasukmana & Mulyadi, 2001).

2.2 Smart Village

Smart village is the development of the concept of smart city that was previously better known. Smart city is defined as a city capable of using human resources, social capital and modern telecommunications infrastructure to realize sustainable economic growth and high quality of life with wise resource management through community-based government participation (Nijkamp in Mujiyono, 2016). Smart city is a broad approach, integrated in increasing the efficiency of operating a city, improving the quality of life of its inhabitants, and growing the economy of its region (Cohen in Mujiyono, 2016). It is how to connect physical infrastructure, social infrastructure and economic infrastructure by using technology, which can integrate all elements in these aspects and make cities more efficient and livable (Muliarto, 2015). The approach of developing a smart city considers certain issues, including contribution, self-assertiveness, independence, and awareness. Smart city has six basic principles, namely: smart economy, smart mobility, smart environment, smart people, smart living, and smart governance (Giffinger in Mujiyono, 2016).

2.3 Marketing Strategy and Marketing Mix

Marketing Strategy is a marketing mindset that will be used to achieve its marketing goals. It contains specific strategies for the target market, positioning, marketing mix and the amount of marketing expenses (Kotler and Armstrong, 2004: 81). It is a fundamental tool planned to reach the company by developing a competitive advantage that is sustainable through the market entered and the marketing program used to serve the target market (Tjiptono, 2002: 6). Thus, marketing strategy is the basis of actions that lead to activities or marketing efforts, from a company, in conditions of competition and an ever-changing environment in order to achieve optimal goals. Marketing strategies can stimulate purchases by consumers when planning a marketing program. Kotler and Armstrong (2004) argue that the marketing mix as a set of technical marketing tools

that can be controlled, combined by the company to produce the desired response in the target market.

Marketing mix is one of the most universal concepts that have been developed in marketing. Firstly, interpreting products is anything that can be offered to the market to be considered, owned, used or consumed so as to satisfy the needs of the consumers (Kotler and Keller, 2007). Secondly, price is the only element of the marketing mix that provides income for the company, it is influenced by product demand, target market share, competitor reaction, pricing strategy, other parts outside the marketing mix and operational costs.

Thirdly, promotion is one of the variables in the marketing mix that is very important to be carried out by the company in marketing its products. Basically promotion is all activities that intend or deliver a product to the target market to provide information about privileges, usefulness and most importantly is about its existence, to change attitudes or encourage people to buy. The main goals of promotion are informing, influencing, and persuading consumers. Fourthly, the most important thing in this strategy is to determine the location (place), distributor or outlet where the consumer can see and buy the item offered. It is an organizational decision regarding the place of operation with all organizational activities (Kotler and Armstrong, 2004).

2.4 Tourist Village Marketing Strategy

Ratu and Kampana (2016) concludes marketing strategies applied by Blimbingsari tourist village, which include product packaging strategies, promotion strategies, repositioning strategies and strategies to provide extra services for tourists. The strategies can be applied in marketing the Blimbingsari village, and maximizing all the potential to attract more tourists visiting this tourist village.

Another research by Kurnianti (2018) finds that to increase the number of tourist visits in this Internet era, which is expected to improve the economic life of rural tourism communities, Department of Culture and Tourism in Wonosobo regency designed marketing mix and models of digital marketing communication response stages. They held cultural events highlighted the local wisdom of the tourist village. Meanwhile, Mahanani (2018) states the marketing strategy of Rattan Tourism Village Marketing which applies the 4P (Product, Price, Promotion and Place) marketing was right and could increase tourists visiting Trangsan Rattan Tourism Village in Sukoharjo regency.

3 RESEARCH METHOD

This research applied a quantitative method, which included data collection technique through observation, interview, and documentation. The managers of tourist village, the Head of Pakseballi, and the leaders of the village took part in the focus group discussion (FGD). During the FGD, questionnaires were distributed to identify and evaluate the strengths, weaknesses, opportunities, and threats of the tourist village. The filling of the questionnaire referred to this following scoring system (Rangkuti 2015: 31). Evaluation of current conditions: 1 = very lacking; 2 = less; 3 = sufficient; 4 = rather good, 5 = good, 6 = very good. Evaluation of Handling Urgency: 1 = not urgent; 2 = less urgent; 3 = urgent, 4 = very urgent.

Data analysis used descriptive techniques to make a systematic and objective description, concerning the facts of the characteristics and the relationship between existing elements or a particular phenomenon (Pantiyasa, 2013:). This research was designed using interpretive social science paradigm. Next, a SWOT (strengths, weaknesses, opportunity, threat) analysis was carried out, namely the systematic identification of various factors to formulate a company strategy. This analysis was based on logic that can maximize strengths and opportunities but can simultaneously minimize weaknesses and threats (Rangkuti 2015: 19). The SWOT analysis was done by comparing the External factors (EFAS) to Internal factors (IFAS), presented in a figure of SWOT analysis.

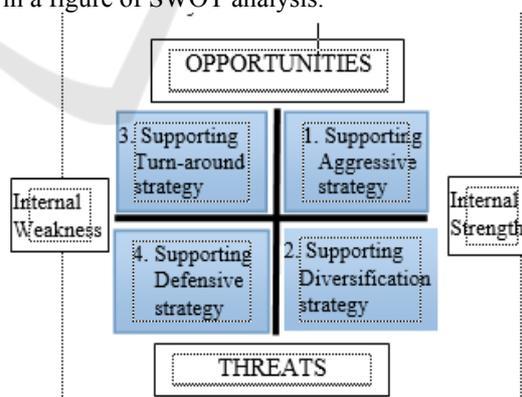


Figure 1: SWOT Analysis

Quadrant 1. It is a very profitable situation. The company has the opportunity and strength so that it can take advantage of the opportunities that exist. The strategies that must be implemented in this condition are supporting aggressive growth policies.

Quadrant 2. Despite facing various threats the company still has strength from an internal perspective. The strategy that must be implemented is to use force to take advantage of long-term opportunities with diversification strategies (product / market)

Quadrant 3. The company faces huge market opportunities on the other hand facing several internal constraints / weaknesses. The focus of the company's strategy minimizes the company's internal problems so as to seize better market opportunities

Quadrant 4. It is a very unfavorable situation, the company is facing various internal threats and weaknesses (Rangkuti 2015 : 21).

4 RESEARCH METHOD

4.1 Market Conditions and Marketing of Pakseballi Tourist Village

Market conditions and marketing systems of Pakseballi village is seen from the following: 1) segmenting, 2) targeting, and 3) positioning. From the market segmentation, the lack of visit, mostly local and domestic tourists (90%) and a small percentage of tourists (10%), is due to the inadequate management of human resources, i.e. English communication skills. Pakseballi tourist village does not have a specific target because this business has only started to generate an average monthly income of only IDR. 26,000,000. The village has just begun to be managed since a previous year, thus in running its business, it is still classified as a follower and is still looking for appropriate form.

Below are the marketing conditions in terms of product, promotion, price, place.

1) Product

Pakseballi tourist village has already offered its products to prospective customers, namely:

- (a) Tour packages which consist of: (1) 4-day life & spiritual packages; (2) 5-day Pakseballi Life & adventure package; (3) full-day Package of Pakseballi Relax & Joy; (4) 6-day package Pakseballi Smiling Tour; and (5) 3-day package Pakseballi Spiritual Tour. Some tourist attractions included in the tour package offered by Pakseballi tourist village are: Madenan Hill Tracking route, Lente dance, Melukat Geni (i.e. purification with fire), Dewa Mesraman dance, Barong and Rangda dance (presented in holly ceremonial activities, e.g. the anniversary of temples), and Prada (Hindu craft art).

- (b) Services for utilizing Unda River as Pre-Wed Spot. With exotic natural scenery, couples can make pre-wedding photo-shooting in Unda River area.

- (c) Food and drinks Selling in restaurant
Pakseballi tourism village built a restaurant named Kali Unda Restaurant, which sells food and drinks to guests of Rafting groups. There are three companies, such as Sobek adventure, Bali International Rafting and Jungle adventure.

2) Promotion

Promotions have been carried out through the website, direct promotion, and displaying banner in Unda river.

3) Price

The product prices of Pakseballi are: a) Tour package: still being designed as the manager is not ready to run the tour, b) Pre-wedding venue rental: IDR 750,000.00 with children as supporting extras, c) Entrance ticket to the tourist attraction of Unda River: IDR 10,000.00, d) Food and drinks Buffet package provided for rafting group: IDR 45,000.00.

4) Place

A place to market products especially food and beverage. The restaurant is properly maintained, with the view of Unda river, provided with facilities such as public toilets, a place for relaxing, parking space, but the operational officers are not quite representatives.

4.2 Marketing Strategy of Pakseballi Tourist Village

1. Internal (IFAS) and External (EFAS) conditions of Pakseballi

This stage is to identify various internal factors (strengths and weaknesses) and external factors (opportunities and threats) in the marketing aspects of Pakseballi village. management as follows:

1) Strengths:

- a) Having attractive natural tourist attractions, unique and rare cultures, various handicrafts, as part of tourist products
- b) The location of a tourist village that is quite strategic, has access to well-known tourist attractions such as Kerta Gosa, Goa Lawah, and Candi Besakih
- c) Has a tour package product design
- d) Has a restaurant to sell typical food and drinks
- e) Has a website as a promotional medium
- f) Affordable prices of food and drinks

- g) Strong supports from the community towards the development of Paksebalı
- 2) Weaknesses

The management of Paksebalı tourist village is still very new, of course there are still some weaknesses, among others:

- a) Human resource capacity in operational management is still lacking in terms of educational background and experience
- b) Operational management has not run well, there are still many double positions and does not have a special marketing department to conduct tourism product marketing
- c) Lack of business partners to market / promote their products
- d) Lack of socialization of tourist village to tour agents, prospective customers
- e) Not yet ready for supporting components of tour packages as products such as competent tour guides, undetermined prices, places to stay.
- f) The lack of marketing/ promotional facilities and infrastructure
- g) Does not have safety standards for tourists
- h) Transaction payments in restaurants are still manual or does not have an electronic system
- i) Funds are still minimal or limited.

3) Opportunity

- a) Support from the Klungkung Regency government is very good
- b) There is a trend of tourist interest to visit eco-tourism, the increasing number of international tourists, domestic and local
- c) Public interest in pre-wedding activities with natural backgrounds
- d) Trend of the community to conduct selfies in exotic places and sensations
- e) Progress in communication technology
- f) Open cooperation with Travel agents, tourist villages - tourist villages in Bali and outside Bali

4) Threat

- a) The tourists' behaviors that ignore the norms or customs of Paksebalı village
- b) Misunderstanding between people and tourists because of cultural differences
- c) Environmental pollution at the area of Unda River as a result of community activities such as washing, bathing and the act of littering
- d) The increasing demands of tourists' satisfaction

- e) Security for tourists
- f) Competition with other regions in the development of tourist villages

4.3 SWOT Analysis

Based on the IFAS and EFAS identification, the result of Focus Group Discussion, and the evaluation of weight and rating, the results are summarized in table 1

Table 1: Recapitulation of IFAS and EFAS rating and weighting

INTERNAL FACTOR ANALYSIS				
STRENGTH (S)	Weight	Relative	Rating	Score
Having attractive natural attractions, rare and unique cultures, and various crafts.	5.2	0.0983	3.5	0.3440
Location is quite strategic, easy access to well-known tourist attractions such as Kerta Gosa, Goa Lawah (Bat Cave), and Besakih Temple.	4.8	0.0907	3.2	0.2904
Has a tour package product design.	4.4	0.0832	3.3	0.2745
Has a restaurant to sell typical food and drinks.	5.4	0.1021	3.9	0.3981
Has a website as a medium for promotion.	5.1	0.0964	3.5	0.3374
Prices of affordable food and drinks for tourists.	5.6	0.1059	3.1	0.3282
Has great support from the community	5.6	0.1059	3.5	0.3705
TOTAL	36.1	0.6824		2.3431
WEAKNESS (W)	Weight	Relative	Rating	Score
The competence of human resources in	2.1	0.0397	3.6	0.1429

operational management is still lacking, in terms of education and experience.				
Operational management has not well run, there are many double position, no specific marketing division to market the products.	1.5	0.0284	3.4	0.0964
Not sufficient business partner to market or promote products	2.3	0.0435	3.8	0.1652
Lack of socialization of tourist village to travel agents, and potential consumers.	2.2	0.0416	3.2	0.1331
Unpreparedness of the supporting components, i.e. incompetent tour guides, undetermined pricing, and accommodation.	1.5	0.0284	3.5	0.0992
Lack of marketing/promotion facilities and infrastructure	1	0.0189	3.2	0.0605
No safety standards for tourists	1.5	0.0284	3.4	0.0964
Payment transactions in restaurants are still manual or do not have an electronic system	2.2	0.0416	3.5	0.1456
Funds owned are still minimal or limited	2.5	0.0473	3.2	0.1512
TOTAL	16.8	0.3176		1.0905
Total weight x score (IFAS)	52.9	1.0000		3.4336

EXTERNAL FACTOR ANALYSIS				
OPPORTUNITY (O)	Weight	Relative	Rating	Score
Support from the Klungkung Regency government is very good	4.1	0.1062	3.2	0.3399
Increasing interest of international, domestic and local tourists to visit ecotourism	4.5	0.1166	3.3	0.3847
Increasing public interest in pre-wedding activities with natural backgrounds	4.8	0.1244	3.4	0.4228
Trend of the community to do selfie in exotic and sensational spot.	5.2	0.1347	3.3	0.4446
Advances in communication technology	4.8	0.1244	3.6	0.4477
Open cooperation with Travel agents, tourist villages, tourist villages in Bali and outside Bali	2.5	0.0648	3.5	0.2267
TOTAL	23.4	0.6062		2.0396
THREAT (T)	Weight	Relative	Rating	Score
Tourists' behavior that ignore the norms or customs of Paksewali village	2.5	0.0648	2.1	0.1360
There is a misunderstanding between people and tourists due to cultural differences	2.2	0.0570	2.3	0.1311
Environmental pollution of the Unda River as a result of community activities such as washing,	2.5	0.0648	3	0.1943

bathing and littering.				
Increasing demands of the businessmen	2.4	0.0622	2.1	0.1306
Safety for tourists	2.1	0.0544	3	0.1632
Competition with other regions in the development of tourism villages	3.5	0.0907	2	0.1813
TOTAL	15.2	0.3938		0.9365
Total weight x score EFAS	38.6	1		2.9762

Based on IFAS AND EFAS analysis, an alternative strategy can be formulated in marketing the Pakseballi tourist village towards eco-smart village destination in the SWOT matrix as follows.

A. Strengths Opportunities (SO) Strategy

SO is a strategy to maximize the strength indicator to get the following opportunities:

1. Take care of the best tourist attractions that offer natural, socio-cultural, or social aspects, provide incentives for cultural preservation or custom
2. Maximizing the role of the community in implementing Sapta Pesona (Seven Charms) and Conducting marketing through social media
3. Opening opportunities and proactively asking for help from universities or academics to carry out community service programs, especially the tourism sector and tourism support sectors such as the environment and health.
4. Expect potential markets, especially the younger generation
5. Create online application in marketing and selling products
6. Cooperate with travel agents to sell products
7. Ask for government assistance, especially the Klungkung Regency Government to conduct guidance and help promote tourist villages and development funds.

B. Strengths Threats (ST) Strategy

ST is a strategy that use the entire strength of the tourist village to overcome threats that can be prepared as follows:

1. Providing information to the population or community about cross culture, environmental sustainability, cleanliness, pollution and behavior and politeness

2. Gradually organize the tourist attraction of Unda River so that it is always attractive to tourists
3. Making new tourist attractions that can increase the interest of tourists to visit.

C. Weakness Opportunity (WO) Strategy

WO Strategy is prepared by controlling the weaknesses of Pakseballi tourist village to get opportunities. The strategy is as follows:

1. Approach the government, especially the related officials to get management guidance, additional capital in managing the tourist village.
2. Conduct a comparative study to a well-managed tourist village.
3. Making applications on line in marketing tourism villages.
4. Improve the ability of employees to do marketing, English, tour guiding, food service and production.
5. Increasing marketing activities by visiting government agencies, private sectors, and schools offering tour packages as well as food and drink packages.
6. Designing attractive marketing breakthrough programs especially for social media users such as giving a free gift of food/drink to those who upload on social media if they eat or drink at Kali Unda restaurant.
7. Establish cooperation with travel agents.
8. Conduct personal selling to schools, universities, government and private institutions.
9. Building an IT (Information Technology) - based financial transaction system.
10. Add marketing facilities and infrastructure especially Promotion tools.

D. Weakness Threat (WT)

Strategies that are structured based on minimizing weaknesses to be able to control threats. The strategies can be arranged as follows:

1. Setting rules / prohibitions about garbage disposal in tourist attractions and warnings when entering a holy place
2. Making safety standards especially insuring tourists
3. Carrying out research on the quality of products and services
4. Cooperating with tourist villages in Indonesia, specifically in Bali, to jointly create marketing links
5. Regular monitoring and evaluation at least every 6 months or any extraordinary events

Based on Table 1, the result of analysis can be turn to a SWOT analysis diagram of Pakseballi Village Marketing, in which it is known that the Strengths component score is 2.3431, the weaknesses component score is 1.0905, the opportunity component score is 2.0396 the threat component score is 0.9365, the IFAS score total (total strengths + total score weaknesses) is 3.4336, EFAS Total Score (the total score of opportunities + number of threat scores) is 2.9308. from these scores can be found the coordinate points of the X and Y axes. The coordinate point of the X axis is reducing the total score Strengths (S) component by the weaknesses component score (W) as follows: $2.3431 - 1.0905 = 1.2526$. (Positive) The Y axis point is to reduce the total opportunity (o) component's score with threats (T) component score as follows: $2.0396 - 0.9365 = 1.1031$. (Positive) then the position of Pakseballi is in quadrant I, namely growth oriented strategy which is a favorable condition if Pakseballi tourist village is able to take advantage of opportunities and strength to grow and develop. This condition can be described in Figure 2 below.

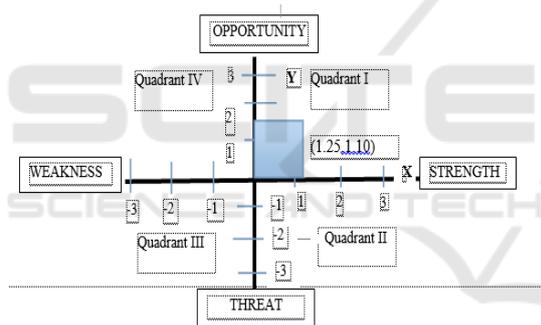


Figure 2: SWOT Analysis of Pakseballi Village Marketing

Based on the SWOT analysis diagram, alternative marketing strategies that can be developed by Pakseballi tourist villages are viewed from 4 P (Product, Price, Promotion, Place) as follows.

1. Product

- a) Prepare the arranged components for tourist packages, e.g. for tour guide, setting the SOP (standard Operating Procedure), conduct product testing and product launching
- b) Evaluation the food and drink at least every six months regularly to maintain the taste and menu variation in order to satisfy the consumers' needs.
- c) Arranging new menu to attract the visitors for visiting the restaurant.

- d) Improving the quality of service through trainings for waiter and waitress) specifically improving English speaking skill.
 - e) Developing new attraction in Unda river, e.g. water sports or Flying Fox
 - f) Insuring the tourism product which are high in risk.
2. Price
- a) Prepare a feasible tour package price because it is just trying to introduce the product
 - b) Make attractive prices such as discounts for those who visit more than 3 times.
 - c) Make a member card with a separate price policy
 - d) Make policies seen from groups and individuals
 - e) Offer special prices for partners
3. Promotion
- a) Conduct more aggressive promotional activities such as conducting personal selling to schools, government agencies, private companies
 - b) Increase promotion through digital through the use of social media and websites
 - c) Adding special promotional tools through advertising brochures
 - d) Increase cooperation with rafting companies, establish work with travel agents, guides, other tourist villages in Bali and Indonesia by creating promotional links.
4. Place
- a) Organize the place / location, especially in the Unda River to stay beautiful, and not contaminated with plastic waste
 - b) Make a representative ticket sales place
 - c) Widen the entrance to the attraction of Unda River.

4 CONCLUSIONS

Based on the discussions, there are several conclusions that can be drawn.

- 1) The management of Pakseballi tourist village has just started its business so the market segmentation is still oriented locally and domestically.
- 2) Alternative marketing strategy of Pakseballi village that can be done to market their products can be seen from the marketing mix, including: launch tour package products, arrange food and beverage menus creatively, develop new attractions in Unda river. Set pricing policies, build promotion connection with government

- and private institutions, Increase promotion through digital through the use of social media and websites, increase cooperation with rafting companies, establish work with travel agents, guides, other tourist villages in Bali and Indonesia by creating a promotional link,
- 3) Arrange the place / location especially in the Unda river so that it remains beautiful, not contaminated with plastic waste, making a representative ticket sales place, and widening the entrance to the Unda river.

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