



THE UTILIZATION OF THE OPTIMAL MARKETING STRATEGY IN INDONESIAN TOURISM INDUSTRY SECTOR

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Abstract

The decision-making ability in determining marketing strategy is an important thing and must be owned by a sales person. Because the determination of strategy in the marketing sector is needed and cannot be abandoned, as well as marketing in the tourism industry. By determining the right marketing strategy, it is expected to increase the number of existing sales productivity. This paper aims to determine the right marketing strategy model to optimize the number of sales in a tourism industry such as hotels, restaurants, travel agents, transportations and also tourism destinations. The study used qualitative descriptive method and was supported by the literary review with understanding concepts based on secondary data such as books, journals, magazines and the internet. The results showed that there were generally four main components in the determination of marketing strategy, which could be applied as an effort to increase the number of sales in the tourism industry. Those components are called TOUR Model, those are (1) *Target* means the market which we want to get into, should be clear, (2) *Objective* means the kind of strategy and marketing mix to get our company goal, (3) *Understanding* is the way how to evaluate and control the target or goal; and the last is (4) *Relationship* means customer care should be built in order to keep a loyal guest.

Keywords: Sales and Marketing, Marketing Strategy, Tourism Industry, Sales Productivity, TOUR Model.

INTRODUCTION

Nowadays, the tourism sector is transformed into a country's economic driving industry that has the potential to bring in a huge amount of foreign exchange. With the emerge of tourism, it can improve the quality of life of the society, both middle and lower society, in this case as an investor. As well as Government of Indonesia, through the Ministry of Tourism, does not want to skip this opportunity. Various programs are conducted to increase the number of tourists visit and increase the amount of regional income or foreign exchange. Various programs are launched on a small scale, at a particular destination, regional scale and large scale with a national-based program one of which is the formation of 10 new Bali, which is currently concentrating on the acceleration of development on the three main priorities

because they are considered ready as international destinations. The only purpose of the various programs launched is to increase the number of tourist arrivals which is expected to reach 20 thousand millions tourists in 2019. Furthermore, those government programs will not be able to run smoothly without participation and role of communities in the management of a particular destination cooperatively.

As we know that various tourism potentials are found in Indonesia, both natural potential, culture and artificial tourism. Geographically, Indonesia is in the equator which has a tropical climate that makes Indonesia rich in natural resources, both flora and fauna, which is one of tourism potentials that can be developed. One of the natural



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tourism products that starts to be promoted is agro tourism which is currently the prima donna and becomes the one that is visited by many tourists. If the former forest or paddy field only become agricultural land by the surrounding community, now, there has been land conversion to be more economical, one of the tourism sectors, starts to be developed by the government and local communities. Aside from getting the agricultural products that will be accepted by farmers, through their tourism activities they get additional value from the increasing number of tourist visits as well as moving the local community economy.

The natural beauty of Jatiluwih Village with rice terraces has been recognized as one of the main strengths of tourism in Bali in the world tourism map (Dewi, 2013). One of nature tourisms that has been recognized by UNESCO as the object's cultural heritage is Jatiluwih rice terrace. By presenting the beautiful natural beauty and the cool air of the countryside makes jatiluwih liked by tourists. Evidence from the data DISPARDA Bali, the number of tourist visits has a significant increase of more than 40% in 2014 compared to 2012. If the year 2012 the number of tourist arrivals reached 97,909 then in 2014 the number of tourist visits is 165,158, both foreign and domestic tourists. Not only in Bali, natural tourism is also increasingly developed in Malang Raya, such as the city of Batu, East Java. With its good natural potential, beautiful scenery and cool atmosphere, Batu is famous for its agro tourism destinations. Agro tourism developed in Batu is the apple and strawberry self-picking which is the current icon of this city. In the beginning, Batu is a part of the city of Malang. But since 2001, Batu is designated as an autonomous administrative city and separated from the Malang. Batu, which had agriculture as one of the mainstay sectors, was less able to compete with other cities and districts in East Java. So at that time the local government utilized the existing natural potential to be managed as a tourist destination in which one of them is agro

tourism but without ruling out the agricultural sector. In addition to agro tourism, Indonesia is rich in national parks that have been recognized by the world. Komodo National Park is one of the national parks that have ancient animal tourism attraction that only exist in Indonesia. Komodo National Park with its unique natural resources becomes an interesting tourism spot to attract tourists. This visit to TNK brings in revenues for the country in the form of Non-Tax State Revenues (Muthiah et al, 2015). In addition to bringing in revenues for the country, the arrival of tourists also improve the quality of life of the surrounding communities in tourism activities such as room rentals, provision of food and drink of the tourists, and also the transportation and guide services.

In addition to natural tourism, Indonesia is famous for its culture that is still preserved till today. It becomes one of the attractions of tourists visiting Indonesia. The diversity of community from Sabang to Merauke makes Indonesia have different culture - different from each other. As suggested by Machrus (2008) that Indonesia is a country rich in various cultures. Such a thing necessitates the heterogeneity of Indonesian society, both heterogeneous in the form of race, ethnicity and religion. One of the lucrative tourism is 'cultural tourism', which promotes the cultural identity of the local population as a tourist attraction (Picard, 2008). Because in addition to preserving and preserving the existing culture of society but also bring a source of income for local communities. In 2016, Bali, which is famous for its cultural tourism, as the center of Indonesian tourism is able to bring in foreign tourists more than 40% of tourist arrivals coming to Indonesia. This indicates that most tourists coming to Indonesia want to see cultural tourism in Indonesia itself.

In order to improve the movement of domestic tourists, the ministry of tourism in cooperation with local investors provides artificial tourism (man made) which is currently favored by domestic tourists. Batu, East Java as



one of the tourist destinations that can increase the growth of the number of artificial tourist destinations is much preferred by Indonesian tourists. With the increasing number of tourist destinations, it will also increase the income of local people from the sale of local gifts and souvenirs offered.

Judging from the abundant tourism resources, Indonesia is considered capable to compete with other countries. But in reality when compared to ASEAN countries, Malaysia, Singapore, and Thailand, Indonesia is still considered very low viewed from the number of foreign tourists visiting. Respectively, over the last 2 years, 2015 - 2016, shows that Indonesia is only able to rank fourth with an average number of tourist visits 11 million tourists per year. While Thailand ranked first with an average of one per year able to bring in foreign tourists of 30 million tourists followed by Malaysia that can bring in an average of 25 million foreign tourists and Singapore with an average number of 15 million foreign tourists. Viewed from the demographic side of Indonesia is superior to the archipelago that stretches from Sabang to Merauke with a variety of natural beauty while Singapore is not more than 13% of Bali but can bring tourists higher than Indonesia.

Therefore it is necessary to have an optimal marketing strategy to increase the number of foreign tourists visit to Indonesia. Because tourism resources alone can not increase tourist visits if our potential is not known by tourists. One way that can be taken is to do a marketing strategy. According to Kotler et al (2017), marketing strategy is the way in which the marketing function organizes its activities to achieve profitable growth in sales at the marketing mix level. In this case marketing plays an important role in activities to improve or optimize business activities that we implement.

LITERATURE REVIEW

2.1 Marketing Strategy

Marketing is a process of meeting people among individuals or groups to get what they need and want by making, offering and exchanging freely in the form of products and services between each other (Kotler and Keller, 2006). Indirectly, each other requires different items. On the side of the buyer, they need the product or service that they want while on the side of the seller, they need goods and services worth money. The process was put forward by Kotler and Keller about marketing. Marketing is not only done by the company or business alone but can be done by various parties and circles both business and non-business institutions, governments and individuals to other individuals. Furthermore, Bagozzi (1975) argues that the main concept of marketing is the occurrence of an exchange or exchange of value in which goods and services exchange value with money or other goods and services. There are at least two conditions in the process of the occurrence of marketing or exchange: 1) there are at least two parties in the activity, 2) each party needs each other to be exchanged in order



Figure 2.1 The Example of Business and Non Business Exchanges

to meet the needs and desires of both, as shown in Figure 2.1:

Source: Kotler and Keller, 2006

From Figure 2.1 we can see that there is an exchange of goods and services that occur between two parties. In this case, both sides need each other. Likewise in the non-business exchange model between the government and citizens / communities. Although there is no money exchange process in the activity but the exchange of goods appears on both sides.



In the digital era nowadays, the role of marketers in marketing activities is increasingly important. This is due to the tightness of a competition between companies that are marked by the emergence of new companies and expansion of the company into a larger scale. Even today, the competition is not only in companies that are engaged in the same field but emerging substitution companies that are not less important to think of as one of the competitors. For example a camera manufacturer company in addition to competing among their camera companies also compete with smartphone companies where today, when the smartphone wants to compete to offer the sophistication of the equivalent camera with a digital camera in terms of specifications. This should be anticipated by the camera company to always innovate and act aggressively in terms of marketing so that customers do not leave it and switch to the smartphone because it feels more efficient and multifunctional. The success or failure of a marketing achievement depends on the expertise of each manager in all areas of their function, such as marketing, production, finance, human resources and other fields. All managers must be integrated to achieve a company's achievement. So, marketing in terms of a process of activity is a thing done by both individuals and groups. Where in the activity, it is intended to meet a need for each other where the product becomes more valuable.

2.2 Tourism Industry

Understanding tourism itself according to Prof. Salah Wahab in Oka A Yoeti (1994, 116) is "A proposeful human activity that serves as a link between people within a geographical limits or state. It involves the temporary displacement of people to other regions, country, for the satisfaction of various needs other than exciting a remunerated function ". In this case human consciously perform such activities and without coercion in the implementation both inside and outside the country with the aim to seek satisfaction and

look for something different from what is around their residence.

While the tourism industry is an association or set of business fields that offer a variety of services and goods needed by those who travel. Furthermore UNWTO (2008) has

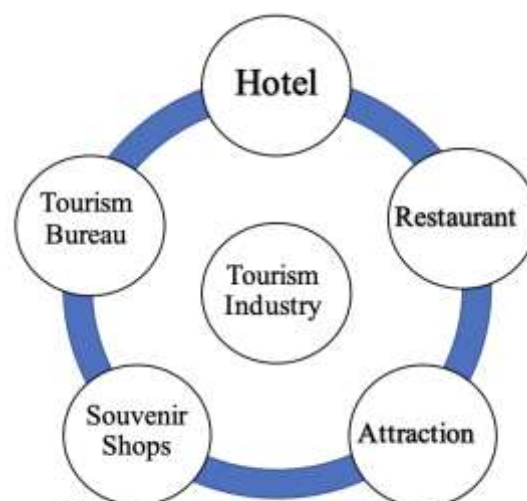


Figure 2.2 Scope of Tourism Industry

explained that the tourism industry includes accommodation for tourists, restaurants offering food and beverages, transportation to and from destinations, travel agents and attractions, cultural activities as well as sports and entertainment activities. Meanwhile, according to Pendit (1994), there are 6 things in the scope of the tourism industry: accommodation, catering and restaurants, tourist attractions, souvenirs, travel agencies such as picture 2.2:

Source: Author, 2022

From Figure 2.2 we can see that each other are interconnected and mutually integrated for the smoothness of a tourism activity in a destination. When one of the components is not fulfilled then what happens is a destination will fail and not be able to bring tourists as expected. As for example when the surrounding destination is not the availability of a food and beverage service then that happens tourists are reluctant to visit the destination because they need the service. Maybe for some



tourists not to question it but for some other it is a necessity so they are interested to visit the destination.

3. RESEARCH METHOD

The approach in this paper is a qualitative approach in which the writing is descriptive and using the analysis of existing theories. Sukmadinata (2008) explains that the basis of qualitative research is constructivism which assumes that reality is multi-faceted, interactive and an exchange of social experience interpreted by each individual. Examples of such are research on life, history, human behavior, as well as about the role of the organization, social movements or reciprocal relationships. Writing this paper seeks to explain the various components in optimal marketing in order to increase sales productivity.

His own data collection techniques used library study methods to obtain secondary data. Secondary data on this writing in the form of materials from previous research, journals, books, thesis, dissertation and various digital information that the author got from the internet. The analysis in the interpretation of the researcher refers to various literature or references relevant to the object of study in the writing of this paper.

4. RESULT AND DISCUSSION

The tourism resources owned by Indonesia are very diverse and interesting. It does not make Indonesia able to compete with neighboring countries such as Singapore and Malaysia that have been able to reach the number of tourist visits far higher than in Indonesia every year. One of the strategies undertaken by Malaysia to bring in foreign tourists in large quantities is to do the optimal marketing. Proved through Malaysia Tourism Promotion Board (MTPB) malaysia incentive to marketing to the corners of the country and to various countries, also Indonesia. That's the effort made by the Malaysian state in attracting foreign tourists to visit the country.



Figure 4.2 Maslow's Hierarchy of Needs

Source: Adopted by Maslow, 1943

As explained earlier that marketing in general is a process of meeting producers and consumers. So that should be formed a thought that both parties should be fulfilled all the needs. Indonesia as a host

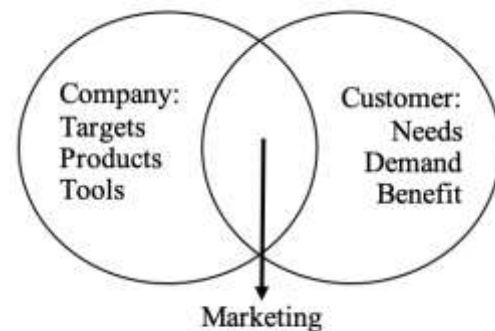


Figure 4.1 Marketing Process

Source: Adopted by Maslow, 1943

in the tourism industry in addition to thinking about achieving targets within the business must also think about customer perspectives. The meeting process between the needs of both customers and producers can be illustrated in Figure 4.1.

In the Figure 4.1 we can see that in outline in a company engaged in tourism or other there are three main points as the basis of the company: targets, products, and tools. In this case, the three components are the main thing of a company. But on the other hand, the company should also think about the customer's point of view. As a customer, there are at least three main things that must be fulfilled, they are the needs, requests and expected benefits. The task of a marketing in a company is to bring



together the three main components of the company with the three main components of the consumer. In this case the need for a proactive attitude to consumers if Indonesia wants growth or an increase in the number of tourists visiting abroad as what is expected. In more detail this paper will explain TOUR Model as 4 component of marketing concept in tourism industry.

4.1 Target Group

Target group is a group that we will set as our marketing goal. Therefore a marketer must understand very well about the target consumers and needs the brands want. In general Maslow (1943) has classified one's needs. There are 5 major groups underlying the formation of human needs as shown in Figure 4.2:

In Figure 4.2 we can know basically the first needs of a person is a physiological need where everyone needs these. The need for food, water, warmth, rest, breathing and so forth. These needs are necessities that must exist in every human being. When all the needs of the first stage, physiological needs, have been met, then someone requires further needs. In this stage, human needs as an individual increases the need for safety and security. Maslow has explained security and safety here is not only safety and security from external interruptions in life but safety and security in the economic and financial fields are also needed by someone in this stage. It is further explained that at this stage people are afraid of losing their jobs and they will lose all their people when not working within four or five months. The third level of human need is the need for ownership and love. In this stage human beings need affection and belonging. The need for affection and a sense of wanting to have it appear in the mind of someone to other people, family, close friends, love relationship and others. When belongingness and love needs have achieved, one's needs will increase at level four according to the pyramid of needs from maslow. The need to be appreciated and appreciated arose at this stage.

Someone is free to pursue achievement to gain prestige. According to Maslow in Deden (2011) there are two categories in the need of appreciation at the lower and upper levels. At the lower level there is a need to be respected by others in status, fame, glory, recognition, attention, reputation and even dominance, while in the upper level is the next level of need for appreciation or self-esteem. At the top level it includes feelings, beliefs, competencies, achievements, independence and freedom. When the need for rewards has been fulfilled then one will need the top needs found by maslow that is the need for self-actualization. Usually people in this stage are people who are well established in life both socially and financially. The desire to prove and demonstrate their ability to a person emerges when they are developing as much as possible of their potential. Maslow in Frank (1987) explains that this need is a need to be himself fully based on their abilities. The five levels of needs expressed by the maslow are interrelated with each other. When a person has reached a certain upper level position and they lose a lower level then what happens is that human need is down and back to the lower level where the need has not been met and will return to the next level.

As a businessman engaged in the tourism industry, Indonesia must be able to read opportunities and understand at what level the consumer is located. In the theory of motivation, it has been reviewed that in the process of application of marketing is very necessary understanding of the concept of human behavior. In the process of segmenting and targeting will be perceived more targeted to the target market if the marketer combines the understanding of the appropriate level of motivation and appropriate advertising process.

The first level in the maslow needs hierarchy is about the basic needs that are necessarily needed by the tourists that are providing lodging, the provision of food and beverage services, transportation, the need for



clean water and so forth. So wherever the tourism industry exists, the basic thing that must be available is physiological needs so that guests can be comfortable. In fact, the tourism industry in Indonesia still has imbalance in fulfillment of basic need or physiology requirement for guest or tourist. While this modernity and surplus tourism resources are still centered in Bali. While some destinations that have tourism potential is still less than enough in terms of meeting the basic needs of tourists. This is a job that must be completed in order to meet the basic needs of a tourist so they are interested in visiting Indonesia for a tour.

Security and safety become second basic needs by tourists after the fulfillment of physiology needs. As a tourism industry, there are two categories of security and safety threats for tourists and tourism service providers. They are threats that come naturally and threats that arise because of human / made. The threats that arise naturally include natural disasters, volcanic eruptions, bad weather etc. that scientifically it can happen. One of the prevention efforts undertaken is early prevention as well as reading the current situation regarding these estimates. Directly we can not prevent this from happening but we can make early preparations when it comes to minimize casualties. While the second threat is a threat that arises due to human activities, some of them are theft, terrorist or crime in the tourism environment. As a country that has a goal to promote the tourism industry, Indonesia should be able to minimize or prevent it from happening. The facts show that with the 2002 Bali Bombing tragedy, Bali's economy was disturbed. Yana (2003) explained that since the Bali Bombing incident Gross Regional Domestic Product (GDRP) Bali decreased from 59.95% to 47.42% in 2002. Several sectors affected were Sector of buying and selling, hotel and restaurant, transportation and communication and agriculture which constitute the second seed sector of the island

of Bali after tourism. The issue of the Great Volcano disaster had become a hot issue of Bali tourism. Where Agung volcano is active after about 50 years more rest. The impact that occurred with the disaster of Agung Mountain is the weakness of tourism sector in Bali. Many tourists feel discouraged to visit Bali for safety reasons.

Although the distance of Mount Agung to the tourism center of Bali is quite far away it does not necessarily give a sense of security that will be gotten by tourists so that the level of tourist visits had declined in late 2017.

The next need is the Psychological needs which includes two levels of belongingness and love needs and esteem needs. In the first stage is the stage of belonging and being loved. Since we are an industry that sells services then good relations to tourists must be established. They will be happy if we provide warmth in terms of welcoming and acceptance so that tourists do not feel like a relationship between the seller and the buyer but a warm family relationship and fun. When the warm welcome made by the tourism business has been formed then the esteem needs arise. Esteem needs is a sense of interest, curiosity and so forth. This can be done by business travelers in a way to respect and appreciate the freedom of tourists and be proactive to offer the needs that they need.

While the last stage in the pyramid needs of maslow is self-fulfillment needs. Is the top level of human needs as well as its application in the tourism industry. In this case tourists are invited to visit a tourist destination where they are involved in certain activities, is one of the efforts to fulfill self-actualization on them. When tourists feel involved in activities conducted by local people then tourists feel appreciated and can develop or demonstrate their abilities. The importance of customer centricity makes this must be done and provided by the tourist business so that tourists



are interested to visit and follow the existing offer.

4.2 Objective and Strategy

After understanding the customer centricity the next thing that must be done by the tourist business is to make or determine the right marketing strategy to attract customers in this case is the tourists. This paper describes internal external marketing strategy that is expected to increase the number of tourist visits and increase sales productivities of a company engaged in tourism as shown in Figure 4.3:

Figure 4.3 explains that marketing strategy is not only always an external process in the sense from the point of view of the consumer but also must be reviewed from the internal side of the company how to enable the company to achieve the desired target. When the achievement of corporate targets internally is perceived as inaccessible then it will be futile externally marketing strategy that is done. In this paper take the STP's external marketing strategy popularized by Kotler (1994) while the internal marketing strategy in this paper adopts the SMART Model popularized by Doran (1981).

One of the most common and familiar marketing strategies is the STP Marketing Strategy (Segmenting, Targeting, Positioning). STP itself is a basic component of marketing that includes market segmentation, target market setting and market positioning as shown in Figure 4.4:



Figure 4.4 STP Process by Kotler

Source: Kotler and Keller, 2006

STP process in Figure 4.4 describes the existence of incoming marketing information and managed using the STP model so that out a proper marketing decision. Market

segmentation is the initial process of STP step which is the activity of grouping the market from various and heterogeneous into more homogeneous market or have similarity in certain fields such as characteristic, interest, purchasing power, geography, tourist behavior and lifestyle. The function of the segmentation itself is to group so that we can focus on creating programs against one group. Because according to Thompson (2000) the challenge in marketing is to identify potentially profitable markets to serve because rarely one marketing program can satisfy different heterogeneous markets tastes and the characteristics for that required market segmentation. With this market segmentation process becomes clearly clustered a heterogeneity of tourists so that the Indonesian market in this case the tourism industry is able to read marketing opportunities. In addition to clarifying the existing groups, market segmentation also provides advantages in the form of being able to create the effectiveness and efficiency of products and services suitable or appropriate needed by users or tourists. While in the process of market segmentation there are three stages that must be passed by the company (Kotler, 2003), they are:

1. Survey Stage is an early stage or exploring through interviews with a number of consumers as well as observing the existing market phenomenon.
2. Analysis Stage is a stage to analyze the information obtained from the previous stage of the survey stage. Application of this analysis can be done by using factor analysis to find out the variables that have correlation to create or know the market groups.
3. Profiling Stage is the last stage of the market segmentation process which in this stage is the process of identifying the profile of each group that has been known through the process of analysis in the previous stage.



When the segmentation process has been done, next is the targeting process. Understanding of the targeting itself is the process of selecting a target who will be addressed. These targets are the groups that have been identified in the previous segmentation process. By doing the targeting process then the company will be able to determine which group they will serve so that formed what products will be formed and offered. In the process of targeting there are three things to note that the group must be profitable so that companies can choose large groups, but do not rule out the company choose a small group where the group has a profitable prospect in the future by considering the competition from other companies in the sector. Second, the targeting strategy should be based on the company's competitive advantage. Kotler et al (2003) describes such competitive advantage as a way of measuring whether companies have sufficient strength and expertise to dominate selected market segments. Third, the company must think about the situation of product competition. Companies should think about the intensity of the segment competition, potential entry of new players, product barriers and the existence of replacement products.

Positioning becomes important in the implementation of tourism marketing because with positioning image or corporate image formed in the hearts of tourists. Positioning is how a product is known and viewed by a tourist or consumer and what distinguishes that product from a competitor's product. In this case including brand image, benefits offered as well as competitive advantage. When the destination is able to offer it all then it is not difficult to be able to position the destination product in the eyes of tourists or consumers. This is the reason why consumers choose the products we offer not competing products.

Why tourists prefer to enjoy a holiday to Bali Indonesia rather than to other destinations

abroad that may be much more popular. Is it because the cheap but competitive price or other reasons that it can be a different thing and can attract tourists to visit. Further Fanggidae (2006) states positioning is a strategy in



Figure 4.5 Relevancy Measurement of Company Target

Source: Adopted by Doran, 1981

marketing activities that aim to not only create a difference but keuntungan and benefits that make consumers always remember with a product offered. Differences, advantages and benefits that will be the consumer's consideration in choosing and determining the company's position.

The steps in positioning have been described by Kotler (2003) into four stages: target identification, determining the frame of reference of the customer (who it is), formulating the point of differentiation why the consumer chooses our company and the last is establishing the competitive advantage of the product that the product can enjoyed as something different.

In addition to thinking about the customer's point of view, the ability of the company should also be measured. Is the marketing strategy to achieve the target is relevant to the ability of the company or not. There are several instruments to measure a relevance. In this paper take a model popularized by Doran (1981) the SMART Model as shown in Figure 4.5:



The SMART model in Figure 4.5 is a measure to measure whether a marketing strategy is taken in accordance with the company's capabilities. The first step described by Doran is the Specific that a strategy to achieve the target must be clear and specific. A few steps to gauge whether the company's specific goal strategy is to get that goal answered with the question "5W": What is involved, Where is it located, and Which resources are involved? A tourism industry marketing strategy should be able to answer these questions to be specific.

Furthermore, the marketing strategy should be measurable regarding an indicator of progress. Assessing an advancement will help stay focused on goals. Some questions that must be answered by a good industry engaged in services and tourism products are: How much, how many and how will the company know when it is accomplished?

The third step presented by Doran is Achievable. A marketing strategy must also be realistic and workable to achieve a target. In other words, even though it is difficult, it should still be possible. When determining a marketing strategy can be seen from previous experience or identify opportunities and resources that can be utilized in order to achieve a target. Some of the questions that can be used to measure how achievable the marketing strategy is, how real is marketing strategy based on resources such as human resources or financial factors.

The next measurement is Relevant, this step is to ensure that the marketing strategy is important to the company and relevant to other existing marketing strategies. A relevant marketing strategy will raise the answer "yes" to any of the questions that arise, namely: Does this seem worthwhile, Is this the right time, Does it seem the right person to execute the strategy?

While the last step is Time-bound ie every marketing strategy to reach the target has a time limit so that the deadline to focus on doing must be formed in this activity. Some

questions that must be answered to measure whether the strategy is in accordance with time-bound is when we will do the strategy, what will the company do in a year, half year, a month ahead and what will be the company in today. All must be answered to measure whether the strategy fits the time-bound criteria.

4.3 Understanding and Evaluating

Control or evaluation of marketing strategies is essential. The ultimate goal is to evaluate performance with the strategies that have been made and then to determine a more effective strategy for the next period. In addition, understanding and evaluating is also one of the efforts to determine whether the program or corporate strategy is successful or not. Litzpatrick et al (2004) stepping evaluation is a tool to assess something valuable or unkind in the company as well as in everyday life. More broadly evaluation can be defined as the process of identifying, clarifying and applying a number of criteria to determine the object to be evaluated. In the implementation of the evaluation there are seven things to be done: the determination of the focus to be evaluated, the preparation of the evaluation design, the collection of information, the analysis and interpretation of information, the making of reports, the management of the evaluation, and the last is the evaluation of an evaluation itself.

Furthermore Djaali (2008) states that evaluation can also be interpreted as the process of assessing something based on predetermined criteria or objectives which are then followed by decision-making from the results that have been evaluated. In the tourism industry, evaluation is very important in order to create sustainability of a business, especially in the field of tourism services. When a marketing strategy felt less able to attract tourists to come and less able to increase sales productivity then a business person to evaluate the work and make decisions on the results of the evaluation he got. This is in accordance with the opinion of Arikunto (2007) that evaluation is an activity of collecting information about the



performance of an activity and then the information as a basis and reference to determine the next alternative a decision. According to Isaac in Arikunto (2007) there are four approaches used to differentiate the various evaluation programs: goal-oriented, decision-oriented, activity-oriented and transaction-oriented and the last is the impact or impact of the program or research oriented.

There is an interesting in the evaluation process that the field data does not match with the data submitted to the company. This happens because there is pressure from the head of the company so that data manipulation can happen. Too strong a pressure from top managers can lead to lower managers and staff manipulating information (especially numbers) to satisfy top managers. To produce accurate final information the data presented must be original data without manipulation so that decision making about the next step can run smoothly.

4.4 Relationship and Retention

Relationship is one effort that must be built by the tourist business to get the hearts of customers or tourists. By establishing good relationship between tourism business and tourist, one of the impact seen is the tourists will be loyal guest / loyal customer. According to Reichheld, 1996; Jackson, 1994; Levine, 1993 in Chen (2003) explains that an effective and efficient way to increase customer comfort and to assess customer retention rates is with managing customer relationships. By applying Customer Relationship Management (CRM) it helps the company assess a customer's loyalty and measured profits that are wrong such as buyback, tourist expenditure and length of stay. Chen further (2003) explains that today's buyers and sellers lose the intimacy of their relationship. Mass production builds high walls separating buyer and buyer relationships where the main concept is to get customers through product standardization. It is not expected to occur in the tourism industry where a

relationship between tourists and sellers in this tourist business is indispensable.

One effort to maintain customer relationship is to minimize the existence of a complaint and effective complaint handling. According to Tax (1998) the effectiveness of complaint handling can have an impact on customer retention assessment, minimizing the bad side of word of mouth and improving performance that is still low. Complaints are one of the inevitable things of business activity. The occurrence of a complaint is due to a discrepancy between customer expectations and the reality. One that can be done is to do effective complaint handling. So that tourists do not feel ridiculous. Further, Taylor (1994) explains that service quality and customer satisfaction are widely recognized as key to influencing the intensity of purchases by customers. In this case to build a retention and increase the intensity of buyback by tourists is to provide satisfactory service and able to provide quality like what the tourists or customers want.

5. CONCLUSION

Today, tourism is a futuristic business industry for the forward. Because tourism is an economic driving industry that has the potential to contribute high foreign exchange. On the other hand, if tourism is not managed optimally then the tourism industry will fail. Indonesia geographically has abundant resources of tourism, but viewed from the level of tourist visits, it still far exceeded by neighboring countries. One effort that can be done is to apply the right marketing strategy so that the level of tourist visits can increase gradually.

TOUR Model is one alternative that can be applied in tourism industry in Indonesia. So that the model or strategy can be applied comprehensively in Indonesia then it needs support from various elements in Indonesia. Both the government, the private sector and the



society itself are all the main roles of tourism actors.

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HALAMAN INI SENGAJA DIKOSONGKAN