

Strategy for Improving the Competitiveness of Bedulu Village as Tourism Village

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Abstract

Keywords:

SWOT;
Tourism Village;
Competitive Marketing
Strategy;

This research is aimed at finding the appropriate marketing strategy and competitive through the identification, the internal factors of *Bedulu tourism village* and the external environment affecting that tourism village. Using *SWOT* analysis method (Strength, Weakness, Opportunity, Threat), are designed by survey method through interview technique and questionnaires to the committee of *Bedulu tourism village* and the tourists who visit the tourism village. The results are analyzed by using SWOT Analysis which consists of SAP Internal Analysis and ETOP External Analysis. SAP analysis results, *Bedulu village* is known in strong position or strong with a total score of 4.08. This shows that the strength of *Bedulu village* can be used as a competitive strategy to improve the condition of Bedulu Village. In ETOP analysis where opportunities and threats, *Bedulu village* is in the position of *Speculative Business* with a total score of 4.16 and 3.16. Indeed, Bedulu village has a great chance of success in competitiveness as a tourism village. SWOT analysis techniques show the position of *Bedulu village* is in the position of invest, where the strategy can be done in an invest position for improving the competitiveness of the *Bedulu village* as a tourism village is a diversification strategy. The implication of this research is expected to apply a competitive marketing management strategy through creative and innovative management in developing the village which has a positive impact on the village community in general. Therefore, it is expected to increase the regional income.

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Background

Based on *Gianyar Regent's Regulation* No. 4 in 2003 about Object and Tourist Attraction in *GianyarRegency* based on location, Bedulu Village is one of the villages which designated as objects and tourist attraction in Gianyar regency is *Bedulu village*, as the oldest village in *Gianyar* and one of villages that developed into a tourism village since 2009 by *POK DARWIS* (Tourism Awareness Group).

Bedulu tourism village has various potentials, as follows: archaeological heritage that spread in the village, closed to *Goa Gajah* object, there is *Samuan Tiga Temple*, the existence of some former Royal Castle, beautiful natural attractions, close access to the famous *Ubud* area and there are many other tourism potentials. However, the development of the *Bedulu tourism village* area is reversed with its various potentials, where tourist arrivals are still small at an average of 1.83% per month, and the average length of stay of 2 nights, (Pantiyasa, 2011). This impact on until now there has been no economic advantage for the manager and the community, so far *Bedulu tourism village* is just a stopover area of the tourists who visit *Ubud* and other tourist attractions.

The development of tourism villages especially *Bedulu village* is influenced by internal and external conditions. The internal condition of tourism village is the strength and weakness of *Bedulu tourism village* as a tourist attraction, while the external conditions consist of opportunities and threats faced by *Bedulu tourism village* in the sustainable development as a tourist attraction. Therefore, a marketing strategy is needed in improving the competitiveness of *Bedulu village* as a tourism village to increase tourist visits and improve the economy of the community. To formulate a marketing strategy, optimizing the strengths, minimizing the weaknesses, exploiting the opportunities and avoiding threats that can disturb the increased of competitiveness at *Bedulu tourism village* as a tourism village. Based on the above exposure, this research sees;

1. What are the internal factors of *Bedulu tourism village* by using SAP (Strategic Advantage Profile)?
2. How are the external factors that *Bedulu tourism village* faced by using ETOP (Environmental Threat and Opportunity Profiles)?
3. How is the strategy to improve the competitiveness of Bedulu Tourism Village as a tourist village?

The purpose of research to be achieved by the author is, produce a strategy to improve the competitiveness of *Bedulu village* as a tourism village through analysis of SAP and ETOP

Research Review

Several literature review of research results and critical studies that provide valuable contributions and rationale in strategy research improve the competitiveness of Bedulu Village as a tourism village is as follows;

The first study by Salazar (2012) entitled *Community-based cultural tourism: issues, threats and opportunities* where this research emphasizes the importance of local tour guides at CBT, these local guides play an important role in communicating with tourists to convey the various roles of culture in the local community.

While the second research by Mananda (2012), in his research entitled *Bedulu Village Feasibility Analysis as a Tourism Village in Gianyar Regency (Market and Marketing Aspect Review)*, revealed that *Bedulu village* has a potential market with a large number of tourist visits from various countries such as

tourists from France 83.10%), Netherlands (1.41%), Australia (0.94%), Japan (0.94%), and domestic tourists (13.62%). Through this research, it can be seen that *Bedulu Village* has a variety of potential that is still superior which is not owned by other regions, but these potentials have not been fully utilized.

Theoretical Basis

Marketing strategy

According to Rangkuti (2006), the formulation of marketing strategy is based on a thorough analysis of internal and external environmental factors of enterprise. The external environment is change as the time goes on and resulting in opportunities and threats from a changing business climate as well as from a major competitor. The effects of such external environmental changes may also result to the change of internal environment. In designing a marketing strategy, the most important thing done by management is the concept of STP (Segmentation, Targeting, Positioning).

Competitive

According to Stevenson in Muhardi (2007), "*Competitiveness relates to how effective an organization is in the marketplace compared with other organizations that offer similar products or services*". In other words, competitiveness relates to how an organization's effectiveness in the marketplace compares with other organizations that offer similar products or services.

To create a competitive company, we need quality concepts and marketing concepts of high value products. JM Juran (1995) states there are three meanings that reflect quality; (A) Quality is a product feature that addresses consumer needs; (B) Quality is free from defects; And (c) Quality is a match for usage purposes.

SAP Analysis (Strategic Advantage Profile)

SAP analysis is an analysis of internal factors that include the strengths and weaknesses of business units used to determine the position of the company against existing competitors. Alternative positions for companies can be based on SAP analysis (Ferdinand, 2006) are Dominant, Strong, Safe, Tenable, Weak, Avoid.

ETOP Analysis (Environmental Threat and Opportunity Profile)

ETOP analysis is an analysis of external factors that cover the opportunities and threats facing the company. According to Rangkuti (1997), ETOP analysis consists of EOE (Environmental Opportunity Element) analysis and ETE (Environmental Threat Element) analysis. There are four firm positions based on ETOP analysis (Ferdinand, 1995), namely, Speculative Business, Ideal Business, Adult Business, Critical Business.

SWOT Analysis

According to Rangkuti (1997), SWOT analysis is a systematic identification of a number of factors to formulate corporate strategy. This analysis is based on logic that can maximize strength and opportunity, while simultaneously minimizing weakness and threats.

Methodology

Research design

This research is designed using qualitative descriptive research by combining qualitative and quantitative data input (mix method). This research was conducted for three months between February and April 2015 in *Bedulu Village, Gianyar Regency, Bali*. *Bedulu Village* is one of the tourism village that has many potentials such as ancient tourist objects and easy access and close to one of the tourist destinations of Ubud. The variables used in this study are as follows: Internal Strategic Alliance Planning (SAP) (Management, Marketing Mix, Finance, Facilities and external service of *Environmental Threat and Opportunity Profile* (ETOP), Economics, Demography, Geography, Technology, Suppliers, Competitors, Government. This research uses cluster random sampling method, with the composition as follows: Visitors (tourists), Business actors in *Bedulu tourism village, Bedulu village community* and Stake holder or related institutions.

Data analysis method

Data analysis in this research use SAP, ETOP, and SWOT analysis.

1. SAP analysis is an analysis of strength and weakness profile of *Bedulu Village* as a tourism village. Therefore, it can be known the process of developing competitive advantage and to minimize weaknesses, or to consider the possibilities, limit the strategy or what the things that can be improved.
2. ETOP analyze the opportunities and threats that exist in the business unit in order to know the external conditions encountered by the object of research. ETOP analysis consists of EOE (Environmental Opportunity Element) analysis and ETE (Environmental Threat Element) analysis.

DISCUSSIONS

Internal Factors of *Bedulu Village* Using SAP (Strategic Advantage Profile)

Based on the results of interviews and observations, it can be known that internal factors of *Bedulu Village* as a competitive tourist village by using SAP (Strategic Advantage Profile). The factors are as follows:

Table 4.1.1
Results Tab SAP Analysis

No	Strengths	Integrity	Rating	Integrity x Rating
1.	The planning and management of the tourist village were coordinated with all of village apparatus	0,07	4	0,28
2.	The original tourism product from <i>Bedulu Village</i>	0,07	4	0,28
3.	The price set according to the market mechanism	0,06	4	0,24
4.	The role of local people in creating tourism products that are creative and attract tourists	0,07	4	0,28
5.	The role of community and community leaders in promotion	0,08	4	0,32
6.	Return on investment in time	0,07	4	0,28
7.	<i>Bedulu tourism village</i> earns profit	0,06	4	0,24
8.	People get business sharing from <i>Bedulu tourism village</i> management	0,07	4	0,28

9.	<i>Bedulu tourism village</i> has good natural and cultural potential	0,08	5	0,4
10.	The service of <i>Bedulu Village</i> Tourist is in accordance with the expectations of tourists who visit	0,07	4	0,28
11.	The community is friendly to tourists who visit <i>Bedulu tourism village</i>	0,07	4	0,28
12.	Communities always provide the needs of tourists who visit	0,07	4	0,28
Weakness				
1.	Implementation of the overall plan has not been well controlled	0,08	4	0,32
2.	The attractiveness of <i>Bedulu Tourism Village</i> has not been able to attract investors to build the home stay	0,08	4	0,32
Total		1		4,08

Source: Primary data results processed in 2017

Based on the result of tabulation of SAP analysis, in table result of competition position analysis can be seen position of *Bedulu Village* in strong position or strong with total score 4,08.

External Factors of *Bedulu Village* by Using ETOP (*Environmental Threat and Opportunity Profiles*)

Based on the results of observation and interviews, it can be known that external factors of *Bedulu Village* as a tourist village. The factors are as follows:

Table 4.2.1EOE (External Opportunity Element)

No	Opportunities	Integrity	Rating	Integrity x Rating
1.	Location of <i>Bedulu tourism village</i> was appropriate as attractions and tourist attractions.	0,08	4	0,32
2.	<i>Bedulu village</i> as a tourism village that is not influenced by climate	0,08	4	0,32
3.	<i>Bedulu tourism village</i> is very strategic to be developed as a tourist attraction	0,09	4	0,36
4.	Have potential resources as a tourist attraction	0,09	4	0,36
5.	<i>Bedulu village</i> has the potential as a community based tourism village	0,08	5	0,4
6.	The influence of tourism development on public health	0,08	5	0,4
7.	Demographic factors that are entirely targeted by tourist villages are the opportunity to develop and strengthen competitiveness by providing good product quality	0,09	4	0,36
8.	Conducive economic situation	0,08	4	0,32

9.	Development of infrastructure of visitors (ATM or Money Changer)	0,08	4	0,32
10.	The existence of rules that facilitate the tourism village work on its potential	0,08	4	0,32
11.	The existence of government assistance such as PNM gives influence to the tourism village	0,08	4	0,32
12.	With the existence of a tourism village, local people get the attention of the government	0,09	4	0,36
	Total Score	1		4,16

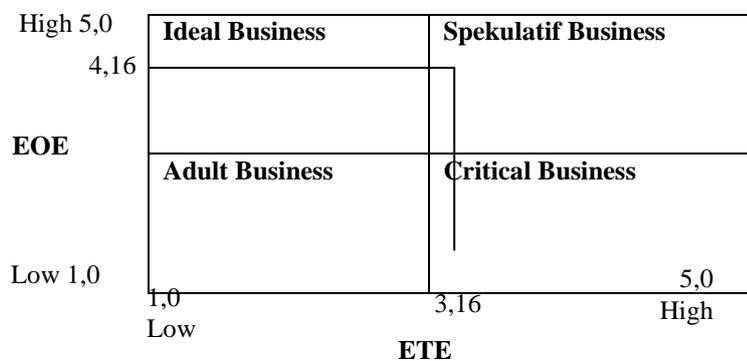
Source: Primary data results processed in 2017

Table 4.2.2 Tabulation Result of ETE (External Threat Elements)

External Strategies Factors				
No	Threats	Integrity	Rating	Integrity x Rating
1.	The use of social media has influences in doing the promotion	0,16	4	0,64
2.	Technological advances are underutilized in the promotion of <i>Bedulu Village</i>	0,16	3	0,48
3.	Less cooperation with travel agent in promoting <i>Bedulu tourism village</i>	0,17	3	0,51
4.	Travel agent complaints are numerous	0,16	3	0,48
5.	<i>Bedulu Tourism Village</i> has not been able to adapt to target market in competitor's response	0,18	3	0,54
6.	There are many tourism village attractions other than <i>Bedulu Village</i>	0,17	3	0,51
	Total Score			3,16
Total		1		

Source: Primary data results processed in 2017

**Figure 4.2.1
ETOP Matrix**



Source: Primary data results processed in 2017

Based on the results of the EOE and ETE tabulations, which are illustrated by an ETOP matrix, the position of *Bedulu Village* is in the position of Speculative Business. The total EOE score is 4.16 and the total ETE

score is 3.16. According to Ferdinand (1995), it shows, with the opportunities and threats faced, *Bedulu Village* has a great chance of success in competitiveness as a tourism village. However, if *Bedulu Village* fails to compete as a tourism village, therefore it will suffer huge losses.

Seeing from the speculative business, the factor that has the greatest success key is the factor that has the biggest score, i.e. each has a score of 0.36. These factors are the strategic location of *Bedulu Village*, have a variety of cultural activities as a potential resource as a tourist attraction, geographical factors which closed to *Ubud* as a tourism center, and the opportunity to get attention from the government to the community. This shows, by utilizing the strategic location and various potentials owned, the opportunity to develop and strengthen the competitiveness and get the government's attention in developing *Bedulu Village*.

Meanwhile, if the threat faced cannot be controlled, then the chances for success will be smaller. Where the threat with the greatest score is the factor of not yet maximize the use of social media that influence in the lack of awareness of tourists. With the various social media, it is hoped that the promotion will be easier. And the complaints of travel agents that cause their reluctance to bring their guests to come. This can cause consumers to doubt in choosing, such as choosing *Bedulu Village* that has not been able to adapt to the target market.

Strategy to Improve *Bedulu Village* Competitiveness as a Tourism Village

Based on SAP and ETOP analysis which is an analysis of internal and external factors of *Bedulu Village* as a tourism village, the position of *Bedulu Village* in the position of Speculative Business and Strong Position, the position of *Bedulu Village* marketing strategy to improve the competitiveness as a tourism village is Invest position. Strategies that can be done in a position of invest for improving the competitiveness of *Bedulu Village* as a tourism village is a diversification strategy. The diversification strategy that can be done to improve the competitiveness of *Bedulu Village* as a tourism village are as follows:

1. Activities and cultural attractions

Increasing the role of the community in promoting *Bedulu Village* as a tourism village, through the variety of original *Bedulu Village* product with cultural activities conducted by the *Bedulu's people*, besides as a farmer, they also make pottery from clay traditionally, carved wooden statues in the form of various animals, painting eggs, dyeing wooden statues that are channeled to some art shop in *Ubud*. In the field of dance, performed art of *legong dance*, *kecak*, *art percussion*, and *art of kerawitan*, therefore the variety of activities of these cultural attractions makes a positive effect for the development of *Bedulu tourism village*.

2. Utilizing natural charm through ancient tours

Creating tour packages by increasing the natural and cultural potential of *Bedulu Village* to optimize the existence of *Bedulu Village* and lifting ancient relics as a special tourism interest for certain market segments seen with many ancient relics in the village of *Bedulu* as ancient human reliefs exist on the banks of the *Petanu River*. Relief called *Yeh Pulu relief* also as an interesting historical sights, relief along the 25 meters with a height of 2 meters to reach the relief it must walk through the steps that accompanied the sound of water splashing through the fields that are more functioned as shrimp ponds, catfish and other fish and walking along the well-laid streets.

3. Improve the original tourism product

One of the activities done is to make traditional Balinese food. This is done in order to preserve and introduce Bali culinary like *laklak*, *batik tuki*, *bendu*, *giling-gilin* and can be directly enjoyed by the tourists, culinary is served from selecting the ingredients in the market until ready to be served and at once enjoyed together in the dinner.

4. Cooperation with travel agent

Tourists from Europe are predominantly visiting the *Bedulu village*, so it is necessary to increase good cooperation between local stakeholders and promote good cooperation with travel agents, institutions, in the field of tourism such as, tourism promotion agency, tourism office and so on. So that it can improve market segmentation wider than before to make *Bedulu village* as tourism village which is more potential on its marketing.

5. Promotion and Marketing Program

Packaging the promoting through social media by gathering accurate information to create the right promotional designs, and if possible within promotional packages on social media. Conducting internal marketing process by giving counseling for society about tourism so as to generate an attitude of appreciative and responsive to tourists.

Based on the results of research and discussions, it can be put forward several conclusions, as follows:

1. *Bedulu village* has the power to improve the competitiveness as a tourism village. As described in the SAP analysis, *Bedulu Village* is in a *Strong* or strong position with a total score of 4.08. This shows that the strength of *Bedulu village* can be used as a competitive strategy to improve the condition of *Bedulu village*.
2. In the face of opportunities and threats, *Bedulu village* is in the position of Speculative Business with a total score of 4.16 and 3.16. It shows that with the opportunities and threats faced, *Bedulu village* has a great chance of success in competitiveness as a tourism village. However, if *Bedulu village* fails to compete as a tourism village, it will suffer huge losses
3. With SWOT analysis it can be seen that the position of *Bedulu village* is in the investment position, where the strategy that can be done in the investment position to improve the competitiveness of *Bedulu village* as a tourism village is a diversification strategy.

Based on the results of the research, *Bedulu village community*, local stakeholders and government are hoped to able to work together in improving the competitiveness of *Bedulu village* as a tourism village through a diversification strategy in order to maintain the sustainability of *Bedulu village* as a tourism village with various potentials. The existence of these strategies is expected to have a positive impact on society in general and can increase local revenue.

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