

Barriers to Tourism Travel Service Business Cooperation with Pioneering Tourism Villages in Tabanan Regency

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Abstract

Tourism villages in Bali Province have reached 37.26% of the existing villages and only 2 are in the independent category. Tabanan Regency has a number of pilot tourism villages and the majority are more than five years old. Obstacles to increasing the status of a tourist village are thought to occur due to the lack of tourists and the ability of managers to cooperate with the tourism industry. Research needs to be done to overcome barriers to the establishment of cooperation between tourism villages and industry. The problems described need to be solved by formulating a strategy. The pilot Tourism Village which is the location of the research focus has great potential but has experienced obstacles. This study aims to: analyze the role of Tourism Travel business(1), barriers to cooperation between tourism travel business and pilot Tourism Village(2), and develop a management strategy of pilot tourism village in Tabanan Regency(3). This study used qualitative descriptive method. The Data was obtained through in-depth interviews with eight experts. Obstacles are described using coding techniques and then strategies are made to overcome them. The strategy was prepared using Intepretive Structural Modeling analysis techniques. The results showed that UPW has a role in assessing cooperation proposals consisting of details of tourist activities offered, equipment required, price details, feed back, matching proposal descriptions, uniqueness, service quality, cleanliness, and safety. Barriers to cooperation occur due to the location of the tourist village, the potential benefits of the formation of cooperation, and tourist interest. The strategies formed to overcome these obstacles are increasing the competence of human resources in Pilot tourism villages, packaging of industry-standard tourism products, accelerating cooperation between tourism villages and the tourism industry. Suggestions in this study is the implementation of a strategy that is in accordance with the strategy model that has been formed.

Keywords: *Pioneering Tourism Village, Barriers to Cooperation, Travel Service Business, Tabanan Regency.*

INTRODUCTION

Tourism is an industry that is constantly evolving and changing. The right strategy is needed to deal with development and change. There are three key strategies in facing the development and change of the tourism industry. The key is collaboration, innovation, and adaptation (Kemenparekraf, 2019). Collaboration is a cooperation between the tourism industry consisting of the community, industry, academia, government, and the media. Innovation is something new or a source of novelty that can then be adapted in the technical sphere. Adaptation is the attitude of adjusting to the new principles that are happening in the technical realm.

Tourism Village travel in Bali province is affected by political interference that causes the interests of politicians to become a reference in tourism development. Political interference can be seen in the increase in the number of tourist villages that are quite massive at a time when a political figure has a great influence in an area. In 2022, there are 237 tourist villages that have obtained a tourist village Certificate, out of a total of 636 villages in Bali Province (Dispar Prov Bali, 2019). The growth of tourism villages must be controlled to reduce cannibalistic competition between tourism villages.

Kemendikbud classifies tourist villages in Indonesia into four categories. These categories are pilot tourism villages, developing tourism villages, advanced tourism villages, and independent tourism villages. There are five indicators in the tourist village assessment, namely the number of tourist visits, the type of industry developed, human resources readiness, product diversification, and tourism amenities (Kemendikbud, 2019). Of the 237 tourism villages in Bali province, only two tourism villages are included in the category of independent tourism villages, namely Penglipuran Tourism Village and Pemuteran Tourism Village. Tabanan Regency has only one Tourism Village in the category of Advanced tourism villages, namely Jatiluwih Tourism Village. Another 25 tourism villages in Tabanan Regency until 2023 are still in the status of Pilot tourism villages and developing tourism villages. The majority of tourist villages in Tabanan Regency have become tourist villages since 2016.

The strategy in increasing tourist visits to tourist villages is to cooperate between POKDARWIS with travel agencies and travel agents (Puspita & Sulandari, 2016). The process of managing a tourism village has the potential to always experience obstacles. There are several challenges in the management of tourism villages, for example, the equitable flow of tourist receipts (Antara & Arida, 2015). This equalization is not achieved because there are tourist villages that monopolize the flow of tourists. This monopoly tends to give social envy that in the future can lead to conflict. Monopoly practice is unfair business competition and can distort the market both horizontal agreements, vertical agreements, and diagonals (Silalahi, 2007). In line with the initial problem, the equalization of tourist flows to be able to equalize the positive impact of tourism must be done. In addition to minimizing market monopoly, as well as providing opportunities for other parties to be able to feel the impact of Tourism.

Based on the exposure of informants at the company's research location, less than 100 tourists who eventually bought a tour package to a specific tourist village in Bali. This is allegedly due to the tourism village does not have a good portfolio. Tourists tend to choose a tourist attraction that already has a good portfolio. Another reason is because the price of tour packages are more expensive when compared to visiting tourist attractions that have become the flagship, such as Uluwatu, Tanah Lot, and GWK. In addition to the package price, the value of the kickback (incentive) provided by the tourist attraction manager to the travel agency from each transaction into consideration for the company to recommend a tourist attraction. Tourism villages, especially pilot tourism villages, lose from these two crucial aspects compared to tourist attraction, both from prestige among tourists, and profits for travel business companies. Tabanan Regency has a tourist village, the majority of which have received a certificate since 2016. The majority of tourist villages in Tabanan Regency are pilot tourism villages and have a low number of tourist visits. Tourist villages that already have tourism products and uniqueness for sale tend to be inferior to tourist villages that already have a strong brand image. One of the strategies in increasing tourist visits to tourist villages is to cooperate with tourist travel businesses. Tourist travel business is still minimal to promote the tourist village in the existing conditions. Minimal promotion is suspected to occur due to barriers to cooperation. The lack of such contributions must be investigated in order to be able to eliminate the obstructions that hinder. With the overcoming of blockages that hinder the contribution of tourist travel business to the tourist village, it is expected that the number of tourist visits can increase, and encourage tourist villages in Bali to rise in class to become advanced and independent category tourist villages. To be able to achieve these goals, it is necessary to conduct research to find out the barriers to cooperation between tourism services businesses and pilot tourism villages to be able to design management strategies in pilot tourism villages in Tabanan Regency.

RESEARCH METHODS

Qualitative approach is used to be able to answer the formulation of the problem in this study. Research with the aim of formulating a strategy requires a qualitative approach as a tool to process the data obtained by experts. Data in the form of Interview results are used to describe the conditions that exist in the location of the focus of research (Mahpur, 2017). The focus of the study was a pilot tourism village in Tabanan Regency. The tourist villages sampled in this study are Kaba-Kaba tourist village, antap tourist village, Kerambitan tourist village, and Antapan tourist village. The selection of the focus location is due to the fact that the village has been a tourist village for more than seven years and remains in the category of pilot tourism villages. The current condition of the pilot Tourism Village is the basis for describing the issues that are the focus of the research. The data obtained are then translated into sub-elements that are represented into six elements. Elements used in this study refers to the elements used in program planning by (Darmawan, 2017). The issues obtained are then grouped and discussed. The results of the discussion then become a consideration in formulating sub-elements. Sub-elements are organized into questionnaires and given an assessment of contextual relationships. Experts play a role in providing an assessment of the contextual relationship between sub-elements based on the current conditions in the pilot tourism village of Tabanan Regency. Assessment results are processed using interpretive structural modeling analysis to generate a strategy model. The Model obtained is then derived into a strategy that can be applied in the pilot Tourism Village.

RESULT AND DISCUSSION

Problems in Pioneering Tourism Village

Pilot tourism villages in Tabanan Regency have obstacles in improving their status from pilot tourism villages to advanced tourism villages or independent tourism villages. Based on observations, the assessment indicators of the number of tourist visits and the amount of cooperation with the industry are the main problems. The tourist village has difficulty attracting tourists to the tourist village. The industry has the ability to encourage tourists to come to the tourist village. Tourism village managers experience obstacles in forming cooperation with the industry in order to encourage tourists to come to visit the tourist village.

The cooperation that occurs between the tourist travel business and the tourist village is based on the interest to make a profit. Profits are obtained through agreements in carrying out tourism activities. Tourism villages have an interest in being able to exploit the potential they have to be able to prosper the village community. Business travel has an interest to be able to channel tourists to the tourist attraction of interest and benefit from the sale. Motives in seeking benefits from both parties encourage cooperation.

Kerambitan Tourism Village has a process of forming cooperation initiated by the tourist travel business. Travel agencies initiate by conducting field surveys towards tourist attractions and starting cooperation. The main attraction in Kerambitan Tourism Village is the castle tour at Puri Agung Kerambitan. The travel agency came to the management of Puri Agung Kerambitan, namely Anak Agung Ngurah Indra Bangsawan. Cooperation in the form of an agreement on the price of tour packages, as well as activities obtained by tourists is carried out from meetings between the two parties. The price that has been set by the Puri Agung Kerambitan is a fixed price, and the travel agency has the authority to set prices to tourists.

One of the major obstacles regarding cooperation between the travel business and the Tourism Village management occurs due to the choice of tourist attractions similar to the offer and quality that according to the travel agency is more attractive. Similar tourist attraction options are Puri Anyar Kerambitan, Puri Gede Kaba-kaba, and Puri Saren Agung Ubud. Competition between providers of tourist products with similar products forms perfect competition. The tourist travel business holds the ability to choose what tourist attraction to sell to tourists. Price competition, as well as the provision of kick-back in return for every transaction that occurs to be a determining factor in the selection of a tourist attraction

Antap Tourism Village has obstacles in the form of developing communication with stakeholders including with tourist travel businesses. Furthermore, it is known that the typical tourist who visits Desa wisata antap is a tourist who has a partial or full stay in desa wisata Antap. Such travelers do not use the tourist travel business to manage their vacation. From the point of view of travel business, Antap Tourism Village has a considerable distance from the tourist attractions such as Tanah Lot canal, so it is not a priority in the sale of tourist products. The form of compensation does not significantly affect the interest in bringing tourists. Location constraints are the main cause of barriers to cooperation.

Antapan Tourism Village has obstacles in establishing communication with the tourism industry due to limited funds. The village before building cooperation must have tourist activities and tourist attractions that have been built well. Limited funds and lack of assistance by experts in the field of tourism are the main obstacles for the Antapan tourism village in developing its potential. Assistance by experts is expected to come from academics and government assistance. The Antapan tourism village lacks people who have a high ability to develop tourism potential.

Tourism Village Management Strategy

Tourism villages with more than five years of age and still in the pilot category have unique problems. Major problems faced include the lack of ability to build cooperation, the ability of low figures, as well as low stakeholder involvement. The cause of the speed of overcoming the problems that occur is that there is no continuous assistance to the tourist village. The mentoring process requires strategies that can be applied in the pilot Tourism Village. Existing strategies require flexibility in handling problems that have their own characteristics. The strategy Model can be a solution in meeting the flexibility element of handling problems with different characteristics.

The intepretive structural modeling (ISM) method has the ability to formulate a pilot Tourism Village management model with a clear hierarchy. Through in-depth interviews with experts who are part of tourism stakeholders in pilot tourism villages, data results are obtained which are the basis for carrying out the intepretive structural modeling (ISM) analysis process. The output of the analysis is the hierarchy of each element that has been established. The results of the hierarchy were then compiled to obtain a pilot Tourism Village management model in Tabanan Regency.

The formation of a strategy is carried out on the basis of key sub-elements of each group of elements. The key Sub-elements of each of them can be seen as follows.

Table. 1

Num ber	Elements	Key Sub-Elements	Code
1	Program Objectives	Optimizing The Development Of Tourist Attraction Potential	G1
		Creating Tour Packages that suit the interests of tourists	G4
		Improving services to tourists through improved human resources development	G5

2	Program Requirements	Competent human resources in the field of Tourism	N1
		Good cooperation and coordination among stakeholders	N2
		Empowerment of tourism villages in funding and investment	N6
3	Affected Social Sectors	Local people with jobs in tourism	C5
		Local Tourism Industry Entrepreneurs	C6
4	Program Constraints	Low Community Involvement and stakeholder coordination	B2
		Local Understanding Of Tourism Is Low	B5
		Cooperation with the tourism industry (BPW/APW) low	B6
5	Possible Changes	Improving the ability of human resources in the field of Tourism	E1
		Increased stakeholder engagement and coordination in tourism villages	E2
6	Agencies Involved In The Implementation	College	L5
		POKDARWIS	L6

Source: Processed Data 2023

The results of Interpretive Structural Modeling analysis provide output in the form of key sub-elements of each element based on the level of hierarchy owned. Key Sub-elements are the sub-elements with the highest hierarchical level on each of them. The key Sub-elements and contextual relationships built internally and externally are used as the basis for the formation of a pilot Tourism Village management strategy in Tabanan Regency. The Sub-elements are then arranged and given Arrows based on the attachment flow and the bet of each sub-element.

The Model that has been formed is then used as a basis in developing a strategy consisting of a unity of concrete steps. Concrete steps contain the necessary work program, what the goal is, the need to achieve the goal, social sectors that can be affected, obstacles to be overcome, indicators of change, and responsible agencies. The strategy will consist of several stages that are elaborated using flowcharts that explain step by step. A structural model Diagram of the management of pilot tourism villages in Tabanan Regency can be seen in Appendix 1.

The strategy was prepared based on the actual conditions that occurred in the pilot tourism village in Tabanan Regency. The actual condition was raised based on the results of the discussion of issues that occurred in the pilot Tourism Village. Based on the results of previous analyzes, it is known that the issues that are happening in the pilot tourism village of Tabanan Regency are still weak human resources, tour packages that are still inadequate to attract tourists and business partners, and minimal cooperation capabilities. Based on the issues that have been collected and then do the translation based on the model that has been raised. Based on the models and issues that have been raised, the following is the right strategy in the management of Pilot tourism villages in Tabanan Regency.

Human Resource competency improvement strategy in Tourism Village

One of the big issues that causes tourism villages to be slow in developing and building cooperation with the tourism industry is that their competence is still low. The enthusiasm of the tourism aware Group (POKDARWIS) in each village to develop and manage the potential of the village is very high, but the competence of the tourism aware Group (POKDARWIS) in

running the right work program is still minimal. The right strategy in addressing issues in the field of competence is to conduct training and mentoring.

The implementation of assistance that has been carried out by the government is felt by the pilot Tourism Village has not been maximized. The Program implemented is only a monitoring and evaluation carried out by the central government and local governments. The solution to be able to maximize assistance and provide results in accordance with the expectations of the pilot Tourism Village is to form a mentoring group that focuses on one village and has a clear output in assisting the tourism village. The program of work in implementing this strategy can be seen in the chart of achievements as follows.

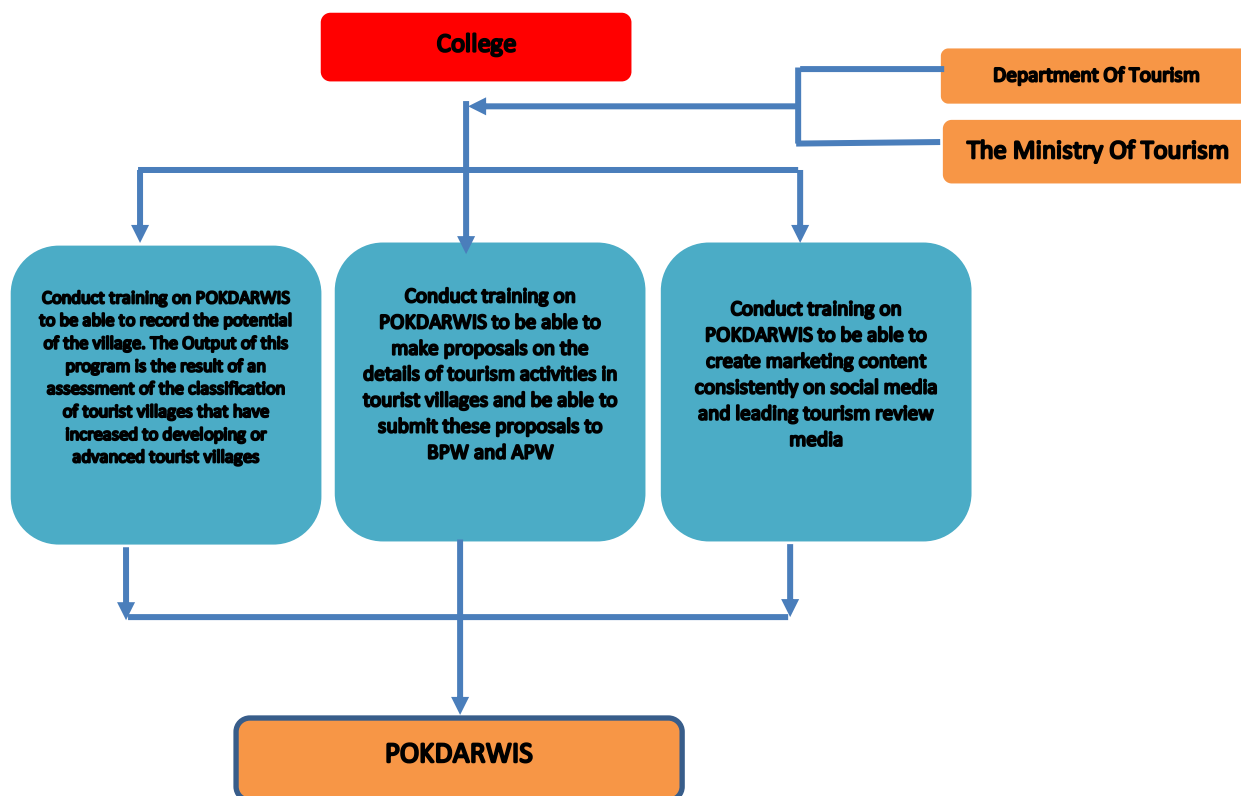


Figure 1. Human Resource competency improvement Flowchart

The Flowchart of the human resources competency improvement strategy is formed from issues that occur in the pilot Tourism Village which is crossed with the model of the pilot Tourism Village management strategy in Tabanan Regency. The main actors in the implementation of this strategy are academics. The academics in question are universities that accompany the tourism village continuously and consistently until the achievement of the program desired by the pilot Tourism Village is achieved. The university actively initiates training activities that are in accordance with the current needs and capabilities of the pilot Tourism Village. The training Program was conducted behind closed doors to POKDARWIS in one tourist village at a time. With a closed and intense training method, the achievement indicators on the flowchart can be achieved.

The implementation of training and mentoring programs is assisted by the government as a support in providing training and mentoring funds. The central government can budget in the budget implementation checklist(DIPA), a structured and continuous training program in one period that contains assistance until the success indicators of the flowchart are met. Budget assistance from the government is then managed by the university through community service

programs. The important point of this strategy is consistency and good intensity to meet the success indicators of this strategy.

The ultimate goal of this competency enhancement strategy is to create new local champions who have the ability to lead the management of tourism villages independently and appropriately. The emergence of local champions themselves can arise from the POKDARWIS who were the initiators at the beginning of the formation of tourist villages but do not yet have sufficient capabilities to lead the management of tourist villages. In addition to Local champions, it is also expected to emerge a good support system in the management of tourist villages. The Support System in question is a group of people who are ready to help the local champion in realizing the results of the training obtained. The Support system consists of the community, tourism industry, government, and academia.

An example of the achievement of a good local champion and support system is the emergence of a POKDARWIS chairman who is able to come up with a real and executable work plan. The work plan for example is to package the potential of a tourist village, then the support system will be able to support the packaging. The community can help become a PIC (responsible person) in certain technical matters. Academics can help make good writing products such as reports and proposals. The government can support by creating fairs or festivals. The industry can help by actively providing input to the tourism products produced so that they can meet the wishes of tourists.

Industry-Standard Tourism Product Packaging Strategy

The driving force of Tourism Village Management is the progress that has been achieved and provides tangible benefits. An indicator that is easy to see in measuring the progress of Tourism Village Management is the growth in the number of tourists and the increase in turnover from tourism activities. The growth in the number of tourists and increased turnover is a motive that can encourage managers to stay motivated in developing tourist villages. Growth in the number of tourists and an increase in turnover can be achieved if the offered tourist packages and activities are of interest to tourists and the tourism industry.

Stub Tourism Village has limitations in packaging the potential it has to be able to become a product in the form of tourist activity packages that are attractive to tourists. The limited ability is recognized by all tourism village managers, both in the POKDARWIS and the village government. The process of packaging tourism potential needs to be done carefully and together with those who already have a good ability in packaging tourism potential. The technical implementation of the packaging of a tourism product can be seen in the following chart:

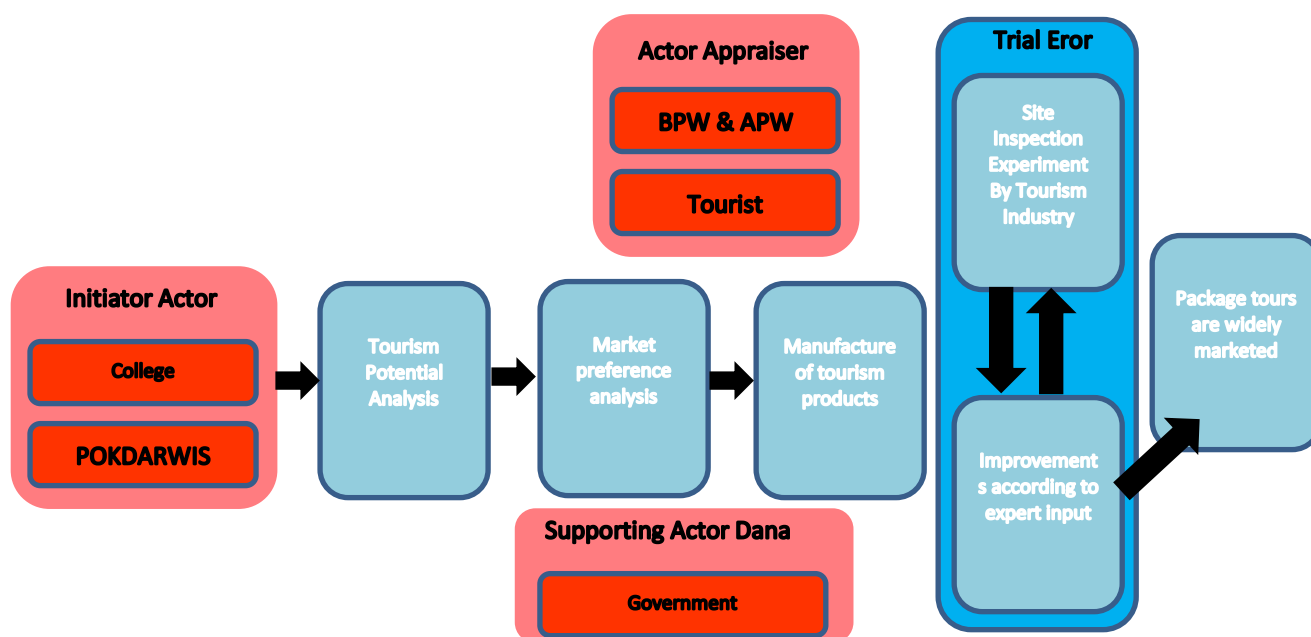


Figure 2. Industry Standard Tourism Product Packaging Flowchart

Packaging tourism potential to be able to be sold to tourists and the tourism industry needs to go through several stages. The initiator actors, namely universities and POKDARWIS, became the key to the start of this strategy. Universities Act as inspectorates that accompany POKDARWIS during the process of analyzing tourism potential. The output of tourism potential analysis is the various possibilities of tourist activities that can be carried out in tourist villages. The next process is the analysis of market preferences, this process includes tourists who have the possibility to come to the pilot Tourism Village, seen from the distance from the accommodation to stay, the type of tourists that can be attracted, as well as the target market of the promotion. The process of making products of tourist activity is carried out through the elimination of previous processes. The tourist activities that are made are then carried out a trial error process involving the tourism industry and tourists in terms of assessing the quality and service of tourist activities. The result of trial error will bring interesting and mature tourist activities in technical implementation. The tourist activity is then massively marketed through marketing channels accompanied by academics along with the tourism industry

Strategy to accelerate cooperation between tourism villages and tourism industry

The purpose of the program in the pilot Tourism Village development strategy requires good cooperation between the tourism village and the tourism industry in maximizing results. Good cooperation at the execution level is able to give real results to the planned strategy. Increasing competence and product packaging can maximize the progress of its achievements and results through accelerated cooperation between tourism villages and the tourism industry.

The acceleration process in question is to improve the ability of tourism village administrators, namely POKDARWIS to be able to build cooperation with the tourism industry. Examples of building cooperation are establishing marketing cooperation agreements with travel agencies and Travel Agents, building partnerships with tourism Scout associations such as HPI Bali, and tourism driver associations such as PAWIBA and UBD. The cooperation can encourage actors in the tourism industry to contribute to the development of tourism villages by recommending tourism villages to tourists and providing input on what needs to be improved in tourist villages so that they can be attractive to tourists. The establishment of

cooperation requires initiation by the tourism village because from the tourism industry point of view, the supplier must have the ability and confidence to package, sell, and be ready to be assessed by the industry and tourists.

The initiation carried out by the Tourism Village is considered as a form of readiness to become a supplier for the tourism industry. Providers of tourist activities must be able to provide quality products and in accordance with the prices offered to the market. Good and quality products become the basis before entering the stage of cooperation. The establishment of cooperation requires mutually beneficial results for the parties involved the principle of mutual benefit in the business world is generally an obligation to be considered so that cooperation can continue. In terms of tourist villages, they must be able to provide benefits in the form of quality products and in accordance with the prices charged. Additional jam products that have good value for money is the provision of additional benefits to each sale. Giving more profit (kickback) is even considered not good, but must still be done by the supplier, to maintain the existence as a supplier. A strategy is needed to measure the large distribution of kickback values that need to be prepared so that they do not affect prices significantly, and can still provide sufficient value to the tourism industry. Measurement of such values can be seen as follows.

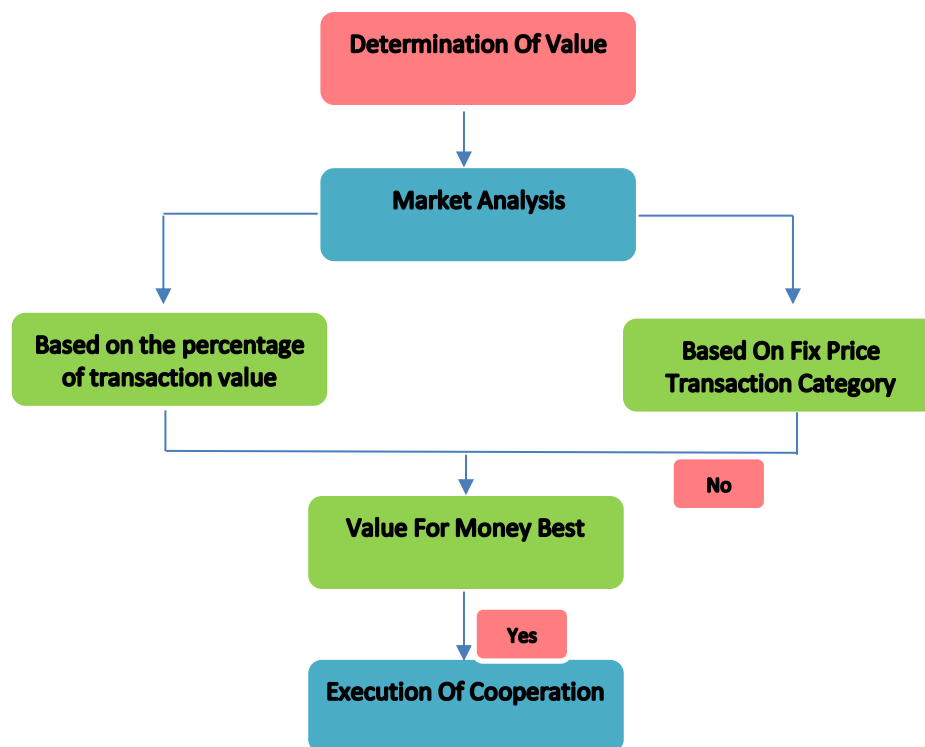


Figure 3. Kickback value determination Flowchart

In addition to good quality and good value for money, the value of the kickback must be carefully determined. The process of determining the value of kickback must go through a trial and error process and seek input from the tourism industry. The input is to find out whether the value of kickback has been enough to compete with other suppliers, and not burdensome in terms of price. Kickback value based on percentage value and fix price has been described in Table 5.1 average kickback value. Based on the table can be determined the initial value of the kickback before the adjustment through a trial error process.

CONCLUSION

The pilot Tourism Village has great potential to be developed into a tourist attraction. The obstacle in developing a pilot tourism village into an advanced and independent Tourism Village is the internal ability to be able to build cooperation with stakeholders. The cooperation includes training and agreements in bringing tourists. The location of the tourist village, the potential benefits of cooperation, and the interest of tourists become factors inhibiting cooperation can be formed.

Appropriate management strategies are needed to overcome the obstacles that occur. The appropriate management strategy based on the findings and data analysis in the pilot tourism village of Tabanan Regency consists of three strategies. The strategy of improving human resources competence in tourism villages is the first strategy that needs to be implemented. The second strategy that needs to be implemented is the industry-standard tourism product packaging strategy. The third strategy that needs to be implemented is the acceleration of cooperation between tourism villages and the tourism industry. Strategies that are executed appropriately and on target will provide maximum results in overcoming barriers to cooperation that occur.

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