



## Digital Marketing Increase Competitive Advantage Village Tourism in Bali, Indonesia

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### ABSTRACT

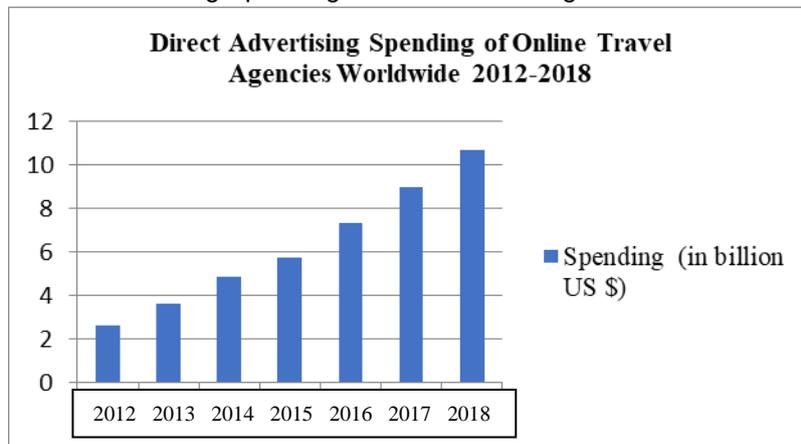
The use of the internet in B2B or B2C today is increasing sharply. It can accelerate the process of business transactions. Large-scale businesses and SMEs are very effective in conducting digital-based marketing activities. The purpose of this study is to analyze how digital marketing enhances the competitive advantage of tourist villages in Bali. The analysis technique used is competitive advantage analysis of key success factors in tourism village management. This research takes objects in five tourist villages in Bali, namely Panglipuran, Bedulu, Pinge, Tamansari Buana and Blimbingsari Tourism Villages. In-depth interviews were conducted with key informants, study of documentation, observation of digital marketing activities, and core activities of the five tourism villages. The findings of this study conclude that digital marketing increases the potential and position of competitive advantage of tourist villages. This study suggests that to improve the competitive advantage of tourism villages, each manager must shift conventional marketing activities to digital-based so that tourism villages can compete more competitively.

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### 1. Introduction

As a tourist destination, Bali still relies on tourism as a superior field that contributes to provincial income. Various activities are packaged in order to better harmonize tourism with people's lives. These improve community welfare and poverty alleviation (Putra and Pitana, 2013). Community-based tourism in Bali, is one of the government's efforts in equitable prosperity by involving local communities in tourism activities in Bali. In supporting these efforts, various programs have been promoted by the local government and the district government. Republic of Indonesia Law Number 10 year 2009 concerning tourism regulates the formation of DTW (Regional Tourist Destination) with the aim of equitable distribution of economic development to all corners of Indonesia. The tourism villages policy have been promoted from 2013. Bali targeted establish 100 tourist villages in 2018. Totally 67 villages have been spread across districts in Bali. Thousands of Indonesia's tourist attraction advantages are ready to become a popular tourism destination in the world. The Balinese culture with its local wisdom is packaged as village tourism activities, has been contributing in increasing tourist visits to Bali.

The promotion tag line of "Wonderful Indonesia", tourist destination websites and conventional marketing strategies carried out by stakeholders, are attractive tourists visiting Bali. Considering information technology advances in digitalization era, all travelers book via online. The company allocates high advertising costs to reach the target market worldwide. Following is the trend of increasing the cost of online advertising carried out by travel agents and hospitality industries in the world 2012-2018.

**Figure 1.** Direct Advertising Spending of Online Travel Agencies Worldwide 2012-2018

Source: <https://www.statista.com/2019>

International Satisfaction (2019) in Table 1 describes the cost of advertising online travel agents in the world last eight years experiencing an increasing trend. The online booking contribution to the achievement of the hospitality business sales target reaches 75-80% (IHGMA, 2018). Therefore, the general managers of the Indonesia Hotel General Manager (IHGM) Bali association stated that in this digitalization era, they should focus more and adopt digital marketing in sales and promotions. Digital marketing has a very dominant effect in marketing large and small scale businesses. In small-scale hospitality businesses; such as villas, cafes, home stays and tourist villages, promotions and packaging tend to be very simple. This research focuses on the digital marketing aspects of tourism villages. A new breakthrough is needed in digital promotion in order to provide added value in terms of branding and sustainability, the tourist village. Based on this data, the authors are interested in further analyzing how is digital marketing contributes to the increasing competitive advantage of tourist villages in Bali?

The tourist village research object are Pinge Tourism Village and Taman Sari Buana Tourism Village in Tabanan Regency, Bedulu Tourism Village in Gianyar Regency, Penglipuran Tourism Village in Bangli Regency, and Blimbingsari Tourism Village in Jembrana Regency. When all companies compete with the trend shifts to digital marketing; how does this shift contribute significantly to the competitive advantage of the tourist village? Websites, online bookings, blogs, and instagram and Google ads are done to pursue high sales targets. The government is trying to continue to improve connectivity by providing high-speed internet services. This trend makes all village tourism managers choose the right strategy in promoting their products and services. What is the role of digital marketing in increasing tourism village competitive advantage?

## 2. Theoretical Review

### 2.1 The Shifting of Marketing

Wardani (2017) research the shift in marketing from horizontal marketing to digital marketing; shows that there is a shift of 43% in horizontal marketing activities towards digital in star hotels in Bali. Various media that promote Bali in the virtual world, become a gateway for information for prospective tourists to choose Bali as a tourist destination. Digital Marketing Tourism in E-commerce.com (2018) describes the form of business promoting and marketing a region / tourist attraction using digital media. The digital marketing activities include: websites, social media, online advertising, direct marketing e-mail, discussion forums, and mobile applications. Indonesiacommerce.com (2018) states that the advantages of digital marketing are not owned by conventional marketing strategies (off line marketing), especially in terms of measurement or a measure of the success of a strategy. Today marketing orientation is not only physical fulfillment but also touches the mind, spirit, emotions and even the soul. When related to the theory of Covey (2004), it explains the basic components of a human body, an independent mind with analytical abilities, and a heart that can feel emotions, and a spirit or philosophy. Then this component is used as a target to fulfill the indicators of the success of marketing activities. Marketing is not only to meet need and wants, but to create brand, product loyalty and sustainability. Kotler and Kartajaya (2002) describing evolution in marketing is from a narrow and rational process built on the company's mission (marketing 1.0), to the community, visionary netizens (marketing 2.0), shifting towards marketing based on mind, spirit, heart (Marketing 3.0) and now empties into marketing 4.0 or digital marketing (Kartajaya, 2018). Marketing 1.0 is known as a product oriented era, Marketing 2.0 is known as the customer centric era, marketing 3.0 is known as the era of centric people and marketing 4.0 is known as the digital era. .

Research by Hudson (2007) in Suryawardani (2016); explaining the 2012 and 2013 statistical data shows that digital marketing is still a developing field. Digital marketing is often referred to as 'online marketing', 'internet marketing' or 'web marketing'. The term digital marketing has grown popular over time, especially in developed countries. In the United States online marketing is still prevalent, in Italy it is referred to as web marketing but in the UK and throughout the world, digital marketing has become the most common term (Van, 2007).

## 2.2 Digital Marketing in Large and Small Business

Digital marketing strategy is not only carried out by large companies, but home-based SME groups with products in the form of handicrafts in Singosari, Malang are able to increase production sales significantly through the digital marketing strategy (Pradiani, 2017). Their understanding of digital marketing has contributed to their business. The era of digitalization continued to develop after emerging mobile phone technology media with various applications that can connect buyers with sellers quickly and at low cost. The existence of a unicorn business such as go-jek, go-food, go-car, online shop and online service has shifted the conventional marketing paradigm to digital marketing. Research Chan et al. (2017) tested the comparison of user experience in the mobile apps Go-Jek and Grab through measuring sub variable user experience: happiness, task success, earnings and uptime. They found these mobile apps (Go-Jek and Grab) have differences regarding their User Experience.

Temasek Review (2015); Anandan and Sipahimalani (2015) stated that hundreds of millions of Southeast Asian people have been online; attention is focused on opportunities in the dynamic internet economy in the region. In the "e-Conomy 2025 Southeast Asia" report last year, Google and Temasek examined the tremendous growth in the Southeast Asian internet economy that has exceeded expectations. The internet economy in this region will reach \$ 50 billion in 2017, exceeding the expectations of previous growth of 35 percent. In the report "e-Conomy Southeast Asia Spotlight 2017", it has been proven that this region is on the right track to realize an internet economy worth \$ 200 billion by 2025.

The shift in the economic base from conventional to internet minded has been followed by all business actors both SMEs and large scale businesses. The availability of internet services to various parts of Indonesia makes it easier for general business managers and tourism to marketplace. One of the advantages of digital marketing is its speed and accuracy, so that in droves of SMEs shift their marketing strategies from conventional strategies to digital strategies (Indonesiacommerce.com, 2018).

Leeflang et al. (2013) revealed that the challenge for companies in this digital era is to fill the gap in resource talent, adjust organizational design, and the immediate implementation of the matrix is a great opportunity in increasing cross sector companies. The era of digitalization forced companies to make changes in everything to strengthen their position in competition. Companies with low resource understanding of digitalization will slowly be left behind by their customers (Kartajaya 2008). The internet era has now penetrated into the smallest community, namely the village. In the perspective of internet business in the village, it needs to be optimized in order to increase profit holistically. Supriyanto and Khoirunisa (2015) examined that the rapid development of the internet strongly supports tourism villages in conveying information and promotions through social media. Likewise, tourism villages in Bali, the existence of the internet are used by rural tourism to increase branding and competitive advantage.

## 2.3 Digital Marketing and Competitive Advantage

Other studies also explain experience of internet in terms of time suggested to affect positively the perceived trust in e-commerce (Corbitt et al., 2003). In addition, more frequent users of a service provider will experience greater satisfaction with the service (Shankar et al., 2003). Therefore, it was expected that the website would have a positive effect on web site satisfaction, trust, and loyalty. The faster the company shifts its marketing activities based on digital, the more superior in competition. The company's competitive advantage is defined by Kotler and Armstrong (2003) as advantages over competitors that are obtained by offering lower value or by providing greater benefits because the price is higher ". Porter (2004) defines competitive advantage as the heart of company performance in competitive markets through diversification. Competitive advantage is a strong union between corporate excellence and organizational effectiveness in adapting to changing environments (South, 1981). All company resources that support competitive advantage are often used as research to form the basis of strategies that will be applied in company management (Rumelt, 1984 and Porter, 1985). Day and Wensley (1998), A Pit, (1996) state that the unification of the basis of competitive advantage from organizational capabilities and resources is a determinant of the company's position and performance in the eyes of competitors. Rangkuti (2005) describes the aspects of a company's competitive advantage including two things; namely the potential for competitive

advantage and competitive advantage position. The potential for competitive advantage includes the quality of human resources, distribution networks, production capacity and control. The position of competitive advantage includes cost leadership, competition and customer value. Both of these aspects will provide a more structured picture of the advantages achieved by a company.

### 3. Methodology

This research is a qualitative descriptive study using competitive advantage analysis of five tourist villages in Bali. Competitive advantage analysis refers to Rangkuti's (2005) competitive advantage theory, Porter (1985). Observations, interviews and document studies were conducted to explore information and data from key informants. Eight key informants were interviewed in exploring the application of this tourism village digital marketing. Exploration studies on websites and social media owned by each tourism village were further analyzed through a qualitative approach, namely the analysis of competitive advantage. Furthermore, a comparative study was conducted on the application of digital marketing to the five tourist villages so that the impact can be clearly described.

### 4. Discussion

Based on the results of interviews and exploratory studies on the management of the five tourist villages, further discussion is classified into two, namely the first elaboration of the five digital tourism marketing activities of the village and second, the comparison of the competitive advantage analysis of each tourism village.

#### 4.1. Digital Marketing Activities of Tourism Villages in Bali

The results study of the implementation of promotional media carried out by the five tourist villages of the research objects are explained in the following Table 1.

Table 1. Digital Marketing Activities of Five Village Tourism in Bali Year 2018

NO	Activities	The Village Tourism				
		Pinge	Bedulu	Taman Sari Buana	Penglipuran	Blimbing Sari
1	Website	A	A	A	A	A
2	Instagram	A	A	NA	NA	A
3	Google Advertise	A	A	A	A	A
4	Face book	A	A	NA	A	A
5	Online booking	NA	NA	A	A	A
6	Blogger	A	A	A	A	A
7	Offline booking	A	A	A	A	A
8	Video	A	A	A	A	A
9	Brochure	A	A	A	A	NA
10	Direct marketing	NA	A	A	NA	NA

NA = Not available

A = Available

Source: Data Processed 2018

Based on the data in Table 1; It can be explained that all tourist villages have integrated digital marketing activities. But the number of tourists who enjoy the package of tourism villages has not been optimally felt by the managers and the local community. Further are explained the village tourism implementation and its digital marketing activities.

#### 4.1.1 Pinge Tourism Village

Pinge tourist village is located in Marga District, Tabanan Regency. This tourist village is managed by local communities with excellent programs enjoying the life of agriculture in the village. Its activities include plowing fields, learning to plant rice, learning to dance, paint and playing the traditional music. There are several houses that provide accommodation, with each house having 5-8 guest rooms. There is no special division that consistently handles the promotional activities of this tourist village. Some village leaders usually voluntarily market it. Marketing intensity is not intensely carried out, so this has resulted in a very low level of tourism village occupancy. Tourists know the Pinge tourist village through online media and read news from bloggers on the internet. They have webs, videos, brochures, facebook, instagram but there is no special marketing staff handles direct marketing and online marketing.

#### 4.1.2. Bedulu Tourism Village

The very unique tourist village of Bedulu, initiated by Anak Agung Astawa through the PNPM Mandiri project funding from the local government of Bali in 2010. Bedulu village has an ancient site of Yeh Pulu Relief and several other sacred archeological relics. Bedulu Village is managed by the Damodayana Foundation, Bedulu holds a special meaning in the history of the development of Hinduism in ancient Bali. The attractions of this tourist village include cultural activities that breathe Hinduism such as playing traditional music, dancing, painting, making Balinese specialties, cooking class, exploring archaeological reliefs, tracking bicycles and cock fighting. Bedulu Village is very close to famous tourist destinations namely Goa Gajah and the longest historical relief in Bali named Yeh Pulu. This village tourism package offer is always compared with a visit to Goa Gajah, so it is attractive to tourists. The results of observations on the digital marketing aspects of Bedulu village show that Bedulu tourism village is managed more professionally in terms of marketing. The interview with Astawa (2018) said that Bedulu Village has brochures, videos, websites, offline booking, and direct marketing by the manager. Often visitors also write their experiences in blogs that are very potential to be explored by tourists. The location of the Bedulu tourist village, which is close to Goa Gajah and some of the favorite tourist attractions in Ubud, makes this tourist destination calculated by tourists, so the room occupancy rate reaches 40-50% in a year. This position makes this tourist village a guarantee of sustainability.

#### 4.1.3. Taman Sari Buana Tourism Village

Tamansari Buana is a tourist village born with a very professional management concept. The interview with the owner (Buana, 2018) and several staff and managers also explained that Tamansari Buana has strong marketing links both nationally and internationally. The promotional media used are quite diverse and well-managed, so that the average selling price is higher, with standard service quality. Activities offered in this tourist village are nature-based cultural activities; such as learning to plow fields, playing traditional music, dancing, and cooking traditional Balinese food. The promotional media used by Taman Sari Buana in touching prospective customers is quite varied. The market includes tourists from all over the world and potential tourists from Europe. Online and offline bookings, bloggers, websites, facebook, instagram, brochures and direct marketing are done well so that it has the maximum impact on increasing the number of tourist visits coming to Tamansari Buana. Although the number of rooms available is limited, the number of tourists who come is a lot to do cultural activities and experience traditional Balinese life. The skill of the manager in packaging and marketing the products of this tourist village makes Tamansari Buana tourism village get profit in its limitations.

#### 4.1.4. Penglipuran Tourism Village

Penglipuran Tourism Village is a heritage tourism village from the ancestral era which is maintained with original architecture. Traditional life in homes in ancient times was packaged as a special attraction that reflected the strength of customs and traditions that bind Balinese people in the era of civilizations in ancient Balinese kingdoms. Local government and local communities are involved in managing this tourist village, so that it gives a balanced contribution to the welfare of local residents. Promotional efforts are almost all carried out and supported by the government. This tourist village is different from other tourist villages. In Penglipuran tourists only watch the customs and traditions of the indigenous people who live in ancient houses of Balinese society. The stories and legends of the life of this village community are quite unique, usually explained by tour guides or local communities visited by tourists. There are only 2-3 villas for rent. Traditional houses have not been standard as a means of accommodation for tourists. The tendency of tourists to come to take pictures, chat with local residents and shop for local handicrafts. Media promos that are utilized by Penglipuran village in marketing activities are quite varied. The regional income from the ticket cost to enter the village is quite large and the turnover of visitors is also quite high.

#### 4.1.5. Blimbing Sari Tourism Village

Blimbing Sari tourist village has a distinctive characteristic from other tourist villages. This village is known as the spiritual tourism village of Christianity. The village was first established since the opening of vacant land by Balinese Christians in the era of 1940. Every citizen was given a two-hectare land to grow crops. Blimbing Sari Village is well-known as a coconut producer, chocolate and palm sugar production. Tourist destinations close to this area include West Bali Tourism Park, Palasari Dam, and snorkeling tours on Manjangan Island. Tourists who visit this place, besides doing spiritual activities, they are also invited to visit the process of making palm sugar, the process of farming, and walk around the plantations and see rare Balinese birds, namely White Starling. This tourist village conducts product promotion activities with several balanced promotional media between the use of brochures, direct marketing, websites, offline marketing, advertising on Google, online travel agents and the writings of bloggers.

They haven't optimized facebook, video and instagram. The difference in the implementation of marketing activities between the Blimbing Sari tourist village and other villages lies in the promotion mechanism. In Blimbing Sari, the home stay owners promote their homestays intensively. The manager is more focused on selling packages to visit Blimbingsari tourism village. Cooperation is still needed between the manager and homestay owner in marketing Blimbingsari tourism village.

#### 4.2. Comparison of Analysis of Competitive Advantages of Based Digital Tourism Village

Table 2 below describes the comparison of competitive advantages of tourist villages that implement digital marketing in its management. The aspects of competitive advantage from each tourist village were analyzed on the potential aspects of competitive advantage and the position of competitive advantage referring to the theory of Rangkuti (2005).

**Table 2.** Comparison of Competitive Advantages of Tourism Villages

Potential Competitive Advantage	Digital-Based Tourism Village	Conventional-Based Tourism Village
Quality of human resources	Competent in handling online marketing, faster, smart and up to date. Understand several international languages. Able to develop extensive relationships without limits with various media.	Only able to handle offline, slower and conventional. Limited in language comprehension Relationship is limited to correspondents via mail and e-mail.
Marketing distribution network.	Extensive covering the whole world. Utilizing unlimited social media.	Limited to certain networks. Utilizing offline, physical and limited media
Production capacity	Maximum, even though it exceeds capacity but can still be predicted.	Minimum, because it collides with a method that is less precise and loses quickly.
Control	Fast control, accurate and sustainable. Online, based on system.	1) Slow, less accurate, fragmented. 2) Conventional and manual.
Position competitive advantage	DIGITAL-BASED TOURISM VILLAGE	CONVENTIONAL-BASED TOURISM VILLAGE
Cost leadership	Promotion of social media is cheaper. Can sell products at competitive prices.	Conventional high cost promotion. Selling prices tend to be more expensive
Competition	Healthy competition. The right competitive strategy. Creative and innovative in competition.	Less able to compete. Without thinking about competitive strategies. Less innovative
Customer Value	Consistent attention to customer value. Get maximum value from customers in the digital era. Services to customers are standard	Keep paying attention to customer value. Less reach of customers with a touch of technology. Service to customers is not yet standard.

Source: Data Processed 2018

The results of this summary explained that the role and contribution of digital marketing is very high in achieving the competitive advantage of tourism villages, both in terms of potential competitive advantage and position competitive advantage. In general, the tourist village of Penglipuran, Bedulu and Tamansari Buana implemented more intensive digital marketing than the tourist villages of Blimbingsari and Pinge. This is in line with the theory of competitive advantage (Rangkuti 2005), (Porter, 1985) where the three tourism villages are more profitable, superior, branded and competitive in competition compared to the other two tourism villages that are less focused on digital marketing. In line with the research of Leeflang et al. (2013) and Kartajaya (2008) the contribution of human resources in the digital era was also able to increase the competitive advantage of tourist villages in Bali. Strengthened by Supriyanto and Khoirunisa (2015), (Corbitt et al., 2003) this finding reiterates that the contribution of the internet, internet providers and the shifting effort to the digital era, can increase the competitive advantage of tourism villages.

#### 5. Conclusions And Suggestions

Based on the analysis of digital marketing implementation and the comparison of the competitive advantages of the five tourism villages, it can be concluded as follows:

1. Tourism villages that are able to shift their marketing activities from conventional to digital, have a better impact in terms of profit, branding and sustainability.
2. Digital-based tourist villages have a better competitive advantage compared to conventional tourist villages

Some suggestions that should be done by the five tourist villages include:

1. In improving performance; conventional tourist villages as soon as possible must shift to digital marketing.
2. In order to excel in competition, aspects of potential competitive advantage (quality of human resources, distribution network, production capacity and control) and the position of competitive advantage (cost leadership, competition and customer value) must be a priority in management.
3. In this digital era, in order to survive, the village tourism business that is run must be able to utilize information technology creatively and innovatively.

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