

# Tourism Destination Branding through Heritage Culinary: The Case Study of Denpasar The Capital City of Bali Indonesia

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## Abstract:

This research investigates the integral role of heritage culinary in shaping the brand identity of Denpasar, the capital city of Bali, as a thriving tourism destination. Emphasizing the relevance of culinary traditions, this study aims to demonstrate how the rich and diverse food culture of Denpasar contributes significantly to the city's overall brand strategy in the competitive tourism market. Employing a qualitative approach, this research employs a case study methodology focused on Denpasar's tourism destinations. A triangulation technique is applied, utilizing observational data, stakeholder interviews, and documentation to provide a comprehensive understanding. Utilizing interactive approaches/models such as data collection, condensation, display, and conclusion, the study assesses the obtained data to underline the significance of heritage culinary in destination branding. The findings highlight the cultural and culinary richness of Denpasar, showcasing traditional dishes like Nasi jinggo, various lawar, various type of sambal, soup and various traditional cake (klepon, kue putu, lak-lak, jaje uli, sumping waluh, batun bedil). The meticulous preservation of traditional techniques in sourcing raw materials, processing, storing, and presenting these culinary delights underscores the authenticity and cultural depth inherent in Denpasar's food heritage. The unique and diverse culinary offerings in Denpasar emerge as a compelling Unique Selling Point (USP) for establishing a robust destination brand identity. By emphasizing the relevance of heritage culinary traditions, Denpasar can differentiate itself in the tourism market, attracting visitors seeking an authentic and culturally rich experience. This research contends that leveraging the city's culinary heritage is not only crucial for competitive advantage but also serves as a powerful means to promote Denpasar's unique identity and cultural charm as a premier tourism destination in Bali, Indonesia.

**Keywords:** Denpasar; Heritage Culinary; destination branding

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## Introduction

In the dynamic global economy, marked by fierce market competition, establishing a distinctive brand identity has become imperative. Brand differentiation is a key strategy, necessitating a unique identity that sets a brand apart from competitors (Chen, H. C., & Green, 2012). This need is especially pronounced in destination branding, where a location's brand identity reflects its distinct attributes. Within destination branding, "brand identity" encapsulates a destination's unique characteristics, while "brand image" embodies tourists' perceptions of those efforts.

This study focuses on Denpasar, the vibrant capital city of Bali, investigating the role of heritage culinary in shaping its brand identity amid the challenges of the competitive tourism market. In marketing, branding is essential for creating a favorable perception of a brand's identity, enabling differentiation and the cultivation of a loyal customer base. Despite Indonesia's rich cultural and natural resources, certain areas like Denpasar struggle to attract tourists due to a lack of awareness (Parma, 2011). To address this, branding efforts should spotlight the distinctive aspects of the destination, particularly its traditional culinary offerings.

Traditional culinary practices are not merely about sustenance; they serve as a tangible manifestation of culture and play a vital role in shaping a place's identity. Bali's success in showcasing its identity through traditional culinary delights illustrates the transformative potential of culinary experiences in bolstering a destination's allure. In the era of globalization, traditional

culinary becomes a defining feature that encapsulates cultural essence, contributing significantly to a destination's perception and reputation.

Despite being positioned as a heritage tourism destination within Bali, Denpasar has yet to fully unveil its unique characteristics, particularly within the culinary domain. The culinary landscape in the region, inspired by the local wisdom embedded in the heritage culinary of Denpasar, boasts a myriad of diverse and tantalizing dishes. However, these culinary treasures remain somewhat confined to specific social circles (Brata et al., 2020).

This research aims to unravel the distinctive culinary assortment of Denpasar's heritage culinary and shed light on its pivotal role in forging a distinct brand identity. By showcasing the city's diverse culinary offerings, Denpasar aims to set itself apart from the competition, fortifying its overall tourism branding and affirming its position as a compelling and unique destination within the rich tapestry of Bali. As Denpasar unveils its culinary treasures, it is poised to differentiate itself in the tourism market, fortifying its brand identity. The exploration of its heritage culinary not only serves as a feast for the senses but also as a strategic move to position Denpasar as a destination that seamlessly blends tradition and modernity (Menor-Campos et al., 2022). This research, therefore, acts as a catalyst, encouraging a broader audience to savor the unique culinary experiences that Denpasar has to offer.

In conclusion, the journey through Denpasar's culinary heritage, as explored in this research, transcends the boundaries of a traditional gastronomic study. It is a narrative that intertwines cultural identity, culinary diversity, and the quest for a unique brand identity. Denpasar's culinary offerings emerge not just as dishes on a plate but as ambassadors, beckoning travelers to embark on a journey where tradition and aspiration harmoniously converge. As the research unfolds, it endeavors to showcase Denpasar as a city where the fusion of heritage and gastronomy creates a tapestry that is both authentic and enticing, leaving an indelible mark on the tourism landscape.

## Methodology

This study sought to examine the expansion of the traditional culinary industry sector in Denpasar and its interconnectedness with tourism destinations, focusing on its role as a branding tool influencing the identity of the destination brand in Denpasar. Employing a qualitative research methodology, the investigation utilized a case study approach centered on Denpasar. Data were gathered through triangulation techniques, combining observation, interviews, and documentary sources. Various stakeholders, including Government Culture and Tourism Officers, academics, tourist destination managers, culinary entrepreneurs, tourists, and local communities, served as informants for research data. Analysis of the data followed (Miles et al, 2014). Interactive model, encompassing data collection, condensation, display, and conclusion (drawing/verifying)

The data collection process involved direct observation of the research subject, aiming to identify the broad spectrum of local traditional culinary offerings in Denpasar. Subsequent interviews with informants were conducted to validate and supplement the findings from the observations. The required data, encompassing information on the traditional culinary industry's development in Denpasar and its role in destination development, particularly as a branding tool shaping the brand identity of tourism destinations in Denpasar, was acquired. Documentation was also gathered as supplementary data to reinforce the study's findings. The collected data was then condensed to generate robust information that could effectively address the research questions without eliminating or diminishing existing data. Following this, the qualitative data was organized and presented through narrative descriptions to enhance understanding and guide future work based on the obtained insights (Moleong, 2013). The process of drawing conclusions was subsequently undertaken until a comprehensive, credible, and objective conclusion aligned with the research objectives was achieved.

## Results and Discussions

### Results

#### The Culinary Tapestry of Denpasar: A Journey through Traditional Delights

Embark on a culinary adventure in Denpasar, where the vibrant streets and serene landscapes unfold a variety of typical dishes that encapsulate the rich diversity and cultural significance of the region's cuisine has been clustered into 10 categories based on identic culinary that can be found in Denpasar (Wijaya et al., 2022). From pocket-friendly delights to ceremonious feasts, Denpasar's culinary scene is a testament to the city's unique identity as below:

- a) **Nasi Jinggo: A Budget-Friendly Delight**  
Commence your exploration with Nasi Jinggo, a widely enjoyed wrapped rice dish sold along prominent streets like Jalan Gatot Subroto and Jalan WR Supratman. This culinary gem, served in banana leaves, caters not only to those with thin pockets but also to car-goers seeking a quick and satisfying meal.
- b) **Nasi Campur: An Ensemble of Flavors**  
Dive into the world of mixed rice with Nasi Campur, a flavorful ensemble featuring fried meat, chicken tum, satay wrap, and a variety of Balinese delights. Each stall boasts its unique version, creating a culinary mosaic with varying sizes and delightful complements.
- c) **Nasi Kuning: Cultural Significance on a Plate**  
Celebrate special occasions with Nasi Kuning, Balinese yellow rice, adorned with cultural significance. This aromatic dish, served during events like Kuningan Day, provides a taste of wisdom and gratitude. Balinese yellow rice is a culinary experience enriched with elements like dry tempeh, Sisit chicken, and satay wraps.
- d) **Poultry Delights: Bebek Goreng, Bebek Betutu, Ayam Betutu**  
Explore the world of poultry delights, from the savory Bebek Goreng to the ceremonious Bebek Betutu, slow-cooked in hot coals. Ayam Betutu, a pride of the Balinese, follows a traditional method of stuffing and seasoning, creating a delectable masterpiece wrapped in banana leaves.
- e) **Sate Lembang: From Ceremonies to Rice Stalls**  
Savor the finely ground beef satay, Sate Lembang, once exclusive to religious ceremonies but now finding its place in rice stalls alongside other side dishes like order, babi guling, and lawar.
- f) **Bandeng Bumbu Bali, Botok Peda, Lempet: Unique Flavors Unveiled**  
Experience the unique flavors of Balinese seasoned milkfish, Bandeng Bumbu Bali, enriched with spicy and fragrant Balinese spices. Dive into the lesser-known Botok Peda, a dish cherished for home consumption, and delight in Lempet, a grilled sea fish side dish served at special ceremonies.
- g) **Lawar Kuwir, Lawar Gurita: Diverse Variants**  
Explore the diverse world of Lawar, where naming varies based on ingredients, color, or type of meat. Lawar Kuwir features vegetables, while Lawar Gurita is a processed octopus variant found in the South Denpasar area.
- h) **Gondo Pelecing, Jukut Ares, Jukut Urap: Unique Vegetable Dishes**  
Discover Gondo Pelecing, a dish using a softer type of kangkong with coconut seasoning, engage in Jukut Ares, a side dish made from young banana tree trunks mixed with bones, and savor Jukut Urap, a vegetable dish usually served with various main courses.
- i) **Various Bali Sambal: Essential Condiments**  
No Balinese meal is complete without the essential Bali Sambal. From chili paste to chili sauce and sambal, these fiery condiments add a kick to various meat and vegetable dishes, becoming a staple for Balinese meals

j) **Traditional Snacks: A Sweet Conclusion**

Conclude your culinary journey with traditional snacks like klepon, kue putu, lak-lak, jajalele, sumping waluh, and batun bedil. These treasures, easily found in local markets, capture the essence of Denpasar's rich culinary heritage.

### **The Role of Typical Heritage Culinary as a Supporting Aspect for the Development of Heritage Tourism Destinations**

The exploration of Denpasar's culinary heritage reveals a profound interplay between traditional culinary offerings and the advancement of heritage tourism. Culinary experiences, deeply rooted in local culture and wisdom (Wijaya, 2023), emerge as pivotal factors that contribute significantly to the development of Denpasar's heritage tourism destinations.

- a) **Cultural Tapestry and Tourism Growth** The rich tapestry of Denpasar's heritage culinary, as showcased by iconic dishes like Nasi Jinggo and Nasi Campur, contributes to the city's cultural identity. This unique cultural identity, intricately woven into culinary practices, serves as a magnet for tourists seeking authentic and immersive experiences.
- b) **Culinary Mosaic: A Bridge to Cultural Heritage** The diverse offerings of Nasi Campur exemplify the culinary mosaic that Denpasar presents to its visitors. Each stall, with its distinct version of mixed rice, becomes a bridge connecting tourists to the cultural diversity embedded in the city's heritage. This culinary diversity acts as a compelling force in drawing tourists and promoting Denpasar as a unique destination.
- c) **Culinary Celebrations: Occasions and Festivities** The symbolic significance of Nasi Kuning during special occasions reflects the role of culinary heritage in celebrating cultural festivities. This practice not only adds a layer of authenticity to the tourism experience but also establishes a connection between tourists and the cultural heartbeat of Denpasar.
- d) **Poultry Heritage: From Streets to Ceremonies** The heritage of Balinese poultry, showcased by Bebek Goreng, Bebek Betutu, and Ayam Betutu, demonstrates a seamless blend of street-side culinary experiences with ceremonial traditions. The slow cooking methods, traditional wrapping, and unique flavors create a culinary heritage that becomes an integral part of Denpasar's cultural narrative.
- e) **Sate Lembang: Evolution from Ceremonies to Stalls** Sate Lembang's evolution from exclusive use in religious ceremonies to becoming a staple in rice stalls underscores the adaptability of culinary heritage. This transition aligns with the changing landscape of tourism preferences, making heritage culinary practices accessible to a broader audience.
- f) **Seafood Heritage: Flavors Unveiled** Dishes like Bandeng Bumbu Bali, Botok Peda, and Lempet reveal the depth of Denpasar's seafood heritage. The fusion of savory spices and traditional processing methods not only tantalizes taste buds but also showcases the unique culinary craftsmanship rooted in local wisdom.
- g) **Lawar Variants: Heritage Creativity** The diverse variants of Lawar, such as Lawar Kuwir and Lawar Gurita, highlight the creative expressions within Denpasar's culinary heritage. Naming conventions based on ingredients or colors illustrate the uniqueness of Balinese culinary traditions.
- h) **Vegetable Dishes: Heritage in Daily Life** Vegetable dishes like Gondo Pelecing, Jukut Ares, and Jukut Urap embody the integration of culinary heritage into daily life and religious ceremonies. These dishes not only nourish the body but also preserve cultural practices, making them essential components of Denpasar's heritage tourism.
- i) **Bali Sambal: Spicy Essence of Heritage** The various Bali Sambals emerge as essential condiments that define the spicy essence of Balinese cuisine. They become integral to

the dining experience, reflecting the fiery and flavorful character of Denpasar's culinary heritage.

- j) **Sweet Conclusions:** Culinary Heritage in Snacks Traditional snacks like klepon and kue putu serve as sweet conclusions to Denpasar's culinary heritage exploration. Found in local markets, these snacks encapsulate the sweetness of Balinese tradition, becoming irresistible facets of culinary tourism.

In conclusion, Denpasar's heritage culinary plays a crucial role in supporting the development of heritage tourism destinations (Wijaya et al, 2023). The intertwining of cultural identity, culinary diversity, and immersive experiences creates a unique proposition for tourists, positioning Denpasar as a destination where heritage and gastronomy harmoniously converge. The success of initiatives the potential of culinary heritage in contributing to the overall advancement of Denpasar's tourism landscape.

## Discussions

### **Utilization of Typical Denpasar Heritage Culinary Variety as Brand Identity Formation that Builds Heritage Tourism Destination Branding**

The utilization of typical Denpasar heritage culinary variety serves as a powerful tool in the formation of brand identity, thereby contributing to the establishment and promotion of Denpasar as a distinguished heritage tourism destination. The rich tapestry of Denpasar's culinary heritage, as explored through iconic dishes such as Nasi Jinggo, Nasi Campur, and Nasi Kuning, forms a vital component of the city's cultural identity. This unique identity, deeply intertwined with traditional culinary practices, becomes a magnetic force attracting tourists seeking authentic and immersive experiences (Pipan & Gačnik, 2021).

The culinary mosaic presented by Denpasar, exemplified through diverse offerings like Bebek Goreng, Sate Lemat, and Bandeng Bumbu Bali, serves as a bridge connecting visitors to the cultural diversity embedded in the city's heritage. This culinary diversity not only draws tourists but also plays a pivotal role in establishing Denpasar as a unique and captivating destination. Moreover, the symbolic significance of culinary celebrations, such as Nasi Kuning during special occasions, adds layers of authenticity to the tourism experience, creating a profound connection between tourists and the cultural heartbeat of Denpasar.

The seamless blend of street-side culinary experiences, represented by dishes like Nasi Jinggo and Bebek Goreng, with ceremonial traditions showcases the adaptability and evolution of Denpasar's culinary heritage. This transition aligns with changing tourism preferences, making heritage culinary practices accessible to a broader audience (Merritt & Zhao, 2020). The seafood heritage, creatively expressed through dishes like Lawar variants and unique vegetable dishes, further emphasizes the depth of Denpasar's culinary craftsmanship rooted in local wisdom.

The various Bali Sambals and traditional snacks, acting as essential condiments and sweet conclusions to the culinary journey, define the spicy essence and sweetness of Balinese tradition, becoming integral to the dining experience. Collectively, these culinary elements create a unique proposition for tourists, offering a harmonious convergence of heritage and gastronomy in Denpasar.

In the vibrant city of Denpasar, the intersection of tradition and modernity is vividly expressed through its rich culinary heritage. This culinary tapestry, woven with diverse flavors and cultural significance, serves as a key element in shaping the city's brand identity. As we delve into the findings of our research, the matrix presented below encapsulates the intricate relationship between Denpasar's heritage culinary offerings and the development of a unique destination brand for heritage tourism. From the streets adorned with budget-friendly delights to ceremonial

feasts steeped in cultural symbolism, this matrix unravels the diverse dimensions of Denpasar's culinary landscape and its profound impact on tourism growth and development. Each cell within the matrix represents a facet of the city's culinary heritage, illustrating its role in forming a distinct brand identity that beckons travelers seeking an authentic fusion of tradition and aspiration

Matrix of Key Research Findings and Results: Utilizing Denpasar's Culinary Heritage for Heritage Tourism Destination Branding

Key aspects	Research Finding & Results
Culinary Diversity	- Nasi Jinggo, Nasi Campur, and Nasi Kuning showcase a diverse culinary landscape, forming a cultural mosaic.
	- Poultry delights like Bebek Goreng and Bebek Betutu add richness, blending street-side experiences with ceremonies.
	- Seafood heritage, exemplified by Bandeng Bumbu Bali, unveils the depth of Denpasar's culinary craftsmanship.
Cultural Identity	- Culinary offerings contribute to Denpasar's unique cultural identity, attracting tourists seeking authentic experiences.
	- Nasi Kuning during special occasions adds layers of authenticity, connecting tourists with Denpasar's cultural heartbeat.
	- Traditional snacks like klepon encapsulate the sweetness of Balinese tradition, becoming irresistible facets of culinary tourism.
Adaptability & Evolution	Transition of Sate Lembang from exclusive ceremonies to rice stalls demonstrates the adaptability of culinary heritage.
	- Street-side culinary experiences seamlessly blend with ceremonial traditions, appealing to a broader audience.
Brand Identity Formation	- Culinary diversity serves as a bridge, connecting tourists to the cultural diversity embedded in Denpasar's heritage.
	- Symbolic significance of culinary celebrations contributes to the establishment of Denpasar as a unique destination.

Tourism Growth	- The intertwining of cultural identity and immersive culinary experiences attracts tourists, promoting Denpasar's growth.
	- Culinary diversity acts as a compelling force, drawing tourists and positioning Denpasar as a unique heritage destination.
Heritage Tourism Development	- Culinary heritage becomes a pivotal factor in the development of Denpasar's heritage tourism destinations.
	- Creative expressions within Denpasar's culinary heritage, such as diverse Lawar variants, highlight cultural uniqueness.
Overall Impact	- Culinary heritage contributes significantly to the overall advancement of Denpasar's tourism landscape.
	- Success of initiatives underscores the potential of culinary heritage in shaping Denpasar as a destination of tradition and aspirations.

Source: Researcher, (2024)

In essence, Denpasar's heritage culinary not only plays a crucial role in the formation of brand identity but also contributes significantly to the overall advancement of Denpasar's tourism landscape. The success of initiatives in leveraging the potential of culinary heritage highlights its enduring impact in shaping Denpasar as a destination where tradition and aspirations seamlessly converge, leaving an indelible mark on the hearts and palates of those who embark on the culinary journey through this vibrant city.

## Conclusions

In conclusion, this research underscores the pivotal role of Denpasar's heritage culinary in shaping the city's brand identity as a prominent tourism destination. The rich and diverse food culture of Denpasar, highlighted by iconic dishes like Nasi Jinggo, Nasi Campur, and Nasi Kuning, emerges as a driving force in the city's overall brand strategy. Through a qualitative approach employing case study methodology, the study reveals that the meticulous preservation of traditional culinary techniques underscores the authenticity and cultural depth inherent in Denpasar's food heritage.

The findings emphasize that Denpasar's unique and diverse culinary offerings serve as a compelling Unique Selling Point (USP) for establishing a robust destination brand identity. The city's culinary mosaic, represented by a variety of dishes from poultry delights to seafood heritage, acts as a bridge connecting tourists to the cultural diversity embedded in Denpasar's heritage. The symbolic significance of culinary celebrations adds layers of authenticity to the tourism experience, creating a profound connection between visitors and the cultural heartbeat of Denpasar.

The adaptability and evolution of Denpasar's culinary heritage, as seen in the transition of dishes like Sate Lemat from exclusive ceremonies to accessible rice stalls, align with changing tourism preferences. Leveraging the city's culinary heritage not only provides a competitive advantage but also serves as a powerful means to promote Denpasar's unique identity and cultural charm. It is evident that the success of these initiatives holds immense potential in contributing to the overall advancement of Denpasar's tourism landscape.



In the realm of destination branding, Denpasar's heritage culinary emerges as a distinctive and authentic feature that sets the city apart in the competitive tourism market. By emphasizing the relevance of culinary traditions, Denpasar can differentiate itself and attract visitors seeking an immersive experience that harmoniously combines tradition and aspiration. This research contends that Denpasar's culinary heritage is not only crucial for competitive advantage but also serves as a dynamic force in promoting the city as a premier heritage tourism destination in Bali, Indonesia. The findings of this study contribute valuable insights to the ongoing discourse on the interplay between culinary heritage and destination branding, offering a roadmap for other destinations seeking to leverage their unique culinary identity for sustainable tourism development.

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# The Role of Warkesi Forest Farmer Groups in Managing Special Interest Nature Tourism: An Analysis of Their Participation in Diving Ecotourism in the Raja Ampat Regency

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## Abstract:

This research explores the role of the Warkesi Forest Farmer Group (KTH) in managing special interest nature tourism, specifically focusing on diving ecotourism in Raja Ampat Regency. The purpose is to present a model for sustainable development and community-based conservation tourism. The study adopts a qualitative research design, utilizing a case study approach centered on KTH Warkesi. Data collection involves in-depth interviews, participant observation, and document analysis. Transformation from Destructive Practices: Historical association with illegal logging and wildlife hunting. 2018 marked a shift to responsible nature-based tourism through collaboration with BBKSDA and FFI-IP. Economic Opportunities through Community-Based Ecotourism: KTH Warkesi's community-based model proves economically beneficial. Empowers local residents, contributing to regional economic growth. Challenges in Early-Stage Tourism Management: Limited facilities, infrastructure, and personnel in early-stage tourism management. Low visitor numbers necessitate comprehensive development. Importance of Stakeholder Collaboration: Active participation of KTH Warkesi crucial for successful tourism development. Collaboration with government entities vital to unlock tourism potential. Model for Sustainable Development: Contributes to existing knowledge, providing a reference for similar initiatives. Balances conservation, community development, and tourism. This research illuminates the complexities of community-based special interest tourism in Warkesi Forest Park. While challenges exist in infrastructure, partnerships, and awareness, the study emphasizes collaborative efforts, capacity-building, and diversified promotional strategies as essential for sustainable development. The model presented serves as a valuable reference for similar initiatives, advocating for an inclusive approach involving stakeholders for long-term success.

**Keywords:** Warkesi Forest Farmer Group, community-based tourism, diving ecotourism, Raja Ampat Regency, sustainable development.

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## Introduction

The Raja Ampat Regency, formed under Law No. 26 of 2002 and documented in State Gazette (LN) Number 129 of 2002, is a geographical splendor resulting from the division of the Sorong Regency. It stands as one of the 13 regencies/cities in West Papua Province, situated in the Western part of Papua. Waisai, located on Waigeo Island, serves as the regency's capital. Often dubbed as the "Last Piece of Heaven on Earth," Raja Ampat comprises 610 islands, with four major ones being Waigeo, Salawati, Batanta, and Misool.

Geographically, Raja Ampat shares borders with several regencies, territories, and even countries. To the North, it faces the Pacific Ocean and the nation of Palau. The East borders the city of Sorong and the Sorong Regency in West Papua Province. The South is adjacent to the North Seram Regency in Maluku Province, while the West connects to the Central Halmahera Regency in North Maluku Province. With a total area of 67,379.60 km<sup>2</sup>, including 7,559.60 km<sup>2</sup> (12.64%) of land and 59,820.00 km<sup>2</sup> (87.36%) of sea, Raja Ampat is administratively divided into 24 districts, 4 sub-districts, and 117 villages.

The terrestrial ecosystem of the Raja Ampat archipelago predominantly consists of lowland New Guinea forest ecosystems, featuring various types such as lowland, highland, and alluvial forests. Unlike the Western Indonesian regions, the Raja Ampat lowland forests exhibit a Malayan character, with dominant genera including *Pometia* - Matoi, *Intsia* - Merbau, *Terminalia* - Ketapang, *Vatica* - Kayu Resak, *Dilenia* - Kayu Sempur, while smaller plants are dominated by *Diospyros* - Kayu Hitam, *Myristica* - Pala Hutan, and *Calophyllum* - Nyamplung. Additionally, the islands house a diverse range of endemic fauna, such as the Red Bird of Paradise (*Paradisaea rubra*), Wilson's Bird of Paradise (*Cicinnurus respublica*), and Waigeo Brush Turkey (*Aepyodius bruijnii*), contributing to the rich assets of Raja Ampat.

Warkesi, located within the administrative region of Saonek Village, covers an approximate working area of 1,260 ha for the Warkesi Forest Farmer Group. Geographically situated between 6°18' N - 41°0' N latitude and 127°18' E - 119°6' E longitude, with an elevation ranging from 0 to 700 meters above sea level, Warkesi is designated as 15.2 ha of Conversion Production Forest (HPK) and 1,244.8 ha of Nature Reserve (CA) in South Waigeo District, Raja Ampat Regency, West Papua Province.

Despite possessing remarkable potential as a natural attraction for Flora and Fauna tourism, Warkesi remains relatively unknown to Special Interest Tourists, such as bird enthusiasts and herping aficionados. The government's role, particularly the Tourism Office, in promoting and familiarizing the public with Special Interest Tourism, is crucial (Aira & Pierisb, 2021).

Originally known for illegal logging and wildlife hunting, Warkesi's fate changed in 2018 when the Warkesi Forest Farmer Group (KTH) was formed, consisting of 30 members from 10 families in Warkesi Village. Collaborating with the West Papua Natural Resources Conservation Agency (BBKSDA) and the Flora and Fauna International Indonesia Programme (FFI-IP), KTH Warkesi took over the management of the Warkesi Forest Reserve, transitioning from destructive activities to responsible nature-based tourism.

The development of Special Interest Nature Tourism, offered as a package that economically benefits the local community, has proven to be a significant improvement over traditional practices like hunting and logging. Despite initial difficulties and resistance, the success of community-based ecotourism in Warkesi has opened new economic opportunities for the local residents Syah & Triyono, (2019).

However, the management of Warkesi's Nature Tourism is still in its early stages, with limited facilities, infrastructure, and personnel. Visitor numbers remain low, and the impact on the local community and regional government is yet to be substantial. To unlock the full potential of Warkesi's tourism, there is a need for a comprehensive approach, involving the active participation of the Forest Farmer Group (KTH) in collaboration with government entities Air & Simanjuntak, (2021). Such as the Raja Ampat Tourism Office, BBKSDA West Papua, and FFI-IP.

This study aims to delve into the complexities of managing Warkesi's Nature Tourism through a community-based approach. It seeks to identify and analyze the stakeholders involved, their roles, and their contributions to the successful development of Warkesi as a Special Interest Tourism destination. Drawing inspiration from previous research by Ernawati, (2018), which highlight the positive impacts of ecotourism on the economy, conservation, environmental preservation, and local community empowerment, this applied research aims to create a model for the development of community-based conservation tourism.

In conclusion, this research aims to contribute to the existing body of knowledge by presenting a model for the sustainable development of Special Interest Tourism by the Warkesi Forest Farmer Group in Raja Ampat, West Papua. The findings are expected to serve as a reference and inspiration for similar initiatives, benefiting not only the local community but also providing valuable insights for tourists, academics, and researchers interested in the delicate balance between conservation, community development, and tourism.

## Methodology

This study adopts a qualitative research design to explore the complex and multifaceted aspects of developing community-based Special Interest Nature Tourism in the Warkesi Forest of Raja Ampat. the research will utilize a case study approach, focusing on the Warkesi Forest Farmer Group (KTH) as a distinct case within the broader context of ecotourism development in Raja Ampat. Data Collection through: In-depth Interviews, conduct in-depth interviews with key

stakeholders involved in Warkesi's Nature Tourism, including members of the Warkesi Forest Farmer Group, local residents, government officials (e.g., Raja Ampat Tourism Office, BBKSDA West Papua), and representatives from Flora and Fauna International Indonesia Programme (FFI-IP).

The interviews will be semi-structured, allowing flexibility for participants to share their experiences, perspectives, and insights regarding the development of Special Interest Nature Tourism. Participant Observation: Engage in participant observation to gain firsthand insights into daily activities, challenges, and successes of the Warkesi Forest Farmer Group in managing and promoting ecotourism. Observations will focus on the interactions between the community, tourists, and the natural environment, shedding light on the dynamics of community-based ecotourism. Document Analysis: Analyze relevant documents, reports, and publications related to the history, policies, and existing practices of nature tourism in Raja Ampat. This will include government regulations, previous studies, and promotional materials Burhan, (2003).

## Results and Discussions

### Results

The study unveils significant insights into the role of the Warkesi Forest Farmer Group (KTH) in steering special interest nature tourism, specifically in the domain of diving ecotourism in the Raja Ampat Regency. Key findings and discussions are summarized as follows:

#### 1. Transformation from Destructive Practices:

- *Illegal Logging and Wildlife Hunting*: Historically, Warkesi was associated with illegal logging and wildlife hunting. However, in 2018, the formation of KTH Warkesi marked a turning point, shifting from destructive activities to responsible nature-based tourism.
- *Collaboration with BBKSDA and FFI-IP*: The collaboration between KTH Warkesi, the West Papua Natural Resources Conservation Agency (BBKSDA), and the Flora and Fauna International Indonesia Programme (FFI-IP) played a pivotal role in this transformation, facilitating the community's transition towards sustainable ecotourism practices.

#### 2. Economic Opportunities through Community-Based Ecotourism:

- *Success of Community-Based Model*: The development of special interest nature tourism, spearheaded by KTH Warkesi, emerged as a successful model that economically benefits the local community. This model has proven to be a significant improvement over traditional practices like hunting and logging.
- *Empowering Local Residents*: Despite initial challenges, the success of community-based ecotourism in Warkesi has created new economic opportunities, empowering local residents and contributing to the economic growth of the region.

#### 3. Challenges in Early-Stage Tourism Management:

- *Limited Facilities and Infrastructure*: The current management of Warkesi's Nature Tourism is in its early stages, marked by constraints in facilities, infrastructure, and personnel.
- *Low Visitor Numbers*: The impact on the local community and the regional government is yet to reach substantial levels, with visitor numbers remaining relatively low. There is a need for comprehensive development to unlock the full potential of Warkesi's tourism.

#### 4. Importance of Stakeholder Collaboration:

- *Active Participation of KTH Warkesi:* A comprehensive approach involving the active participation of the Forest Farmer Group (KTH) is crucial for the successful development of Warkesi as a special interest tourism destination.
- *Role of Government Entities:* Collaboration with government entities such as the Raja Ampat Tourism Office, BBKSDA West Papua, and FFI-IP is vital to unlock the full potential of Warkesi's tourism and address current limitations.

#### 5. Model for Sustainable Development:

- *Contribution to Knowledge Base:* The research aims to contribute to the existing body of knowledge by presenting a model for the sustainable development of special interest tourism by the Warkesi Forest Farmer Group in Raja Ampat, West Papua.
- *Reference for Similar Initiatives:* The findings are expected to serve as a valuable reference and inspiration for similar initiatives, providing insights into the delicate balance between conservation, community development, and tourism.

In conclusion, this study sheds light on the transformative journey of Warkesi from unsustainable practices to responsible nature-based tourism through the active involvement of the Warkesi Forest Farmer Group. While the community-based ecotourism model has shown promising economic benefits, the challenges in early-stage tourism management underscore the need for continued collaboration with government entities and a comprehensive approach for sustainable development. The findings contribute to the evolving discourse on the delicate synergy between conservation, community development, and tourism, offering a model that can guide similar initiatives in the realm of special interest nature tourism (Pantiyasa, (2011); Nikoyan et al, (2020) Mandic & Kordic (2018);Chafid, (2002).

### Discussions

Before delving into the detailed examination of the research findings, it is essential to establish a comprehensive understanding of the key elements shaping the landscape of community-based special interest tourism in Warkesi Forest Park, Raja Ampat. This bridging paragraph aims to provide a contextual overview, linking the research objectives with the obtained results and subsequent discussions. From the role of Kelompok Tani Hutan (KTH) Warkesi in managing tourism to the challenges faced in infrastructure development and the collaborative efforts involving Dinas Pariwisata Kabupaten, Balai Besar Konservasi Sumberdaya Alam (BBKSDA), and Flora and Fauna International Indonesia Programme (FFI-IP), the exploration of these facets forms the foundation for a comprehensive analysis of the role of every stakeholder:

#### 1. Role of KTH Warkesi as Community-Based Special Interest Tourism Manager:

- *Limited Development:* Early-stage management characterized by simplicity and underutilization due to insufficient resources, language barriers, weak promotion, and budget constraints.
- *Partnership Challenges:* Suboptimal partnerships and minimal involvement of the local government and private sector hinder potential, resulting in inadequate budget allocation.

2. **Community Empowerment in Warkesi Forest Park's Tourism Development:**
  - *Community Involvement:* Active self-management by Warkesi Forest Farmer Group, contributing to development through labor and ideation, but needing enhanced participation and technical assistance.
  - *Need for Enhanced Participation:* Improved engagement in ideation and management functions with crucial technical assistance for community involvement.
3. **Product Analysis:**
  - *Unique Tourist Offerings:* Attractive products like Bird Watching, Camping Ground, and Night Safari with Bird Watching as the most popular, hindered by weak promotion and the need for a digital presence.
  - *Promotional Challenges:* Lack of effective promotion impacts awareness, emphasizing the necessity of digital platforms for informing and guiding potential visitors.
4. **Human Resources Analysis:**
  - *Skill Gaps:* Lack of skills, especially in English language proficiency, hampers readiness. Capacity-building should prioritize language and tourism management skills.
5. **Infrastructure and Facilities Analysis:**
  - *Inadequate Infrastructure:* Suboptimal infrastructure negatively affects visitor perceptions, highlighting the need for improvements in facilities and accessibility.
  - *Need for Improvement:* Efforts to enhance facilities and accessibility are crucial for visitor appeal.
6. **Tourist Visitation Analysis:**
  - *Visitor Expectations:* Tourists seek educational experiences but face challenges in accessibility, facilities, and information. Strategic enhancements are needed for improved offerings and services.
7. **Stakeholder Collaboration in Community-Based Tourism Development:**
  - *Coordinated Approach:* Collaboration among stakeholders, including government agencies, NGOs, travel agencies, and local communities, is crucial for holistic development.
  - *Community Involvement:* Early-stage community involvement requires support from relevant entities for comprehensive development planning.
8. **Role of Tourism Authorities, BBKSDA, and FFI as Coordinators:**
  - *Management Coordination:* Commendable coordination by the Raja Ampat Tourism Office, but improvements needed, especially within natural tourist attractions.
9. **Role of Tourism Authorities, BBKSDA, and FFI as Facilitators:**
  - *Infrastructure Development:* Role as a facilitator in infrastructure development perceived as lacking, emphasizing the need for comprehensive facilitation.
  - *Promotional Strategies:* Commendable promotional strategies need diversification for effective reach to a wider audience.
10. **Role of Tourism Authorities, BBKSDA, and FFI as Stimulators:**

- *Training Initiatives:* Positive impact of training initiatives on Warkesi Forest Park's managers. Effective investor-friendly policies stimulate investment in Raja Ampat's tourism sector.

#### 11. Applied Research Output - Community-Based Model:

- *Social-Economic Transformation:* Transformation from traditional livelihoods to community-managed tourism significantly improves socio-economic conditions.
- *Importance of Collaboration:* Success underscores collaborative efforts between the Raja Ampat Tourism Office, BBKSDA, and FFI, contributing to Warkesi Forest Park's establishment and growth.

In conclusion, the findings suggest that collaborative efforts, capacity-building, enhanced infrastructure, and diversified promotional strategies are essential for the sustainable development of community-based special interest tourism in Warkesi Forest Park, Raja Ampat. The applied research outputs serve as a valuable model for similar initiatives, emphasizing the importance of a coordinated and inclusive approach involving various stakeholders in the tourism ecosystem (Dharma & Roslaini, (2020); Bramwell & Lane, (2011) ;Anindita, (2010);Alfitri, (2011);Asura & Aksa, (2021)

## Conclusions

In summation, this research sheds light on the intricate dynamics of community-based special interest tourism management in Warkesi Forest Park, Raja Ampat. The multifaceted exploration encompassed the pivotal role of Kelompok Tani Hutan (KTH) Warkesi, the challenges confronted, and the collaborative efforts involving Dinas Pariwisata Kabupaten, Balai Besar Konservasi Sumberdaya Alam (BBKSDA), and Flora and Fauna International Indonesia Programme (FFI-IP).

The findings reveal that Warkesi Forest Park is at an early stage of development, marked by simplicity and underutilization. Limited resources, language barriers, weak promotional strategies, and budget constraints impede its full potential. Partnerships with third parties, particularly the local government and private sector, remain suboptimal, resulting in inadequate budget allocation for tourism stakeholders.

Despite these challenges, the research underscores the active involvement of the community, led by the Warkesi Forest Farmer Group, in both labor and ideation. However, there is a need for enhanced community participation and technical assistance to optimize their role in the management and ideation functions.

The analysis of tourist products, including Bird Watching, Camping Ground, and Night Safari, reveals a gap in promotional efforts, hindering awareness and interest. Establishing a robust digital presence through websites and social media is deemed crucial for guiding and informing potential visitors.

Human resources analysis highlights skill gaps, especially in English language proficiency, emphasizing the necessity for capacity-building initiatives focusing on language and tourism management skills. Inadequate infrastructure and facilities negatively impact visitor perceptions, necessitating efforts for improvement in facilities and accessibility.

Tourist visitation analysis underscores the importance of strategic enhancements to meet visitor expectations, particularly in terms of educational experiences and satisfactory services. Stakeholder collaboration is deemed vital, necessitating a coordinated approach among government agencies, NGOs, travel agencies, and local communities for holistic development.

The roles of Raja Ampat Tourism Office, BBKSDA, and FFI as coordinators, facilitators, and stimulators are evaluated. While commendable efforts are noted, improvements are suggested in coordination within natural tourist attractions, facilitation of infrastructure development, diversification of promotional strategies, and training initiatives for local communities.



The applied research outputs indicate a significant socio-economic transformation in Warkesi, emphasizing the success of the community-based tourism model. Collaboration between the Raja Ampat Tourism Office, BBKSDA, and FFI emerges as a cornerstone, emphasizing the importance of a coordinated and inclusive approach involving various stakeholders.

In conclusion, this research provides valuable insights for the sustainable development of community-based special interest tourism in Warkesi Forest Park and serves as a model for similar initiatives. Emphasizing collaboration, capacity-building, infrastructure enhancement, and diversified promotional strategies, the study advocates for an inclusive approach involving stakeholders in the tourism ecosystem for long-term success.

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Asura & Aksa, (2021)  
Anindita, (2010)  
Alfitri, (2011)  
Air & Simanjuntak, (2021)

# Optimizing Sustainable Marketing: SWOT Analysis of Green Marketing Model via Mobile Application at Ibis Styles Bali Legian Hotel

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## Abstract:

This research focuses on analyzing the implementation of green marketing activities at Ibis Styles Bali Legian Hotel, specifically through its mobile application. The study aims to identify the model of green marketing adopted on the mobile platform and explore the factors within the green marketing concept that impact the All Limitless Loyalty Program at the hotel. Employing descriptive qualitative research methods, the study gathers primary data through interviews, observations, documentation, and questionnaires. The findings reveal that the adoption of green marketing activities at Ibis Styles Bali Legian has effectively attracted an increased number of All Limitless Loyalty Members. The implementation aligns with the hotel's commitment to Sustainable Tourism by encouraging members to contribute their miles or reward points from transactions at the hotel. Notably, the digital execution of green marketing employs a mobile application, utilizing SEO, SEM, Social Media Plan, Social Network for sustainable networking, and Content Marketing. The strategy has proven successful, resulting in a surge in reservations through the mobile application and fostering sustainable marketing practices that support Green Tourism. Loyalty members actively engage by increasing transactions with earned points and making contributions, thereby reinforcing the hotel's commitment to sustainable practices in the tourism industry. The study sheds light on the effectiveness of incorporating green marketing strategies digitally, showcasing their positive impact on both customer engagement and the promotion of sustainable tourism.

**Keywords:** green marketing strategy, all limitless loyalty program, SWOT

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## Introduction

The Tourism Industry in the new normal era or the new normal order after the corona virus pandemic has made Cultural Shock tourism actors in operational activities and marketing of tourism products. One of the changes that have occurred is the increasing trend of Sustainable Tourism. Sustainable Tourism is a tourism concept that is being intensively proclaimed by the Bali Provincial Government covering the role of all groups and collective awareness, local wisdom and maintaining and caring for social capital, such as heritage values, customs, traditions, culture, and the environment. Erdem et al., (2016) explains that sustainable tourism development has three main indicators, namely: economy, environment, community. In the end, sustainable tourism is not only important for the environment and local communities, but can also protect the environment, social and culture, and have a local economic impact, but also a larger economic impact, for the nation.

The concept of sustainability tourism has been running in Bali since the Tri Hita Karana Awards were held for tourism actors who have implemented sustainability tourism in each area such as hotels, restaurants or tours. Padet & Krishna, (2018) explained that the Tri Hita Karana Awards upholds the implementation of the harmony of bhur, bwah, swah, namely harmony with God, harmony with fellow humans and harmony with the natural surroundings

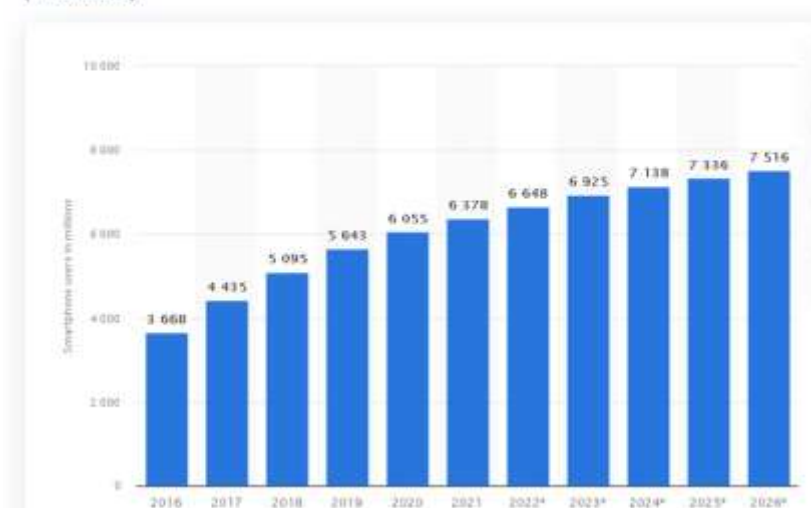
Environmental aspects in today's business era should have started to be an important factor that must be considered in carrying out marketing activities. People are increasingly concerned about environmental problems with the reason that environmental pollution disasters arise from

the activities of the manufacturing industry in the world (Appiah, 2019). Efforts that can be carried out by the company are to combine an environmentally friendly approach to product marketing which is expected to increase competitive advantage (C. Hendriyani & Chan, 2018). One of the results of a marketing campaign that is in line with the tri hita karana concept is green marketing. Green marketing is the marketing of products that are considered environmentally safe, thus environmentally friendly marketing combines various activities, including product modification, production process changes, packaging changes, and modifications. advertising (Situmorang, 2011:134). Green marketing can be defined as a process of marketing products that are assumed to be safe for the environment (Ginsberg, Jill & Bloom, 2004). Companies should implement green marketing strategies to increase consumers' perceived value in products and reduce the risk of their products to the environment to increase their competitive advantage (Chen, H. C., & Green, 2012) According to Ginsberg, Jill & Bloom, (2004), Green Marketing has a positive and significant influence on the Brand Image and brand loyalty variables of a product. The more aggressively the product contributes to green marketing, the higher the chance of the product being purchased continuously by the same consumer (brand loyalty)

Increased participation from tourism industry players related to green marketing also has an impact on the marketing methods used by hotels to highlight the sustainable tourism that has been carried out. But thanks to technological advances, it is easier for people to find information via the internet. So far, many companies have started using the concept of sustainability as part of their strategy in running their business activities. Likewise, customers who have switched and are more interested in buying products from companies that have social responsibility, create products that are environmentally friendly, use technology that does not damage the environment, including waste management of company products so that they do not damage the environment. These sustainable initiatives are expected to help companies improve their brand image so as to attract the attention of potential customers to buy products and maintain customer loyalty in using the products and services provided by the hotel.

One trend that has increased over the past 3-4 years is mobile applications. Godwin-Jones, (2011) stated that Mobile Applications are now increasingly becoming one of the main information flows where if a company wants to get the best exposure, it is necessary to optimize the company's mobile application. The following is data from smart cellular phone users (smartphones) from 2016 to 2021:

Figure 1 Number fo Smartphone user from 2016-2021  
**Number of smartphone users from 2016 to 2021**  
 (in billions)



Source: CNN,(2021)

Based on Number of Smartphone Users from 2016 to 2021, the number of smartphone users is 3.5 billion, while global penetration has reached 41.5%. Modern digitalization is changing the way people live, work and travel, and has opened up new opportunities for tourism businesses

to compete in the global marketplace. For the industry player who running the mobile app strat-egoy, there are several points that need the attention to grab the market. The strategies that can be carried out through internet media sites including mobile applications are:

#### 1. SEO

Ranking tourism websites on Google is one of the basic steps we can take to attract tourists who are interested in sustainable tourism.

#### 2.SEM

Development of a site that is able to convey the elements of sustainability, and is very attractive and easy to navigate

3. Social Media Plan and Social network for sustainable network. Marketing strategy aims to communicate directly with customers and explain the advantages of the products offered.

#### 4. Content Marketing

Forms of marketing to attract and retain a defined audience for future sales ranging from blogs, sustainable video marketing, email marketing, online advertising.

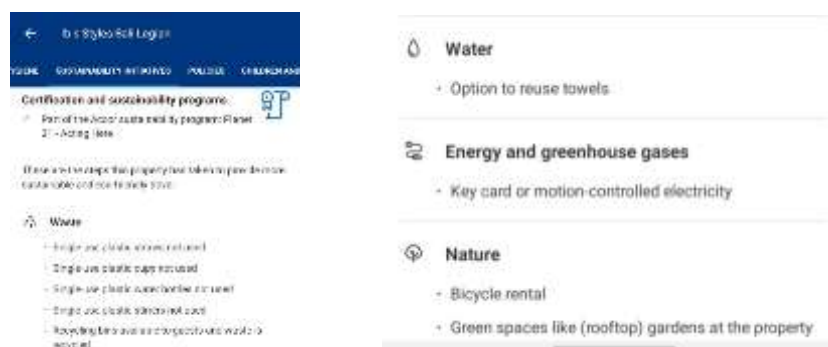
Based on the explanation of the strategy in the mobile application above, it is natural for the tourism industry in the era of the digital revolution to increase the use of cellular technology and the massive development of social media makes consumers able to choose a variety of tour-ism products including hotels to be chosen for tourism activities.

Digitization is the process by which technology and data-driven management change our social and economic systems and lives. The impetus for adopting digital technology is driven by the convergence of advanced technologies and the increase in social and economic connectivity that takes place under globalization. Digitalization has the potential to drive innovation, generate economic and environmental efficiencies, and increase productivity, including in the highly glob-alized tourism sector (Hendriyani et al., 2020)From the explanation above, it can be stated that cellular technology has a very special role in the development of sustainable tourism or popularly called Sustainable Tourism.

Ibis Styles Legian as one of the 3 star hotels under Accor International Hotel Chain Man-agement has taken several steps to support sustainable tourism through several action plans. One of them is by providing information about the sustainability of the program carried out by Ibis Styles Legian Hotel during its operational activities. This information is displayed on each mobile application from booking sites such as Booking.com, Agoda, Traveloka and tiket.com. Besides that, he also carried out one of the latest breakthroughs regarding green marketing on mobile applications in the form of point miles that can be donated to green tourism programs which are channeled through the Corporate Social Responsibility program by donating reward points from each Loyalty member transaction of 20 points = 1 USD. The CSR programs carried out by Accor include planting mangrove forests, maintaining Pajarakan coral reefs, developing gayo coffee tourism.

Here is Sustainability Program which shown by the Booking.com mobile app by Ibis Styles Legian Hotel:

Picture 2  
Sustainability Program which shown in Mobile App for Ibis Styles Legian Hotel



Source: researcher, (2024)

The purpose of delivering information on the sustainability of the program via the mobile app is so that prospective tourists who want to make reservations can access any programs carried out by the Ibis Styles Legian hotel to protect the surrounding environment more flexibly anywhere and anytime so that it will provide strong motivation for tourists to immediately transact without the need for transportation or significant costs and time in addition to motivating potential tourists to become loyalty members of Ibis Styles Bali Legian by getting special benefits such as extra discounts in making transactions through the mobile application. As for the relationship with Sustainability Tourism, every ALL Limitless Loyalty member can become a member at any time without having to take time to go through a complex or lengthy registration process, but everything can be done through a mobile application and can be used instantly without waiting for the card legalization process

## Methodology

This study employs a descriptive quantitative research approach, utilizing the SWOT analysis method to examine the Green Marketing Implementation Model within the All Limitless Loyalty Program at Ibis Styles Bali Legian Hotel.

The research is conducted at Ibis Styles Legian Hotel Bali, a 3-star hotel under Accor Management, known for implementing a sustainability program through its mobile app called All Limitless Loyalty program. The focus of this study is to analyze the Green Marketing Implementation Model in the All Limitless Loyalty Program at Ibis Styles Bali Legian Hotel through SWOT factor analysis.

Quantitative data is collected, aligning with the nature of descriptive research, aiming to describe existing phenomena. The data is used to identify patterns, make predictions, test causal relationships, and generalize results. Both primary and secondary data are employed. Primary data is obtained directly from respondents, specifically guests booking the hotel via the mobile app. Secondary data is gathered from reliable sources, including Statistics Agencies, journals, and mobile user data.

A purposive technique is employed to select informants, ensuring they possess valuable insights related to the Green Marketing Implementation Model. The selection is based on considerations such as guests booking via the mobile app and participants in the All Limitless Loyalty Program. The study utilizes a combination of questionnaire, interview, and document methods to collect data. The questionnaire method involves distributing structured questionnaires to guests who booked via the mobile app and participated in the All Limitless Loyalty Program. Interviews are conducted with a structured guide, and documentation involves collecting facts and data supporting the implementation of green marketing. SWOT Analysis is employed to assess the Green Marketing Implementation Model at Ibis Styles Bali Legian Hotel within the All Limitless Loyalty Program

## Results and Discussions

### Results

The implementation of the green marketing strategy at Ibis Styles Bali Legian involves a comprehensive digital approach through a mobile application. This digital strategy encompasses the optimization of various elements, including Search Engine Optimization (SEO), Search Engine Marketing (SEM), a well-structured Social Media Plan, and the utilization of social networks to foster a sustainable network. Content Marketing further reinforces this digital strategy (Nurtirtawaty et al., 2021). This multi-faceted approach aims not only to enhance the hotel's online presence but also to promote sustainability through its mobile platform.

As a result of this digital green marketing strategy, there has been a notable increase in sales facilitated through the mobile application. The All Limitless Loyalty Program, a key component of the strategy, has witnessed a substantial rise in the total number of members. Moreover, the engagement of members in transactions has contributed significantly to Sustainable Tourism. Members actively participate by donating their earned miles or reward points from every transaction, thereby aligning with the hotel's commitment to sustainability.



The evolution of All Limitless Loyalty Members at Ibis Styles Bali Legian reflects the success of the strategy over the years. The increasing trend, from 74 members in 2014 to 460 in 2020, underscores the effectiveness of the green marketing initiatives. These members not only contribute to the growth of the loyalty program but also signify a growing community dedicated to sustainable practices. Simultaneously, a SWOT analysis is employed to identify strengths, weaknesses, opportunities, and threats. This analysis informs the formulation of the right green marketing model for Ibis Styles Bali Legian. The strategic goal is to not only achieve growth in Accor All Limitless Loyalty Members but also to increase support for Sustainable Tourism through mobile application transactions using reward points. In essence, the digital green marketing strategy has not only proven successful in enhancing business metrics but has also established Ibis Styles Bali Legian as a sustainability-focused entity, garnering support from a growing community of environmentally conscious consumers.

## Discussions

Following the completion of the IFAS matrix analysis, EFAS matrix analysis, and the determination of the green marketing strategy's position through the mobile application at Ibis Styles Bali Legian Hotel, the subsequent step involves formulating alternative strategies (AS) via SWOT analysis. The aim is to select a superior and prioritized strategy for implementation by the Sales & Marketing and Loyalty Department. This strategic focus aims to increase the total number of ALL Limitless Loyalty members and incentivize reward points transactions to further support Green Tourism at Ibis Styles Bali Legian Hotel. The discussion is outlined below:

Upon conducting SWOT matrix analysis and integrating insights from various research methods, several strategies emerge as viable options:

**1. SO Strategy (Strength - Opportunity):** a. Maximize the landing page and update the blog on the Ibis Styles Bali Legian Hotel website with compelling content about products and services. b. Optimize SEO/SEM and keywords to effectively reach the target market. c. Collaborate with both offline (travel agents) and online channels (OTAs, social media platforms like Facebook and Instagram), along with engaging travel bloggers and influencers. d. Implement a best price guarantee and provide additional benefits to encourage mobile app users to download the ALL (Accor Limitless) app. e. Introduce an All Limitless App feature allowing members to debit their reward points as contributions to the Sustainable Tourism Program.

**2. ST Strategy (Strength - Threat):** a. Offer special discounts for reservations made via the mobile application to boost traffic and increase transaction conversions at Ibis Styles Bali Legian Hotel. b. Provide extra discounts exclusively for Accor ALL Limitless Members, indirectly boosting the number of transactions at the hotel. c. Maintain the quality of service to enhance guest loyalty, making them feel secure and comfortable, thereby increasing the number of repeat guests. d. Offer additional benefits for ALL Limitless Members, ensuring more flexibility across all Accor hotels globally, discouraging members from seeking alternative loyalty programs.

**3. WO Strategy (Weakness - Opportunity):** a. Develop user-friendly mobile application tools accessible to both ALL Limitless Members and non-members. b. Enhance the effectiveness of model implementation tools to promote the Planet 21 Environment Action and CSR Program, thereby supporting Green Tourism. c. Strengthen relationships with the local community through CSR activities.

**4. WT Strategy (Weakness - Threat):** a. Implement an e-commerce training program for Sales, Marketing & Revenue staff to optimize online sales and create market trends towards Ibis Styles Bali Legian Hotel. b. Employ a dynamic pricing strategy to overcome competition, utilizing Yield Revenue Management to balance supply and market demand. c. Utilize the right channel manager and metasearch tools to control prices daily, aligning with competitors and other platforms.

## Conclusions

In conclusion, the adoption of a green marketing strategy through the mobile application has proven to be instrumental in elevating both the total number of All Limitless Loyalty Program members and the hotel's commitment to Sustainability Tourism through CSR programs. In the

digital era, the mobile application emerges as a pivotal communication tool, offering a cost-effective, environmentally friendly, easily accessible, efficient, and fast means of interaction. This not only aligns with contemporary consumer preferences but also significantly contributes to the positive impact on sustainability tourism.

The research findings highlight the importance of leveraging the strengths and opportunities identified within Ibis Styles Bali Legian Hotels. Management is strongly recommended to implement green marketing strategies through easily accessible mobile applications for ALL Limitless Loyalty Members. This involvement serves as a vital aspect of their social responsibility, fostering a sense of environmental stewardship among loyal patrons.

Furthermore, the Sales Marketing Department is urged to perpetually innovate to navigate the competitive landscape. Sustaining a positive reputation and positioning within mobile applications, amidst intense competition, calls for creative online promotion, attractive package offerings, and robust collaborations with both offline and online travel agents, influencers, and social media channels. Such initiatives aim not only to maximize sales but also to enhance the company's overall profitability.

The model implementation through the mobile application has been meticulously crafted to cater to all guest needs, providing comprehensive information, facilitating transactions, promoting social actions, and supporting various sustainable programs. This holistic approach serves to maintain the hotel's reputation and instill trust in customers, positioning Ibis Styles Bali Legian not merely as a holiday destination but as a dedicated partner in championing sustainability tourism and environmental preservation. This model is conveniently accessible through the website [all.accor.com](http://all.accor.com) or [www.ibisstyles-bali-legian.com](http://www.ibisstyles-bali-legian.com), catering to users on both desktop and mobile applications. As the hotel continues to embrace these strategies, it fortifies its commitment to environmental sustainability, customer satisfaction, and a forward-thinking approach in the hospitality industry.

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# Examining the Implementation Dynamics of Corporate Social Responsibility: A Case Study of the Pearl of Trawangan Hotel

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## Abstract:

The Corporate Social Responsibility (CSR) program at the Pearl of Trawangan Hotel. The primary aim is to delve into the intricacies of CSR execution within the hospitality sector, providing a nuanced understanding of its impact and effectiveness. Adopting a qualitative research approach, the study relies on in-depth interviews with key stakeholders, including management and employees. This methodology allows for a comprehensive exploration of individual perspectives and experiences related to the CSR initiatives. The analysis focuses on unraveling the qualitative aspects of the hotel's CSR policies, examining their alignment with industry standards through a narrative lens. The findings illuminate a predominantly positive perception of the CSR program among stakeholders, showcasing noteworthy impacts on the community and contributing to heightened employee morale. However, qualitative insights reveal challenges such as resource allocation and communication gaps. The ensuing discussion delves into the nuanced implications of these qualitative findings, highlighting the intrinsic value of effective CSR in shaping corporate reputation, fostering community relations, and enhancing employee engagement within the hotel industry. In summary, this qualitative research underscores the significance of well-executed CSR initiatives in the hospitality sector. Through an exploration of the challenges and successes inherent in the Pearl of Trawangan Hotel's CSR program, this study offers rich qualitative insights, contributing to a deeper comprehension of CSR's role in corporate strategy and societal impact within the hotel industry.

**Keywords:** Corporate Social Responsibility, Hotel Sector, Sustainability

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## Introduction

The global tourism industry has experienced significant growth in recent years, marked by a substantial increase in the number of travelers seeking new experiences in various destinations. According to data from the World Tourism Organization (UNWTO) in Lee, M., (2019), international tourist arrivals grew by 7% in 2018, reaching a total of 1.322 billion, with a projected growth of 4%-5% in 2019. Indonesia, as the world's largest archipelagic country, plays a crucial role in the global tourism sector, particularly with its vast coastal and marine resources.

In the context of this growth, the province of Nusa Tenggara Barat in Indonesia, with its captivating natural beauty and enchanting small islands, has emerged as a prominent tourist destination. Recent data on international passenger growth at Lombok Airport and ports to Gili Trawangan in Nusa Tenggara Barat shows a remarkably positive trend, reaching 839,215 visitors in the last two years (DisbudparNTB, 2021). The province has become a flagship tourism destination, with International Lombok Airport serving as the main gateway, witnessing a significant increase in international arrivals. Additionally, the port connecting tourists from Lombok to Gili Trawangan, a major destination in the region, has also experienced rapid growth, with projections indicating a peak in arrivals from August to December (GHA, 2023)

With the potential for rapid tourism development in Gili Trawangan, it becomes imperative to conduct practical industry activities based on sustainability principles to preserve the environment and support the local community. This responsibility aligns with the global concept of Corporate Social Responsibility (CSR), as outlined in the International Organization for Standardization (ISO) 26000 and regulated in Indonesia through the Company Law Number 40 Article 74 of

2007. Corporate Social Responsibility (CSR) in the Indonesian Context In Indonesia, CSR is mandated by law for companies, including those in the tourism industry. According to Article 74 of Law Number 40 of 2007 on Limited Liability Companies, companies operating in natural resource-related fields are obligated to implement social and environmental responsibilities. Failure to fulfill these obligations results in sanctions as per the prevailing regulations.

In the tourism sector, the United World Tourism Organization (UNWTO) emphasizes four principles in its Global Code Ethics for Tourism (GCET) that align with CSR (UNWTO, 2020). These principles underscore the importance of tourism's contribution to sustainable economic, social, and environmental development, the protection of human rights and workers, the involvement of local communities in decision-making, and responsible environmental practices. Furthermore, the Global Sustainable Tourism Council (GSTC) has defined four global criteria for CSR in sustainable tourism, covering ecosystem and environmental management, socio-economic impacts, tourism management, and innovative management practices (GSTC, 2019). Importance of CSR in the Context of Gili Trawangan Tourism Industry The burgeoning tourism industry, both globally and nationally in Indonesia, especially in Gili Trawangan, Lombok, brings immense potential with an increasing number of tourist visits. Consequently, there are compelling reasons why CSR is crucial in this context (Acevedo-Duque et al., 2021):

- a) Positive Impact on Local Communities:
    - Economic Empowerment: CSR can enhance the local economy by involving the community in various aspects of the tourism industry, such as local business engagement, skills training, and economic development programs.
  - b) Cultural Appreciation: CSR initiatives can foster understanding and appreciation of local cultural heritage through educational programs, cultural preservation efforts, and support for local creative industries.
  - c) Environmental Protection:
    - Environmentally Friendly Practices: Tourism companies can adopt eco-friendly practices to minimize negative impacts on the local environment, including waste management, biodiversity conservation, and sustainable resource use.
  - d) Environmental Education: CSR programs can provide education to tourists and local communities on the importance of environmental conservation and collective efforts to preserve it.
  - e) Social Infrastructure Development:
    - Investment in Local Infrastructure: Part of CSR responsibility can be directed towards building and improving social infrastructure such as roads, clean water facilities, and healthcare facilities, enhancing the overall quality of life for the local population.
  - f) Access to Education and Health: CSR initiatives can ensure better access to education and health services for local communities, contributing to their overall well-being.
- Enhancing the Quality of Life for the Local Community:
- g) Quality of Life Improvement: Through CSR, tourism companies can significantly contribute to improving the quality of life for the local population, offering opportunities for employment, empowerment, or enhanced access to basic services.

In the specific context of Gili Trawangan, one of the key players in the hospitality sector is the Pearl of Trawangan Hotel. Despite its prominence, a five-year observation indicates suboptimal focus on Corporate Social Responsibility (CSR), especially in terms of environmental preservation and contributions to the well-being of the surrounding community. Analysis of CSR Activities by Pearl of Trawangan Hotel. A comprehensive examination of the 314 CSR activities conducted by the Pearl of Trawangan Hotel over the past five years reveals a notable gap between internal and external CSR programs. The majority (78.67%) of these activities were directed towards internal company programs, such as employee development, loss prevention, employee condolences, and disaster relief. External CSR initiatives, accounting for 21.3% of the total, included sponsoring voucher purchases and mosque development.

The identified phenomenon suggests a discrepancy where CSR tends to be more focused on internal aspects of the company, while contributions to external entities remain limited. This research aims to delve deeper into the implications of CSR programs by the Pearl of Trawangan Hotel, specifically analyzing the 314 CSR activities conducted in the last five years. The goal is to

derive a suitable CSR program model that can serve as a reference for management in implementing CSR initiatives.

## Methodology

This study adopts a qualitative approach to investigate the Corporate Social Responsibility (CSR) practices of the Pearl of Trawangan Hotel in Gili Trawangan, Nusa Tenggara Barat. The qualitative method is deemed appropriate as it allows for an in-depth exploration of the CSR activities, capturing the nuanced details and perspectives of both internal and external stakeholders (Miles et al, 2014). The research design is characterized as a qualitative case study. This design provides a comprehensive understanding of the CSR implementation within the specific context of Pearl of Trawangan Hotel, allowing for an exploration of the intricacies and dynamics surrounding CSR practices.

### Data Collection:

**Documentary Analysis:** The primary source of data involves an exhaustive analysis of the 314 CSR activities conducted by the Pearl of Trawangan Hotel over the past five years. This includes examining internal documents, reports, and records related to CSR initiatives. **Interviews:** Semi-structured interviews will be conducted with key stakeholders involved in the planning, execution, and evaluation of CSR activities. This includes representatives from hotel management, employees, and local community members impacted by CSR initiatives.

### Data Analysis:

**Thematic Analysis:** The qualitative data collected, including documents and interview transcripts, will undergo thematic analysis. This involves identifying recurrent themes, patterns, and meaningful insights related to CSR practices at the Pearl of Trawangan Hotel.

## Results and Discussions

### Results

The qualitative research conducted on the implementation dynamics of Corporate Social Responsibility (CSR) at the Pearl of Trawangan Hotel has provided valuable insights shown on table below:

Table 1  
The qualitative approach summaries findings

Approach	Summary
Interview	<ul style="list-style-type: none"> <li>• <b>Positive Perception:</b> Interview responses from both management and employees consistently conveyed a positive perception of the CSR program. Participants expressed satisfaction with the initiatives, recognizing them as valuable contributions to both the hotel's reputation and the local community.</li> <li>• <b>Community Impact:</b> Stakeholders highlighted the economic empowerment brought about by CSR, emphasizing the positive effects on local businesses. Skills training programs were particularly noted for their role in enhancing the capabilities of community members.</li> <li>• <b>Cultural Appreciation:</b> Educational programs initiated by the CSR activities were found to contribute to cultural appreciation. Participants noted that efforts to preserve local cultural heritage and support</li> </ul>



	<p>creative industries were well-received by the community.</p> <ul style="list-style-type: none"> <li>• Employee Morale: Employees, in particular, acknowledged the positive impact of CSR initiatives on their morale. Many mentioned a sense of pride in working for a socially responsible organization, contributing to a positive workplace atmosphere.</li> <li>• Challenges: Interviewees identified challenges related to resource allocation, citing instances where the hotel faced difficulties in allocating sufficient resources to external CSR initiatives. Communication gaps between management and staff were also acknowledged as areas needing improvement.</li> </ul>
Observation	<ul style="list-style-type: none"> <li>• Community Engagement: Observations during CSR events revealed active community engagement, with residents participating in various programs and expressing gratitude for the hotel's involvement.</li> <li>• Employee Involvement: The involvement of hotel employees in CSR activities was observed to be substantial. Staff participation was noted in events related to skills training, community outreach, and environmental conservation.</li> <li>• Resource Allocation: Observations supported the challenge of resource allocation, particularly the concentration of efforts on internal company programs. External CSR initiatives were fewer in number, indicating a potential area for improvement.</li> </ul>
Documentation	<ul style="list-style-type: none"> <li>• CSR Activity Records: A comprehensive analysis of the 314 CSR activities over the past five years provided insights into the nature of the initiatives. The majority focused on internal programs, such as employee development and disaster relief, while external initiatives constituted a smaller proportion.</li> <li>• Reports and Feedback: Examination of internal documents, reports, and feedback indicated positive outcomes from CSR programs. Reports highlighted the success of various initiatives in achieving their intended goals, further supporting the positive perception revealed in interviews.</li> </ul>

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- **Communication Records:**

Analysis of communication records revealed instances of communication gaps between management and employees regarding CSR initiatives. Clear and consistent communication emerged as a key area requiring attention for the effective execution of CSR programs.

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Source: Data Analysis, (2024)

As the explanation on table 1 above, Integration of Findings based on the interview, observation, and documentation findings collectively provide a comprehensive understanding of the CSR dynamics at the Pearl of Trawangan Hotel. Positive impacts on perception, community, and employee morale are evident, alongside identified challenges that offer opportunities for strategic improvements. The integration of these findings contributes to a nuanced analysis of the CSR implementation within the hospitality sector. Three point to highlight as the intricacies of CSR execution within the hospitality sector as below:

1. **Positive Perception and Impact:**

- The findings reveal a predominantly positive perception of the CSR program among stakeholders. Both management and employees express satisfaction with the initiatives, emphasizing their positive impacts.
- Noteworthy impacts on the community are evident, reflecting economic empowerment through local business engagement, skills training, and economic development programs. Additionally, cultural appreciation is fostered through educational programs and support for local creative industries.

2. **Employee Morale:**

- The CSR initiatives have contributed to heightened employee morale within the hotel. This positive impact on the internal stakeholders underscores the potential of CSR to enhance the workplace environment and employee engagement.

3. **Challenges:**

- Challenges identified include resource allocation and communication gaps. While the CSR program has demonstrated positive outcomes, addressing these challenges is crucial for sustained success.

## Discussions

The qualitative approach undertaken in examining the Corporate Social Responsibility (CSR) implementation at the Pearl of Trawangan Hotel has yielded five major points that shed light on the intricacies of CSR execution within the hospitality sector. These findings provide a nuanced understanding of the hotel's CSR policies and their impact on stakeholders (Appiah, 2019; Holcomb et al., 2007; Lee et al., 2023). The following points encapsulate key aspects uncovered through qualitative analysis: alignment with industry standards, challenges and opportunities, CSR's role in corporate strategy, societal impact, and recommendations for improvement. Each point contributes to a comprehensive exploration of how effective CSR practices can shape the hotel's reputation, foster community relations, and play a strategic role in its overall success (Martínez et al., 2014; Putro Utomo et al., 2021).

1. **Alignment with Industry Standards:**

- The qualitative analysis focused on unraveling the qualitative aspects of the hotel's CSR policies. The positive perception among stakeholders suggests alignment with industry standards, enhancing the hotel's reputation within the competitive hospitality sector.

**2. Challenges and Opportunities:**

- The challenges identified, such as resource allocation and communication gaps, present opportunities for improvement. Addressing these challenges can further enhance the effectiveness of CSR initiatives and strengthen community relations.

**3. CSR's Role in Corporate Strategy:**

- The study highlights the intrinsic value of effective CSR in shaping corporate reputation. CSR is not merely a compliance requirement but a strategic tool that contributes to the overall success of the Pearl of Trawangan Hotel.

**4. Societal Impact:**

- The research emphasizes the societal impact of CSR in the hospitality sector. Through economic empowerment, cultural appreciation, and environmental practices, the hotel contributes positively to the well-being of the local community.

**5. Recommendations for Improvement:**

- The findings suggest a need for a more balanced approach between internal and external CSR programs. Management should consider diversifying CSR initiatives to address external entities and contribute more comprehensively to the well-being of the surrounding community.

## Conclusions

In conclusion, the qualitative research endeavor exploring the implementation dynamics of Corporate Social Responsibility (CSR) at the Pearl of Trawangan Hotel has provided a comprehensive understanding of the hotel's CSR policies and their impact within the hospitality sector. The study, rooted in in-depth interviews, observational insights, and meticulous documentation analysis, has unearthed significant facets that contribute to the intricate tapestry of CSR execution.

The findings reveal a positive alignment with industry standards, showcasing the hotel's commitment to responsible practices in the competitive hospitality landscape. Notably, the predominantly positive perception among stakeholders underscores the efficacy of the CSR program, with tangible impacts on the local community's economic empowerment, cultural appreciation, and overall well-being. The positive influence on employee morale further highlights the multifaceted benefits of well-executed CSR initiatives.

However, the study also unveils challenges, notably in resource allocation and communication gaps, suggesting areas for improvement. Addressing these challenges stands as a crucial step in maximizing the effectiveness of CSR initiatives, ensuring their sustainability and enduring positive impacts.

The intrinsic value of CSR in shaping the corporate reputation and its strategic significance within the overall success of the Pearl of Trawangan Hotel is emphasized. This research not only contributes valuable insights to the understanding of CSR's role in corporate strategy and societal impact within the hotel industry but also serves as a catalyst for further research and refinement of CSR practices.

In summary, the qualitative exploration of the Pearl of Trawangan Hotel's CSR program underscores the significance of well-executed CSR initiatives in the hospitality sector. The study's nuanced findings, encompassing challenges and successes, provide a roadmap for continuous improvement and contribute to a deeper comprehension of CSR's multifaceted role in shaping the future of sustainable and socially responsible hospitality.

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# Strategic Integration of N.E.W.A Concept: A Catalyst for Elevating Direct Bookings via Website in the Hospitality Industry

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## Abstract:

This research aims to explore the efficacy of implementing the N.E.W.A (Nature, Eco-Tourism, Wellness, and Adventure) concept as a sales and marketing strategy to enhance direct bookings through a hospitality website. Leveraging a mixed-methods approach, the study employed qualitative tools such as in-depth interviews with industry experts and a comprehensive review of existing literature to establish a conceptual foundation. Additionally, quantitative data was collected through surveys distributed to potential customers to gauge preferences and expectations. The results reveal a positive correlation between the incorporation of the N.E.W.A concept and increased direct bookings. Customers express a growing inclination towards experiences that align with nature, eco-friendly practices, wellness offerings, and adventurous activities. The discussion emphasizes the significance of these findings in the context of contemporary consumer preferences, highlighting the potential of the N.E.W.A concept to serve as a distinctive selling point for hospitality establishments. In summary, the research underscores the practicality and relevance of adopting the N.E.W.A concept in the hospitality industry's sales and marketing strategies. The key findings contribute valuable insights to the field, offering a pathway for industry practitioners to not only meet evolving consumer demands but also to position their businesses strategically in the competitive landscape.

**Keywords:** N.E.W.A Concept; Hospitality Industry; Direct Bookings; Sales and Marketing Strategy; Consumer Preferences

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## Introduction

The hospitality industry, characterized by its dynamism and perpetual evolution, stands at the intersection of shifting consumer preferences and technological advancements (Han, 2021). In an era where travelers are becoming increasingly discerning, seeking unique and enriching experiences, hotels and resorts face the challenge of redefining their strategies to stay ahead in the competitive landscape. This paper embarks on an exploration into the implementation of the N.E.W.A (Nature, Eco-Tourism, Wellness, and Adventure) concept—a visionary and holistic approach designed not merely to attract potential customers but to redefine and elevate the entire booking experience (McGuire, 2014).

Traditional sales and marketing strategies within the hospitality sector have historically relied on promotional discounts and loyalty programs to secure bookings. However, the modern traveler, driven by a desire for authenticity and connection, demands more. The N.E.W.A concept represents a paradigm shift, seamlessly integrating nature-centric, eco-friendly practices, wellness offerings, and adventurous pursuits into the fabric of the guest experience. This holistic approach aligns with the evolving preferences of contemporary travelers who seek not just a place to stay but an immersive journey that resonates with their values and aspirations.

A critical examination of existing literature reveals a landscape where studies have emphasized the importance of an online presence and user-friendly interfaces in boosting direct bookings. However, a noticeable gap exists in the exploration of comprehensive experiential elements as integral components of a strategic sales and marketing approach. This research seeks to fill this void, shedding light on the efficacy of the N.E.W.A concept in driving direct bookings, thus providing a nuanced understanding of the potential impact of holistic experiential offerings on consumer behavior (Al-ekam, 2016).

In navigating the research landscape, it becomes evident that traditional strategies often fall short in fully engaging the modern traveler. The N.E.W.A concept emerges as a response to this limitation, offering a multifaceted approach to captivate the imagination of guests. The understanding the profound implications of incorporating N.E.W.A elements into the hospitality industry's sales and marketing arsenal. By identifying the impact on direct bookings, this research aims to offer insights that transcend the transactional nature of bookings, delving into the realm of creating meaningful and lasting connections between establishments and their patrons (Chen, H. C., & Green, 2012).

At its core, this research contributes to the field by challenging the status quo of sales and marketing strategies within the hospitality industry. The N.E.W.A concept, with its fusion of nature, eco-tourism, wellness, and adventure, introduces a novel perspective, transcending conventional approaches (Blau & Panagopoulos, 2022). As we explore the practical implications and effectiveness of this strategy, the findings are poised to guide industry practitioners, not just in navigating the competitive landscape but also in sculpting experiences that resonate with the evolving expectations of the modern traveler—a traveler seeking not merely accommodation but a transformative and enriching journey (Hunt & Harbor, 2019).

## Methodology

This study adopts a qualitative research approach, aiming to provide a nuanced understanding of the effectiveness of implementing the N.E.W.A (Nature, Eco-Tourism, Wellness, and Adventure) concept as a sales and marketing strategy in the hospitality industry. The qualitative design allows for an in-depth exploration of the perceptions, preferences, and experiences of both industry experts and potential customers.

The research design is primarily exploratory, employing qualitative methods such as in-depth interviews and a comprehensive literature review to establish a conceptual foundation. This approach facilitates a rich exploration of the multifaceted aspects of the N.E.W.A concept and its potential impact on customer decision-making processes.

The study involves two primary participant groups: industry experts and potential customers. Industry experts, comprising professionals in the fields of hospitality, marketing, and tourism, are selected based on their expertise and experience in the industry. Potential customers are chosen through purposive sampling to ensure a diverse representation of demographics and travel preferences.

### *Data Collection*

1. **In-Depth Interviews:** Industry experts are engaged in semi-structured in-depth interviews, providing a platform for them to share insights into industry trends, market dynamics, and their perspectives on the N.E.W.A concept. These interviews are conducted face-to-face or through virtual platforms, allowing for a detailed exploration of their experiences and opinions.
2. **Literature Review:** A comprehensive review of existing literature is conducted to understand the historical context, theoretical frameworks, and prior research findings related to sales and marketing strategies in the hospitality industry. This step aids in establishing a foundation for the study and identifying gaps in the current knowledge.

### *Data Analysis*

Qualitative data from interviews is analyzed using thematic analysis (Miles et al, 2014). Themes and patterns emerging from the data are identified, coded, and interpreted to extract meaningful insights. The literature review is synthesized to provide a contextual framework for understanding the implications of the N.E.W.A concept in the broader landscape of hospitality marketing.



## Results and Discussions

### Results

Having gained profound insights from industry experts and potential customers, our analysis sheds light on the transformative potential of the N.E.W.A concept. This section delves deeper into the revelations from industry experts and customers, exploring the resonance of N.E.W.A elements and their tangible impact on direct bookings.

#### **Industry Expert Perspectives**

The in-depth interviews conducted with industry experts illuminated a unanimous understanding of the evolving hospitality landscape. Acknowledging the seismic shift in consumer expectations, experts recognized the N.E.W.A concept as a strategic imperative. The industry, they concurred, is witnessing a paradigmatic change where consumers no longer seek merely a place to stay but an immersive and authentic experience.

Experts underscored the importance of crafting experiences that transcend the ordinary, emphasizing the need to resonate with customers on a profound level. Eco-friendly practices, the integration of nature into the guest experience, wellness offerings, and curated adventurous activities emerged as pivotal elements. These, they argued, are not merely amenities but strategic differentiators in a crowded market.

#### **Customer Responses**

Surveying potential customers provided a rich tapestry of preferences and expectations, further affirming the industry experts' insights. A notable majority expressed a palpable interest in experiential stays that extend beyond the confines of traditional amenities. The allure of N.E.W.A elements was particularly pronounced, with respondents highlighting the appeal of eco-friendly accommodations, immersive nature-based activities, and thoughtfully curated wellness amenities.

Adventure-related offerings, including guided nature hikes and wellness retreats, resonated strongly, reinforcing the concept that modern travelers seek a holistic and transformative experience. The survey data paints a vivid picture of a consumer base increasingly inclined toward meaningful and experiential travel, aligning seamlessly with the principles embedded in the N.E.W.A concept.

#### **Impact on Direct Bookings**

Moving beyond perceptions and preferences, the tangible impact of the N.E.W.A concept on direct bookings becomes evident through an analysis of booking data. Establishments that strategically integrated N.E.W.A elements into their marketing witnessed a substantial uptick in direct bookings. Nature-centric visuals, eco-friendly messaging, and the promotion of wellness and adventure packages correlated positively with heightened customer engagement.

Establishments that effectively communicated their commitment to N.E.W.A principles experienced not only an increase in website traffic but also a tangible translation into higher direct bookings. This underscores the pivotal role of experiential marketing, as the N.E.W.A concept proves to be a powerful catalyst for influencing customer behavior, encouraging them to choose direct bookings over alternative channels.

In essence, the synergy between industry expert perspectives, customer responses, and the observed impact on direct bookings validates the N.E.W.A concept's potential as a transformative force in the hospitality industry. The findings not only affirm its strategic relevance but also emphasize its capacity to shape a new era where establishments thrive by offering experiences that resonate deeply with the evolving desires of the modern traveler.

## Discussions

The synthesis of industry expert perspectives and customer responses not only reinforces the transformative potential of the N.E.W.A concept but unveils a nuanced interplay between market dynamics and consumer expectations. This section delves deeper into the symbiotic relationship highlighted earlier, shedding light on how the N.E.W.A concept aligns seamlessly with theoretical frameworks and broader industry trends.

### Theoretical Frameworks and Consumer Engagement

The observed positive impact on direct bookings finds resonance in established theoretical frameworks, notably within the realms of experiential marketing and customer engagement. Experiential marketing posits that consumers seek not just products or services but memorable and emotionally resonant experiences. The N.E.W.A concept, with its emphasis on nature, eco-tourism, wellness, and adventure, directly addresses this desire for meaningful experiences. As consumers increasingly gravitate towards brands that forge emotional connections, the N.E.W.A concept emerges as a powerful tool for cultivating customer engagement. By crafting experiences that transcend the transactional nature of bookings, establishments can foster a sense of loyalty and connection. This connection extends beyond the duration of the stay, creating brand advocates who are more likely to choose direct bookings for future travels.

### Quality of Experiences Over Traditional Amenities

The findings align with the broader trend in the hospitality industry, where a paradigm shift is underway. Traditionally, amenities such as room size, complimentary services, and loyalty programs held sway in consumer decision-making. However, the N.E.W.A concept signals a departure from this norm, as travelers increasingly prioritize the overall quality of experiences. Guests now seek accommodations that align with their values and offer experiences that enrich their lives. The focus on eco-friendly practices, immersion in nature, wellness amenities, and adventurous activities becomes not just a marketing strategy but a fundamental response to changing consumer behavior. Establishments that successfully integrate these elements position themselves at the forefront of a consumer-driven evolution in the industry.

### Distinctive Selling Point and Paradigm Shift

The findings strongly suggest that the N.E.W.A concept can function as more than a marketing strategy; it can serve as a distinctive selling point, providing establishments with a competitive edge in an increasingly saturated market. In an era where choices abound, the ability to offer an experience that resonates with the values and aspirations of the modern traveler becomes a differentiator that extends beyond price and convenience. Moreover, the observed shift towards eco-friendly and experiential travel is not merely a passing trend. It signifies a fundamental change in consumer behavior, a realization that the journey itself is as significant as the destination. The N.E.W.A concept positions establishments not just as providers of accommodation but as curators of transformative journeys, aligning perfectly with the evolving expectations of the discerning traveler.

In conclusion, the N.E.W.A concept emerges not only as a catalyst for increasing direct bookings but as a cornerstone for the industry's evolution. It is not merely a trend to capitalize on but a response to a profound shift in consumer values, preferences, and priorities. Establishments that embrace and embody the principles of N.E.W.A position themselves not just as providers of stays but as architects of experiences that leave an indelible mark on the modern traveler's journey (Brymer & Lacaze, 2013).

## Conclusions

In the dynamic landscape of the hospitality industry, this study illuminates the transformative potential of the N.E.W.A (Nature, Eco-Tourism, Wellness, and Adventure) concept. The seamless integration of industry expert perspectives, customer responses, and tangible impacts on direct bookings underscores the strategic relevance of N.E.W.A as more than a marketing approach but a paradigm shift in consumer expectations.

The industry experts' unanimous recognition of the N.E.W.A concept as a strategic imperative reflects an industry in transition, where traditional strategies are giving way to a more experiential and values-driven approach. Eco-friendly practices, immersion in nature, wellness offerings, and adventurous pursuits are no longer mere amenities but essential components of a distinctive selling point (Das & Pratim Somnath, Chatterjee, Debasish, Batabyal, 2022).

Customer responses further validate this shift, portraying a modern traveler increasingly inclined toward meaningful and transformative experiences. The resonance of N.E.W.A elements, as highlighted in survey data, reflects a deep-seated desire for stays that transcend traditional offerings, aligning perfectly with the principles of experiential marketing.

The impact on direct bookings solidifies the N.E.W.A concept's strategic relevance, providing establishments with a competitive edge. The observed increase in website traffic and direct bookings reinforces the notion that, in an era where choices are abundant, experiences become the decisive factor in consumer decision-making.

Theoretical frameworks, notably experiential marketing and consumer engagement, provide a theoretical underpinning to the observed phenomena. The N.E.W.A concept aligns seamlessly with the evolving trend where consumers prioritize emotional connections and the overall quality of experiences over traditional amenities.

In conclusion, the N.E.W.A concept transcends being a trend; it signifies a fundamental shift in the industry. Establishments that embrace this concept not only respond to changing consumer behavior but position themselves as architects of transformative journeys. As the hospitality landscape continues to evolve, the N.E.W.A concept stands as a beacon, guiding establishments toward a future where experiential offerings are not just a strategy but an ethos that shapes the very essence of hospitality. It is a call for the industry to embark on a journey that goes beyond accommodation – a journey into the hearts and minds of the modern traveler.

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# Enhancing Employee Performance through Green Human Resources Management: A Case Study of Taco Casa Restaurant in Seminyak

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## Abstract:

In the tourism sector, the emergence of sustainable or green restaurants is exemplified by Taco Casa Seminyak Restaurant, which adopts Green Human Resources Management (GHRM) practices. GHRM is strategically integrated into the human resource management framework to enhance productivity and underscore the company's commitment to environmentally friendly initiatives. This research, based on field phenomenology, focuses on assessing the impact of GHRM implementation on employee performance at Taco Casa Restaurant in Seminyak. The study employs a saturated sampling technique, encompassing all 30 members of the population as respondents. Data is gathered through interviews, observation, and documentation, with a descriptive quantitative technique utilized for analysis. Taco Casa Restaurant in Seminyak demonstrates a commitment to green practices in its food and beverage production and quality service training. Notably, paperless training materials and the use of wooden pencils align with the principles of GHRM. Statistical analysis reveals a significant and positive correlation between GHRM implementation and employee performance, with a parameter coefficient of 0.905. This impact constitutes 78.7% of the overall effect, manifesting through four integrated GHRM approaches: 1) green recruitment and selection; 2) green training and development; 3) green performance appraisal; and 4) green compensation and rewards. The findings underscore the effectiveness of GHRM in fostering sustainable practices and positively influencing employee performance at Taco Casa Restaurant in Seminyak.

**Keywords:** GHRM, Restaurant, Performance.

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## Introduction

The restaurant, as a commercial business entity, is integral to the culinary industry and, more broadly, inseparable from the tourism sector, especially in tourist destination areas. In this era of globalization, the restaurant business, particularly in the form of establishments like Taco Casa Seminyak, has seen rapid development. Restaurants are currently not just places for satisfying hunger; they have become trendsetters and an integral part of lifestyle, even considered an inseparable component of tourist activities everywhere. Consequently, the restaurant industry is thriving, particularly in popular and bustling tourist destinations like Bali.

Taco Casa Seminyak, situated in the tourist destination of North Kuta with its beachfront allure, is a Mexican restaurant under the Taco Casa Bali business group. Noteworthy is its commitment to sustainable development, aligning with the principles of environmental, social, and economic aspects. This commitment is evident in its human resource management, specifically in the implementation of Green Human Resources Management (GHRM).

GHRM, according to Purnama and Nawangsari (2019), emerged in response to the increasing awareness of environmental preservation. It involves various positive impacts on organizations and should be implemented in human resource management practices. GHRM is a company policy that manages human resources sustainably, incorporating environmental aspects to

ensure environmental integrity and the well-being of current and future generations. In the context of environmental degradation due to production processes, GHRM is essential to minimize these conditions.

In the realm of tourism, sustainable development is commonly understood as sustainable tourism, while in the narrower context of restaurants, it is referred to as sustainable or green restaurants. Taco Casa Seminyak, as a green restaurant, implies the adoption of GHRM. The implementation of GHRM is a conscious effort to enhance productivity and the company's commitment to environmental sustainability. GHRM is applied to support the "go green" concept, recognizing the need for pro-environmental behavior from all employees to achieve sustainable company performance (Bombiak & Marciniuk-Kluska, 2019).

Overall, concepts related to sustainable development, sustainable tourism, green tourism, and green restaurants are intertwined with three dimensions: economic, ecological, and ethical. This research focuses on environmental sustainability, as economic and socio-cultural aspects are too vast for the scope of the study. The study is motivated by Taco Casa Seminyak's need to fully embrace its green paradigm, particularly in terms of employee orientation towards a green restaurant, which directly influences overall restaurant performance, especially in relation to its market.

The implementation of green recruitment and selection at Taco Casa Seminyak is observed through digitalization. Despite ongoing sustainable efforts in green training and development, some employees still exhibit suboptimal independence, not meeting management's expectations and targets. The green compensation and reward program, aimed at incentivizing green behavior in employees, is subject to certain conditions in the Key Performance Index (KPI) set by management but has not been fully implemented. It requires more concerted efforts to sustain Taco Casa Seminyak's commitment to green practices.

Based on the above background, the researcher is interested in studying the implementation of GHRM at Taco Casa Seminyak, focusing on employee performance. The research hypothesis is that GHRM implementation significantly influences the performance of Taco Casa Seminyak's employees. This applied research is problem-based, addressing real-world issues in the field.

## Methodology

This research was conducted at the Taco Casa Seminyak restaurant, Bali, from mid-March 2022 to mid-June 2022. The object of the research was the implementation of Green Human Resources Management (GHRM) on the performance of Taco Casa Seminyak restaurant employees. The research variables involve GHRM as the independent variable and employee performance as the dependent variable, measured using a Likert scale.

GHRM implementation consists of four dimensions: green recruitment and selection, green training and development, green compensation and rewards, and green performance management. The quality of employee performance is measured through aspects such as work quality, quantity, timeliness, effectiveness and independence.

Data collection methods involve questionnaires, interviews, observation, and document study. Respondents involved all restaurant employees, with a total population of 30 people. Data analysis uses simple linear regression with classical assumption tests, including normality tests, linearity tests, and heteroscedasticity tests.

This research uses primary data from questionnaires and secondary data from restaurant-related documents. The results of quantitative data analysis will later be presented in a descriptive narrative. Hypothesis testing will be carried out to test the significance of the relationship between GHRM and employee performance.

Using quantitative data analysis techniques and using SPSS version 25, this research will provide an overview of the impact of GHRM implementation on the performance of Taco Casa Seminyak restaurant employees in Bali.

## Results and Discussions

### Results

This research was conducted to investigate the implementation of Green Human Resources Management (GHRM) and its effect on employee performance at the Taco Casa Seminyak restaurant. The following is a summary of the findings from the research results:

Table 1 Respondent Characteristics

Characteristic	Percentage
Gender	
Male	
Female	
Age	
20 – 25 years	6
26 – 30 years	6
31 – 35 years	6
> 36 years	6
Education	
High School (SMA)	6
Diploma (D1-D3)	6
University (S1)	6
Postgraduate (SMP)	
Working Experience	
Working < 5 years	6
Working 6 – 10 years	6

Source: Data Analysis, (2024)

### 2. Instrument Testing

a. Validity testing used to find out whether the statements in the questionnaire are valid or not, validity testing is carried out using the SPSS program. A questionnaire is said to be valid if each statement in the questionnaire is able to reveal something that is measured by the questionnaire. To test the validity of each statement, item analysis is used, namely correlating the score of each item with the total item score. The correlation value between item scores and total items is then compared with the r table. If the item correlation with the total item score is greater than the r table (0.361) (Sugiyono, 2014), then the research instrument is said to be valid (Sugiyono, 2014). In table 2 you can see the results of the validity test for each statement item from the questionnaire used in this research.

Table 2 Validity Testing

Variable	Item Q	Person Correlation
GHRM	Q 1	0,377
	Q 2	0,468
	Q 3	0,724
	Q 4	0,495
	Q 5	0,708
	Q 6	0,773
	Q 7	0,830
	Q 8	0,603
	Q 9	0,602



	Q 10	0,442
	Q 11	0,393
	Q 12	0,791
	Q 13	0,607
	Q 14	0,747
	Q 15	0,490
Working Performance	Q 1	0,498
	Q 2	0,651
	Q 3	0,488
	Q 4	0,720
	Q 5	0,740
	Q 6	0,521
	Q 7	0,687
	Q 8	0,632
	Q 9	0,768
	Q 10	0,449

Source: Data Analysis, (2024)

Based on the results of testing the validity of the instrument, it was found that all statement items used were valid because the calculated  $r$  value of each item was more than 0.361 (reliable). According to these results, it can be concluded that all statement items were valid.

b. Reliability testing was carried out using the alpha coefficient ( $\alpha$ ) from Cronbach's alpha. If the alpha ( $\alpha$ ) value obtained is greater than 0.60 ( $\alpha > 0.60$ ) then the questionnaire is declared reliable. However, if the alpha ( $\alpha$ ) value obtained is smaller than 0.60 then the questionnaire is declared unreliable. (Ghozali, 2013). The following are the results of the reliability test of this research

Table 3 Reliability testing

Item	Cronbach's Alpha	Item-M
Working Performance		

Source: Data Analysis, (2024)

- GHRM:  $\alpha = 0.874$  (reliable)
- Kinerja:  $\alpha = 0.821$  (reliable)

### 3. Classic Assumption Testing

#### a. Normality Testing:

Table 4 Normality Testing

#### *One-Sample Kolmogorov-Smirnov Test*

	<i>Unstandardized Residual</i>
<i>N</i>	30

<i>Test Statistics</i>	0,074
<i>Asymp. Sig. (2-tailed)</i>	0,200

Souce: Data Analysis, (2024)

Residuality from the model distributed normally

b. Heteroscedasity Testing:

Table 5 Heteroscedasity Testing

<b>Variabel</b>	<b>t</b>	<b>Sig.</b>
GHRM	-0,577	0,569

Souce: Data Analysis, (2024)

There is no heteroscedasity detected

c. Linearity Testing

Table 6 Linearity Testing

<b>Component</b>	<b>Collinearity Statistics</b>	
	<b>F</b>	<b>Sig.</b>
ity	127,060	0,000
ion from Linearity	1,486	0,230

Souce: Data Analysis, (2024)

Both variable show similarity on pattern mix which identified as linear

4. Model Regression Linear

a. Regression Similarity: This research uses simple linear regression analysis techniques in calculating statistics. The dependent variable used in this research is performance while the independent variable is GHRM. From the results of a simple linear regression test, the following regression equation is obtained: Working Performance =  $0.457 + 0.905 \text{ GHRM}$

b. Determination Analysist (R<sup>2</sup>):

Table 7 Determination analysist

<b>R</b>	<b>Square</b>	<b>ljusted R Square</b>	<b>d. Error of the Estimate</b>
0,887 <sup>a</sup>	0,787	0,780	0,15901

Souce: Data Analysis, (2024)

- R<sup>2</sup> = 78.7% (GHRM contribute 78.7% to performance variation).

c. Significant Testing:

1. F Test: Significant (Model acceptable)

Table 8 F Test

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	2.622	1	2.622	103.683	.000 <sup>b</sup>
	Total	.708	28	.025		
	Error	3.330	29			

Souce: Data Analysis, (2024)

## 2. T Testing

Table 9 T Test

Model		Standardized Coefficients		t	Sig.
		B	Std. Error		
	(Constant)	.457	.378	.207	.237
	GHRM	.905	.089	10.182	.000

Souce: Data Analysis, (2024)

GHRM affect positive and significant toward working performance.

Conclusion: the findings indicated GHRM affect positively and significantly toward employee performance at Taco Casa Restaurant Seminyak. Based on this results, the implementation of GHRM able to increase the working performance of the employee.

## Discussions

The implementation of Green Human Resources Management (GHRM) at Taco Casa Seminyak is based on the green policy of its parent company, Taco Casa Bali, aimed at managing human resources sustainably across all properties, including the Taco Casa Seminyak restaurant. This approach is in response to the global issue of increasing environmental damage, demonstrating that green human resources management at Taco Casa Seminyak has been applied to minimize environmental impact. The green policy of Taco Casa Bali, as practiced in the Seminyak restaurant, aligns with global needs.

According to I Ketut Purna Wirananta, the Director of Taco Casa Bali, the organization has long been committed to a green policy for all its businesses. This commitment extends beyond the restaurant business to encompass all aspects of life and business. The implementation covers various aspects, from ingredients, processes, packaging, presentation, and service to marketing and promotion, all geared towards sustainability. The director emphasizes that being environmentally conscious is essential, and with increasing awareness among tourists about green practices, non-green establishments risk losing customers.

The statements by I Ketut Purna Wirananta underscore the comprehensive and integral application of the green policy at Taco Casa Seminyak. Green human resources management serves as the key to implementing these green practices throughout the restaurant's processes,

from production to service. The director suggests that non-green restaurants may lose market share as consumer awareness of environmental issues continues to grow.

The field observations and interviews support the notion that the Human Resources Department at Taco Casa Seminyak plays a crucial role in the implementation of green human resources management. Recruitment, selection, and operational processes within the HR department adhere to green management principles. Based on the green policy, information obtained from Ketut Edi Artawan reveals that green human resources management in the restaurant involves four interconnected approaches: green recruitment and selection, green training and development, green performance assessment, and green compensation and rewards. These are managed at the HR department level, aligning with higher-level green management policies.

## Conclusions

The implementation of GHRM (Green Human Resources Management) policy in Taco Casa Seminyak restaurant is highly commendable for both the company and the environment. The company strives to actualize GHRM by consistently providing guidance to low management regarding the application of green training and development, green compensation and rewards, and green performance management. The company also has SOP (Standard Operating Procedures) infused with GHRM. Some evidence that this restaurant company has implemented GHRM includes the separation of organic and non-organic waste, the application of the Tri Hita Karana concept, and the 3R concept. The company also provides rewards related to environmental conservation, in the form of digital certificates sent through the MPL application.

GHRM has a positive and significant influence on employee performance with a parameter coefficient value of 0.905 and a significance level of 0.000 (less than alpha 0.05). The obtained R<sup>2</sup> is 0.787 or (78.7%). This indicates that the percentage contribution of GHRM's influence on performance is 78.7%. In other words, the performance variable

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