

Original Research Article

THE DEFENSE STRATEGY OF INBOUND TOUR OPERATOR MEMBER OF ASITA BALI IN THE ONLINE BUSINESS ERA COMPETITION

ABSTRACT

This research is to answer the concerns of the members of Association of Indonesia Tour Operators and Travel Agencies (ASITA) Bali about the presence of online travel agents that disrupt their business, which operates in the form of a platform and as well as a marketplace, such as: Agoda.com, Booking.com, and others. Concerns that eventually developed into discussions about how the inbound tour operator can stay alive continuously to emerge among ASITA members when they witnessed the phenomenon of cooperative relations between inbound tour operators and hotels which were indicated to provide far cheaper prices to online travel agents than the prices given to the inbound tour operators. This research was designed as deep interview period April – September 2019, which took place in Denpasar, Badung, Tanah Lot and Ubud-Bali.

The data collection technique carried out was purposive sampling by conducting in-depth interviews with 34 (thirty four) well experienced owner of inbound tour operators, the government officials (Bali Provincial Tourism Office, Denpasar Municipal Tourism Office and Badung Regency Tourism Office) and Bali tourism organizations, they are: PHRI (Indonesia Hotel & Restaurant Association), PAWIBA (Bali Tourism Transportation Association), PUTRI (Indonesia Tourism Attraction Organization), HPI (Indonesia Guide Association) and online travel agents. The analysis procedure uses the MICMAC analysis method, MACTOR analysis, and PROMETHEE analysis.

This study concludes that the most influential factors that cause many inbound tour operators to be inactive are: motivation, innovation, regulation, access and ICT. While the role of the government to maintain the inbound tour operator member of Asita Bali has little influence on the sustainability of the inbound tour operator member of ASITA Bali. In the context of the strategy for maintaining inbound tour operator in the online business era, are formulated through a Hybrid, Business as usual and Collaboration model. The new findings of this study is the Hybrid Model, which is a combination of business as usual and ICT (information, communication, technology).

Keywords: defense strategy, inbound tour operator, online travel agent, hybrid model, Asita Bali.

1. Introduction

The title of this research is the strategy of the defense of inbound tour operator member of ASITA (Association of Indonesia tour operators and travel agencies) Bali in the era of online business. This title was chosen to answer the concerns of ASITA Bali member about the presence of online travel agents that disrupt their business, which operates in the form of a marketplace, such as: Agoda.com, Booking.com and others. Concerns that eventually developed into discussions about maintaining an inbound tour operator continued to emerge among ASITA member when they witnessed the phenomenon of cooperative relations between inbound tour operators and several hotels which were indicated to provide cheaper prices to online travel agents than the prices given to inbound tour operators. What's more, there are 10 (ten) worldwide online travel agents who are headquartered abroad but looking for bucks in Bali without license from Government.

The activities of these online travel agents have taken some of the activities of inbound tour operator, they are: hotel bookings, selling air tickets, train tickets, ordering cars, and organize tourist trips which means it has threatened the sustainability of the inbound tour operators' business. Hotels and airlines provide cheaper prices ranging from 30-40% to online travel agents companies. This situation happened within 1-2 decades while more than 4 decades hotels depended on inbound tour operators who marketed their tour packages

includes hotels' facilities and rates to their business partners who are wholesalers and tour operators.

Starting from 1990 until the time this research was conducted, ASITA Bali has 505 members of inbound tour operators. However, from year to year the number of ASITA members getting less since their membership terminated because they are inactive, unable to pay membership fees and difficult to find their offices. Thus, the inactivity of some of the inbound tour operators is assumed to mean that their business cannot compete with online travel agents. Currently, there are 401 ASITA Bali members. The number of these inbound tour operators are those who have obtained operating permits from the Bali Provincial Government as an extension of the central government based on the Decree of the Minister of Tourism, Post and Communication Number: KM-96/HK.103/MPPT-87, which divides the travel business into two categories. namely general tour operators and travel agents, and then updated by Number: XM110/PW.102/MPPT-93, then reinforced by Law No. 9 of 1990 concerning tourism, then followed by Law No. 10 of 2009. in which the general tour operator changed to a tour operator (inbound tour operators, outbound tour operators) and travel agents. The task of outbound tour operators is to bring Indonesia tourists to other countries. While the task of inbound tour operator is to plan, to create package tours consist of hotels' rate, transportation (land, sea and air),

restaurant, guides, toll fees, parking, entrance fees to tourist attractions, then to market it and to bring in tourists

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and organize tourist trips in the Indonesia. (Mill; 2009: 238). Inbound tour operators cooperate with tour wholesalers and tour operators (WTO; 1997: 100). Meanwhile, the task of a travel agent is only to sell other tourism products such as hotel vouchers, air tickets, cruise tickets, train tickets and other tourism products.

2. Research Problems

Based on the above background, it can be seen that the role of the inbound tour operator really needs to get serious attention and protection from various parties. In this regard, the following questions arise:

1.2 What are the factors that cause many inbound tour operators member of ASITA Bali to become inactive?

2.2 What is the government's role in maintaining inbound tour operator member of ASITA Bali?

2.3 What is the strategy for maintaining the inbound tour operator member of ASITA Bali in the era of online travel business?

3. Research Methodology:

The purpose of the research is to understand the experiences of tourism actors who are engaged in inbound tour operators, in running their business when they have

to deal with online travel agents who were previously unexpected to be presented and interfere their business. It is for the reason that qualitative method and phenomenology was chosen as the theoretical framework for this research because phenomenology provides a strong methodological basis for expressing that experience. Based on these thoughts and using the methods: direct observation, in-depth interviews and documents, then describe what happened and get all the data and facts related to the components that support the inbound tour operators defense strategy in online business competition.

The validity and reliability of the data were analyzed in a qualitative descriptive method. The primary data was collected through in-depth interviews using purposive sampling, from each inbound tour operator company member of ASITA Bali, then government officials DIPARDA (Government Tourist Office of Province, Municipal and Regency) and tourism related organization, they are PHRI (Indonesia Hotels and Restaurants Association), HPI (Indonesia Guides Association), PAWIBA (Bali Tourist Transportation Association), PUTRI (Indonesia Tourist Recreation Association) who are located in different region of Bali: Denpasar, Ubud, Tanah Lot. The data were then analyzed using the structural analysis tools MICMAC, MACTOR (Godet et al; 1973 Godet; 1989; 1994; and Godet et al; 1999) and PROMETHEE (Brans et al; 1984) to answer the research problem.

4. Literature Review

Internet is very fast grow and it is useful for all kind of information and communication includes in tourism sector. There are numbers of international research in regards with using internet on tourism business.

Bogdanovych et al (2010) conducted a study entitled Travel Agents vs. Online Booking: Tackling the Shortcomings of Today's Online Tourism Portals. This study aims to identify the reasons why many people still rely on travel agencies instead of booking their trips online. Their findings are: 1) Customers find social interaction with travel agencies, 2) travel agencies have expertise, 3) customers want to save time in searching online travel agents. Bogdanovych et al in the research above found 3 things which are the basic principles of the work of travel agencies in tourists' home countries. The travel agencies send their tourists to tour operators in the tourists' home countries, then the tour operators cooperate with travel agencies, for example Asita Bali members, if the tourists travel to Bali. The purpose of this research is to find out the reason why many people still rely on travel agencies instead of booking their trips through online travel agents.

eTourism: A Comparison of Online and Offline Bookings and the Importance of Hotel Attributes was a topic of a research conducted by Crnojevac et al (2010

Crnojevac et al realized that the internet is an important tool for finding information and purchasing products, especially in the tourism sector. The person concerned

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investigates the impact of demographic characteristics and travel that is directly booked online and offline. Also examines the role of hotels in giving priority to travelers who book accommodation online and offline. Data were collected by surveying tourists in three hotels in Dubrovnik-Croatia. The results show that the booking method largely depends on the nature of the trip, and the importance of hotel attributes does not differ much between different groups of tourists. The role of some hotels so far has been more profitable for online travel agents, but some have provided more benefits for offline travel agents because they considered the history before online travel agents and to maintain a mutually beneficial relationship for both parties.

Agheorghiesei (2013) conducted research entitled *The Impact Of Booking Systems On Customer Loyalty In Romania*. The finding is that although there is a 10% increase in online travel agent companies there, the behavior of customers who are loyal to offline travel agents is well maintained. The findings of this study provide evidence that online travel agents have started to become popular in Romania. However, according to researchers, public loyalty to online travel agents will remain at 10% and the rest is still with the offline travel agency or the so-called conventional travel agent. The findings of this study provide evidence that online travel agents

have started to become popular in Romania. But people's loyalty to online travel agents remains at 10% and the rest is still with offline travel agents or travel agents.

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The purpose of the study was to determine the increase in online travel agent companies in Romania and the behavior of customers who were loyal to offline travel agents was well maintained

While Inversini (2014) had research with topic Selling Rooms Online: The Use of Social Media and Online Travel Agents. This paper focuses on the reasons why hoteliers prefer to do business with online travel agents (OTA) and social media sites. This paper also investigates the technological and human factors associated with these two practices. With surveys sent to hotels in Swiss tourist areas, the empirical analysis involves the specification of two booked logit models that explore the importance (in terms of online sales) of both social media and the online travel agency Booking.com. The findings highlight the constant tension between online visibility and sales in the web arena, as well as the clear disparity in social media and OTA site adoption between hospitality structures using online management tools and hiring highly skilled personnel.

5. RESULTS AND DISCUSSION

In order to get the results of the research problems, the following describes the process for getting answers to the research problems as follows:

4.1 What are the factors that cause many inbound tour operator member of ASITA Bali to become inactive?

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Based on the results of interviews and Focus Group Discussion the stakeholders formulated key variables. The FGD was attended by 21 people consist of government representatives, academics, member of ASITA, member of PHRI, member of PAWIBA, member of PUTRI, member of HPI, and community members. After conducting an in-depth study led by the facilitator, the FGD participants together planned the future of the inbound tour operator member of ASITA Bali. Scenario planning relies on the key variables that affect the future of the inbound tour operator. In determining the key influential variables, the stakeholders first identify and make an inventory of the widest possible variables that affect the inbound tour operator. In the first round, 30 variables were successfully inventoried. The influential variables are arranged in a long list. The inventoried variables are then concentrated to obtain the key variables by combining variables with similar meanings and ignoring variables that are difficult to describe. The results of the concentration of key variables contained 21 variables, include: (1) Motivation

(Mtvsi); (2) Product Uniqueness (Unik); (3) Product Diversity (ragam); (4) Service Quality (kuallayan); (5) Governance (tatakel); (6) Competence (kmptsni); (7) Promotion (prompt); (8) Partnership (partner); (9) Competition (saing); (10) Innovation (inovasi); (11) Information, Communication and Technology (ICT); (12) Regulation (regulasi); (13) After Sales (aftersale); (14) Testimonials (testimoni); (15) Trust; (16) Access (akses); (17) Destination image (citra); (18) Institutions (lembaga);

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(19) Networking (network); (20) Learn & Discovery (LandD); and (21) Social & Environment Engagement (sosenv).

Based on the FGD, the stakeholders then agreed on the link score of the influence/dependence of each variable on the other variables, the resulting link is called the MDI (Direct Influence Matrix). After getting the results of the agreement on the influence score the reciprocity between variables is then entered into the MICMAC module where the software is developed by LIPSOR (Laboratoire d'Investigation en Prospective, Stratégie et Organization) or the Prospective Investigation, Strategy and Organization Laboratory led by Godet. The results can be seen in table 1 below:

UNDER PEER REVIEW

	1 : Mtvsi	2 : Unik	3 : ragam	4 : kuallayan	5 : tatakel	6 : kmptsni	7 : promot	8 : mitra	9 : saing	10 : inovasi	11 : ict	12 : regulasi	13 : aftersale	14 : testimoni	15 : trust	16 : akses	17 : citra	18 : lembaga	19 : network	20 : Land D	21 : sosenv
1 : Mtvsi	0	3	3	3	3	3	3	2	3	3	1	P	3	3	2	2	2	2	2	3	3
2 : Unik	2	0	2	2	0	1	1	1	3	P	2	P	2	2	1	P	3	P	2	2	P
3 : ragam	2	2	0	1	0	3	2	P	2	2	1	P	2	0	0	2	2	1	3	3	P
4 : kuallayan	2	1	1	0	2	2	1	2	1	P	0	P	1	2	3	0	3	0	1	3	2
5 : tatakel	3	3	3	3	0	1	3	3	3	2	1	1	3	3	3	0	3	3	3	3	3
6 : kmptsni	P	2	2	1	1	0	3	2	3	2	2	0	1	2	1	0	3	P	3	3	2
7 : promot	2	2	2	1	1	2	0	3	1	1	2	P	1	2	2	3	3	1	3	2	1
8 : mitra	2	1	1	2	3	2	1	0	3	1	2	1	1	2	3	1	2	3	3	2	2
9 : saing	P	0	2	3	3	3	3	2	0	1	1	1	2	3	3	1	3	2	3	3	P
10 : inovasi	P	3	3	2	1	3	3	3	3	0	3	P	2	2	2	3	3	2	3	3	3
11 : ict	P	2	3	3	2	3	3	P	3	P	0	P	3	3	3	1	2	2	3	2	P
12 : regulasi	P	2	3	3	3	3	2	2	3	P	3	0	2	1	2	3	3	3	2	1	2
13 : aftersale	2	0	0	2	1	0	2	3	3	2	1	0	0	3	3	0	2	0	2	1	1
14 : testimoni	P	2	2	3	3	3	3	2	3	1	P	0	3	0	3	0	3	1	2	2	P
15 : trust	P	2	2	3	3	3	3	3	3	1	P	P	P	1	0	0	1	3	2	2	P
16 : akses	3	3	3	2	1	1	3	2	3	P	3	P	2	2	2	0	2	P	3	3	P
17 : citra	1	3	3	2	2	1	3	2	3	P	2	P	2	2	3	1	0	2	2	2	3
18 : lembaga	2	0	1	3	3	3	2	3	2	P	0	3	0	0	2	1	3	0	2	2	3
19 : network	2	2	2	2	2	2	3	3	3	1	3	0	2	1	1	3	2	2	0	1	3
20 : LandD	1	3	3	2	2	1	3	2	3	2	1	1	3	3	0	3	2	2	2	0	3
21 : sosenv	P	2	3	2	2	2	3	3	2	P	0	0	1	2	3	0	3	2	3	3	0

Table 1 *Matrix Direct Influence*

Influences range from 0 to 3, with the possibility to identify potential influences: 0: *No influence* 1: *Weak* 2: *Moderate influence* 3: *Strong influence* P: *Potential influence*.

Source: Processed by LIPSOR from the results of the 2020 Inbound Tour Operator’s Defense Strategy FGD

Furthermore, the processed results of LIPSOR can be seen below:

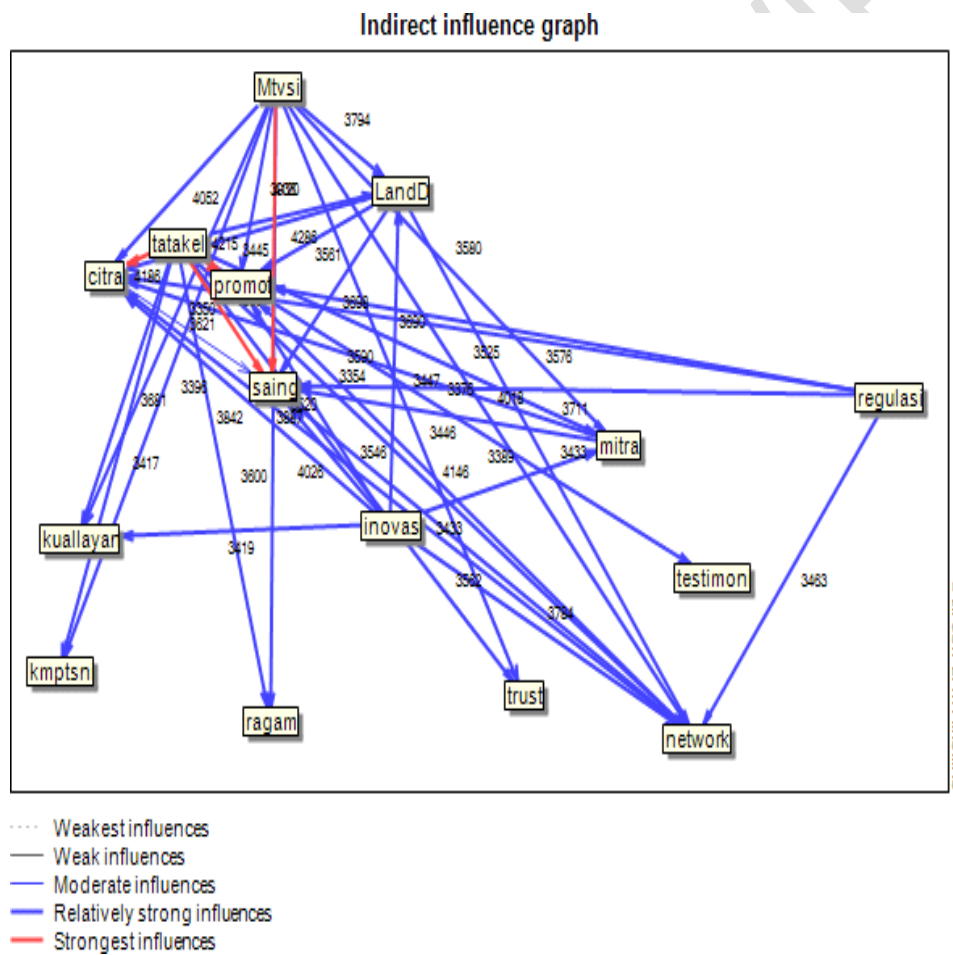


Figure 1 Direct Influence/Dependence Map

Source: Processed by LIPSOR from FGD results (2020)

Figure 1 above shows the variables: motivation, innovation, regulation, access and ICT are influences variables, namely variables that are very influential with little dependency. These variables have answered the research problem what are the factors that cause many inbound tour operator member of ASITA Bali to become inactive. While the variables: governance, learning & discovery, networking, competition, partners, and image are relay variables, namely variables that have influence but are slightly dependent. Then the social & environment variables, institution, testimonials, promotion, competence, trust, after sales, service quality, product diversity and product uniqueness are the dependent variables, which have a high dependence with little effect. In quadrant IV there are no key variables. Product diversity and product uniqueness are depending variables, which have a high dependence with little effect.

Figure 2 Indirect influence graph



There are several results, one of it is chosen which is figure 3 shows the indirect influence relationship between variables. The number in each arrow indicates the degree or rating of influence obtained through iteration of the Boolean matrix. This figure shows a very strong indirect effect on the promotion and the governance variable (4286 and 4215, respectively).

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This shows that the influence of the promotion variable on other variables will then indirectly have a major effect on the management of inbound tour operator.

4.2 What is the government's role in maintaining inbound tour operator member of ASITA Bali?

In identifying the government's role in maintaining an inbound tour operator, MACTOR analysis is used. As with the MICMAC method that has been described on the previous page, the MACTOR method is also preceded by a Focus Group Discussion which was attended by stakeholders. The procedure for using the MACTOR method is to ask stakeholders to submit a list of actors and a list of achievements (objectives) that can cause an inbound tour operator in the online business era to be maintained or in other words how the sustainability of a travel agency can operate. An explanation of the list of actors and the list of objectives can be seen in Appendix 8. The actors involved so far are (1) the Government (A1); (2) ASITA (A2); (3) HPI (A3); (4) PAWIBA (A4); (5) PUTRI (A5); (6) PHRI (A6); (7)

Educational Institutions (A7); (8) MDA (A8); (9) Local Communities (A9); (A10) NGOs (A10); (11) OTA (A11); (12) Airline (A12); (13) Media (A13); (14) Overseas Tour Operators/ Wholesalers (A14); and (15) Information Counter (A15).

Meanwhile, the list of achievements (objectives) is determined as follows: (1) Employee welfare (O1); (2) Business Profit (O2); (3) Consumer Satisfaction (O3); (4) Employment (O4); (5) Government Revenue (O5); (6) HR Development (O6); (7) Tradition and Cultural Preservation (O7); (8) Nature

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Conservation (O8); (9) Local Economic Empowerment (O9); (10) Entrepreneurship Development (O10); (11) Competitiveness (O11); and (12) Trust and Image (O12).

Through the FGD, stakeholders were asked to agree on the link score of the influence/dependence of each actor on other actors, the resulting link is called the MDI matrix (Direct Influence Matrix). The results can be seen in figure 4 below:

Table 2 Entering data into the Direct Influence Matrix

A1	0	1	1	1	1	1	1	1	2	0	1	2	0	0	0
A2	1	0	3	3	3	3	2	2	3	1	1	2	2	3	2
A3	0	3	0	3	3	2	0	1	2	0	1	2	1	2	2
A4	0	3	0	0	1	2	0	0	0	0	2	0	0	0	2
A5	0	2	0	2	0	1	0	2	0	2	0	0	0	0	2
A6	1	2	2	2	2	0	1	0	2	0	2	2	0	2	2
A7	0	0	1	0	0	1	0	0	3	0	0	0	0	0	0
A8	1	0	0	0	2	2	0	0	4	0	0	0	0	2	2
A9	1	0	0	0	1	1	3	4	0	0	0	0	1	0	0
A10	1	1	0	0	1	1	0	0	2	0	0	0	2	0	0
A11	1	4	2	2	2	4	0	0	0	0	0	4	1	4	4

A12	1		4	2	2	2	2	0	0	1	0	4	0	0	4	0
A13	1		2	1	1	2	2	1	0	0	0	2	1	0	2	2
A14	0		4	2	2	2	2	0	0	0	0	2	2	0	0	0
A15	1		2	2	2	2	2	0	0	0	0	0	0	0	0	0

The next step is to insert data into Matrix Actor-Objective/ 2 MAO

Table 3 Entering data into 2 MAO Matrix

2MAO	O1	O2	O3	O4	O5	O6	O7	O8	O9	O10	O11	O12
A1	0	0	0	2	3	1	2	2	2	2	2	1
A2	3	4	3	3	0	3	3	3	3	3	3	4
A3	0	2	3	2	0	2	3	3	3	2	2	2
A4	0	2	2	0	0	0	0	0	3	2	2	2
A5	0	1	2	0	0	0	1	3	3	2	2	2
A6	2	2	3	3	1	0	1	1	3	2	2	2
A7	2	0	0	0	0	2	0	0	2	0	2	0
A8	0	0	0	0	0	0	3	3	0	0	0	0
A9	2	2	1	3	1	3	2	2	2	2	2	0
A10	0	0	0	0	0	0	2	2	0	0	0	0
A11	0	-2	-2	0	0	0	0	0	0	0	0	-2
A12	0	2	2	0	0	0	0	0	0	2	0	2
A13	0	2	0	0	0	0	0	0	0	0	0	0
A14	0	2	2	0	0	0	0	0	0	2	0	2
A15	0	0	0	0	0	0	0	0	0	2	0	0

From the results of the FGD, the agreed list of actors was given numbers according to the level of mutual influence and then placed into the MDI (Matrix of Direct Influences) table. The list of numbers was then processed using LIPSOR software, so the results can be seen in table 4 below:

Table 4 *Matrix of Direct Influences*

MDI	A1	A2	A3	A4	A5	A6	A7	A8	A9	A10	A11	A12	A13	A14	A15
A1	0	1	1	1	1	1	1	1	2	0	1	2	0	0	0
A2	1	0	3	3	3	3	2	2	3	1	1	2	2	3	2
A3	0	3	0	3	3	2	0	1	2	0	1	2	1	2	2
A4	0	3	0	0	1	2	0	0	0	0	2	0	0	0	2
A5	0	2	0	2	0	2	1	0	2	0	2	0	0	0	2
A6	1	2	2	2	2	0	1	0	2	0	2	2	0	2	2
A7	0	0	1	0	0	1	0	0	3	0	0	0	0	0	0
A8	1	0	0	0	2	2	0	0	4	0	0	0	0	0	2
A9	1	0	0	0	1	1	3	4	0	0	0	0	1	0	0
A10	1	1	0	0	1	1	0	0	2	0	0	0	2	0	0
A11	1	4	2	2	2	4	0	0	0	0	0	4	1	4	4
A12	1	4	2	2	2	2	0	0	1	0	4	0	0	4	0
A13	1	2	1	1	2	2	1	0	0	0	2	1	0	2	2
A14	0	4	2	2	2	2	0	0	0	0	2	2	0	0	0
A15	1	2	2	2	2	2	0	0	0	0	0	0	0	0	0

Influences are graded from 0 to 4 according to the importance of the actor's possible jeopardy:

- 0: No influence
- 1: Operating procedures
- 2: Projects
- 3: Missions
- 4: Existence

Source: Processed by LIPSOR from FGD results (2020)

Table 5 Matrix 1 MAO

1MAO	01	02	03	04	05	06	07	08	09	010	011	012	Absolute sum
A1	0	0	0	1	1	1	1	1	1	1	1	1	9
A2	1	1	1	1	0	1	1	1	1	1	1	1	11
A3	0	1	1	1	0	1	1	1	1	1	1	1	10
A4	0	1	1	0	0	0	0	0	1	1	1	1	6
A5	0	1	1	0	0	0	1	1	1	1	1	1	8
A6	1	1	1	1	1	0	1	1	1	1	1	1	11
A7	1	0	0	0	0	1	0	0	1	0	1	0	4
A8	0	0	0	0	0	0	1	1	0	0	0	0	2
A9	1	1	1	1	1	1	1	1	1	1	1	0	11
A10	0	0	0	0	0	0	1	1	0	0	0	0	2

A11	0	-1	-1	0	0	0	0	0	0	0	0	0	-1	3
A12	0	1	1	0	0	0	0	0	0	1	0	1	4	
A13	0	1	0	0	0	0	0	0	0	0	0	0	1	
A14	0	1	1	0	0	0	0	0	0	1	0	1	4	
A15	0	0	0	0	0	0	0	0	0	1	0	0	1	
Number of agreements	4	9	8	5	3	5	8	8	8	10	8	8		
Number of disagreements	0	-1	-1	0	0	0	0	0	0	0	0	-1		
Number of positions	4	10	9	5	3	5	8	8	8	10	8	9		

Table 5 Simple Position Matrix (1 MAO)

Source: Processed by LIPSOR from FGD results (2020)

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Table 5 above shows the results of the 1MAO analysis, namely the actor-objective analysis. In that analysis, all actors indicated that there was agreement on the relationship with the goal/target, by showing a sign of agreement by placing a number or disagreeing by placing the number 0 (zero), and some also placing a minus number (-1) on the online travel target/target agent. This situation shows that the presence of online travel agents does not meet the requirements specific targets for several objectives, namely: O2 (Business profit), O3 (Customer satisfaction) and O12 (Trust and image).

Table 6 Matrix of Direct and Indirect Influences (MDII)

MDII	A1	A2	A3	A4	A5	A6	A7	A8	A9	A10	A11	A12	A13	A14	A15	F
A1	6	8	7	8	10	11	6	5	9	1	8	6	4	6	7	96
A2	9	22	15	19	23	24	9	7	16	1	15	11	6	12	15	182

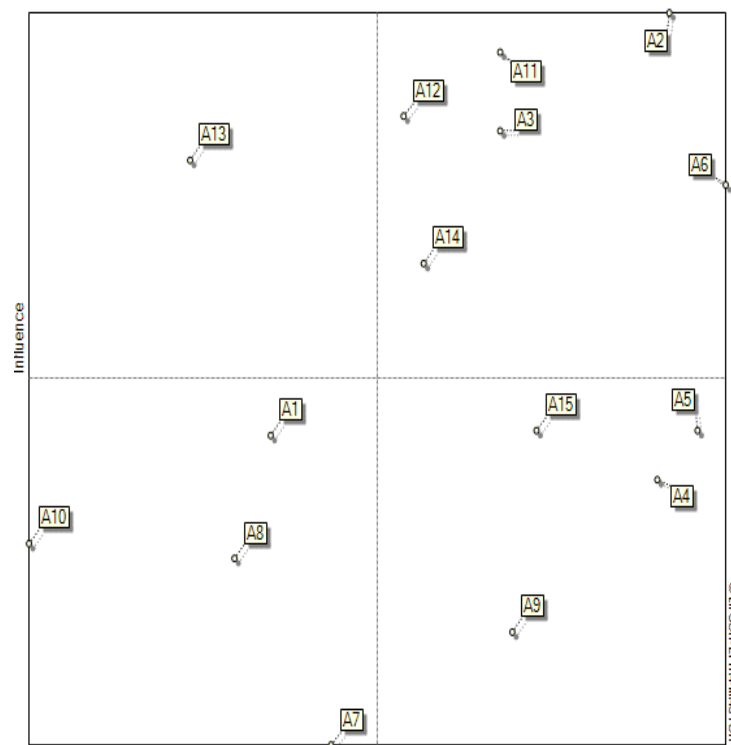
A3	8	18	13	18	19	19	7	5	11	1	13	10	5	11	13	158
A4	4	10	9	10	10	10	4	2	6	1	6	6	3	7	9	87
A5	5	10	9	10	10	12	6	4	7	1	7	6	4	6	10	97
A6	6	17	14	17	17	19	7	6	11	1	13	11	5	10	12	147
A7	2	2	2	2	3	3	4	4	5	0	2	2	2	2	2	33
A8	4	7	5	7	8	8	6	5	9	0	5	3	1	2	6	71
A9	4	4	4	4	6	7	7	5	10	0	4	3	1	2	5	56
A10	5	6	4	5	7	7	7	4	6	1	6	4	4	4	5	74
A11	6	24	15	19	18	21	6	4	11	1	16	14	4	16	15	174
A12	5	21	12	16	16	19	6	5	11	1	15	13	5	15	14	161
A13	6	16	14	16	16	17	6	4	10	1	13	11	4	10	12	152
A14	4	16	11	15	14	15	4	3	10	1	12	10	4	11	12	131
A15	3	11	7	11	10	11	5	4	9	1	9	7	3	6	10	97
Di	71	170	128	167	177	184	86	62	131	11	128	104	51	109	137	1716

20

Source: Processed by LIPSOR from FGD results (2020)

From table 6 above, A11 (online travel agent) shows a very strong influence on A2 (ASITA) both directly and indirectly with a score of 24 while on MDI, the effect is with a score of 4, which is also the highest number. The numbers on the li indicator (indirect influence, in the last column on the far right) show direct and indirect net effects, while on the Di indicator (direct influence, in the bottom row) show the degree of direct and indirect net dependence. In the table above, A2 (Asita) is very influential (I = 182), but the degree of dependence is on A6 (PHRI) (D = 175).

Figure 3 Map of influences and dependences between actors



Source: Processed by LIPSOR from FGD results (2020)

Figure 3 above is a picture that shows the influence and dependence between actors which shows that A13 (media) as a variable that is very influential on the existence of other actors with little dependence. The reality on the ground shows that through the media, actors can become very famous and advanced or vice versa because of the media, other actors experience destruction. Meanwhile, A2 (Asita), A3 (HPI), A6 (PHRI), A11 (online travel agent), A12 (airline) and A14 (overseas bureau / wholesaler, tour operator) as influential but highly dependent actors. These actors have an effect on other actors in doing business but it is very dependent on the cooperative relationship between these variables. Then A4

(Pawiba), A5 (Putri), A9 (local community) and A15 (information counter) show that these actors have a high dependence on other actors and have little influence. Furthermore, the variables A1 (government), A7 (educational institutions), A8 (customary village communities) and A10 (community social institutions) are variables that have little influence on the sustainability of other variables.

Table 7 The Matrix of Valued Positions Actor x Objective (2MAO)

2MAO	01	02	03	04	05	06	07	08	09	010	011	012
A1	0	0	0	2	3	1	2	2	2	2	2	1
A2	3	4	3	3	0	3	3	3	3	3	3	4
A3	0	2	3	2	0	2	3	3	3	2	2	2
A4	0	2	2	0	0	0	0	0	3	2	2	2
A5	0	1	2	0	0	0	1	3	3	2	2	2
A6	2	2	3	3	1	0	1	1	3	2	2	2
A7	2	0	0	0	0	2	0	0	2	0	2	0
A8	0	0	0	0	0	0	3	3	0	0	0	0
A9	2	2	1	3	1	3	2	2	2	2	2	0
A10	0	0	0	0	0	0	2	2	0	0	0	0

A11	0	-2	-2	0	0	0	0	0	0	0	0	-2
A12	0	2	2	0	0	0	0	0	0	2	0	2
A13	0	2	0	0	0	0	0	0	0	0	0	0
A14	0	2	2	0	0	0	0	0	0	2	0	2
A15	0	0	0	0	0	0	0	0	0	2	0	0

The sign indicates whether the actor is likely to reach objective or not.

0: Objective has a bleak outcome

1: Objective jeopardises the actor's operating procedures (management, etc...) / is vital for its operating procedures

2: Objective jeopardises the success of the actor's projects / is vital for the success of its projects

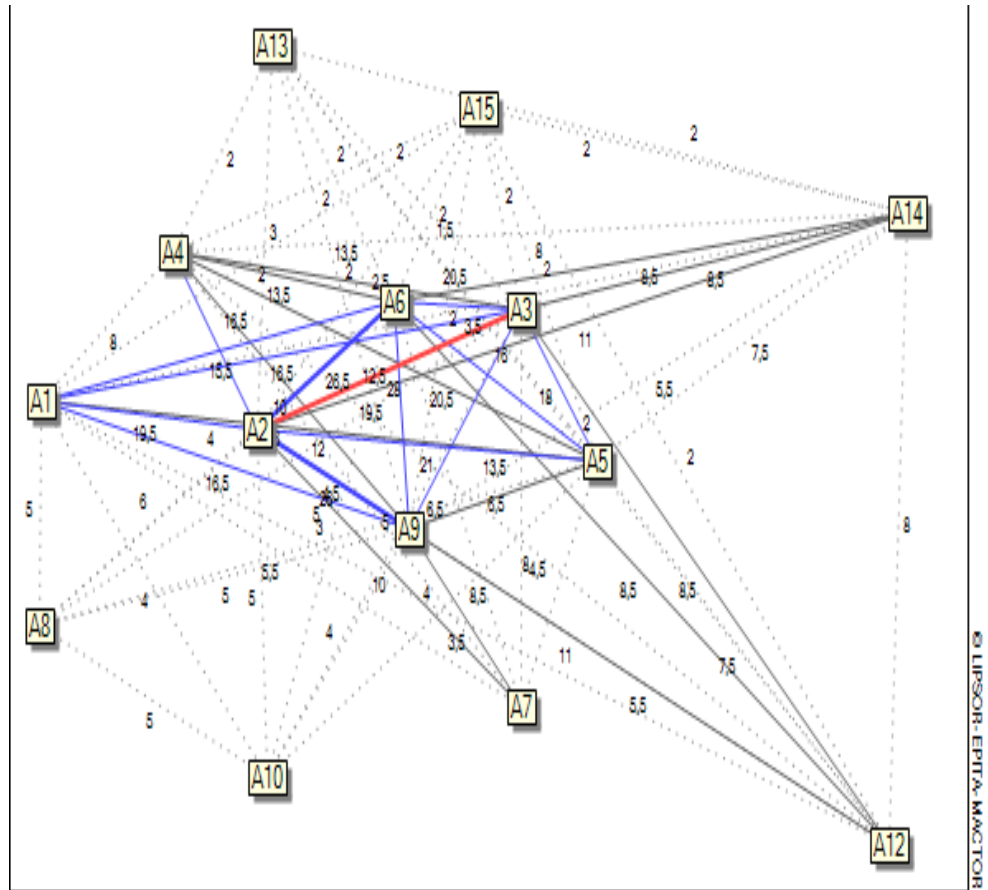
3: Objective jeopardises the accomplishment of the actor's mission / is indispensable for its missions

4: Objective jeopardises the actor's existence / is indispensable for its existence

Source: Processed by LIPSOR from FGD results (2020)

Table 7 shows the valued position of the Actor x Objective (2 MAO) providing information on the position of the actor on each goal (pro, against, neutral or indifferent) and the hierarchy of objectives.

Figure 4 Graph of Order 2 Convergences between Actors – 2CAA



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- Weakest convergences
- Weak convergences
- Moderate convergences
- Strong convergences
- Strongest convergences

Source: Processed by LIPSOR from FGD results (2020)

Figure 4 shows a graph of the results of 2CAA. Previously, the convergence between the actors was drawn in the form of a convergence graph containing the

convergence values. From the graph it can be seen that from A2 (ASITA) to A3 (HPI) are connected by a thick red line which indicates a very good relationship. The weakest relationship can be seen between A1 with A15, A3 with A15, A4 with A13, A5 with A13, A6 with A13, A6 with A15, A9 with A13, A12 with A15, A13 with A14.

4.3 What is the strategy for maintaining the inbound tour operator member of ASITA Bali in the era of online travel business?

The strategy of maintaining the Asita Bali inbound tour operator member of ASIA Bali in the online travel business era is used PROMETHEE analysis, preceded by a Focus Group Discussion attended by tourism experts, stakeholders from the government and from related industries. The Promethee method was first developed by Brans et al. (1984), which was further refined by Brans et al, 1985, Briggs et al, (1990), and Mladlineo and Margeta (1987). Promethee stands for (Preference Ranking Organization Methods for Enrichment Evaluation) which is used as a tool to develop sustainable development strategies. Promethee is also part of the Multi Criteria Analysis. Through the FGD, the FGD participants agreed to select and determine 5 (five) options related to the inbound tour operators' defense strategy.

The options in question are as listed in figure 4. (3) The next step, the FGD participants agree on the CRITERIA option which consists of 10 criterias as follows:

(1) Recognition (C1); (2) Quality Product (C2); HR Quality (C3); (4) Professional Marketing Strategy (C4); (5) Hospitality (C5); (6) Product Value (C6); (7) Management Cost (C7); (8) Liability Cost (C8); (9) Infrastructure Cost (C9); (10) Social Culture Cost (C10); After reaching at this stage the criteria options are given numbers 5 to 1, with the following details:

- 5 = very good;
- 4 = good;
- 3 = average;
- 2 = bad;
- 1 = very bad.

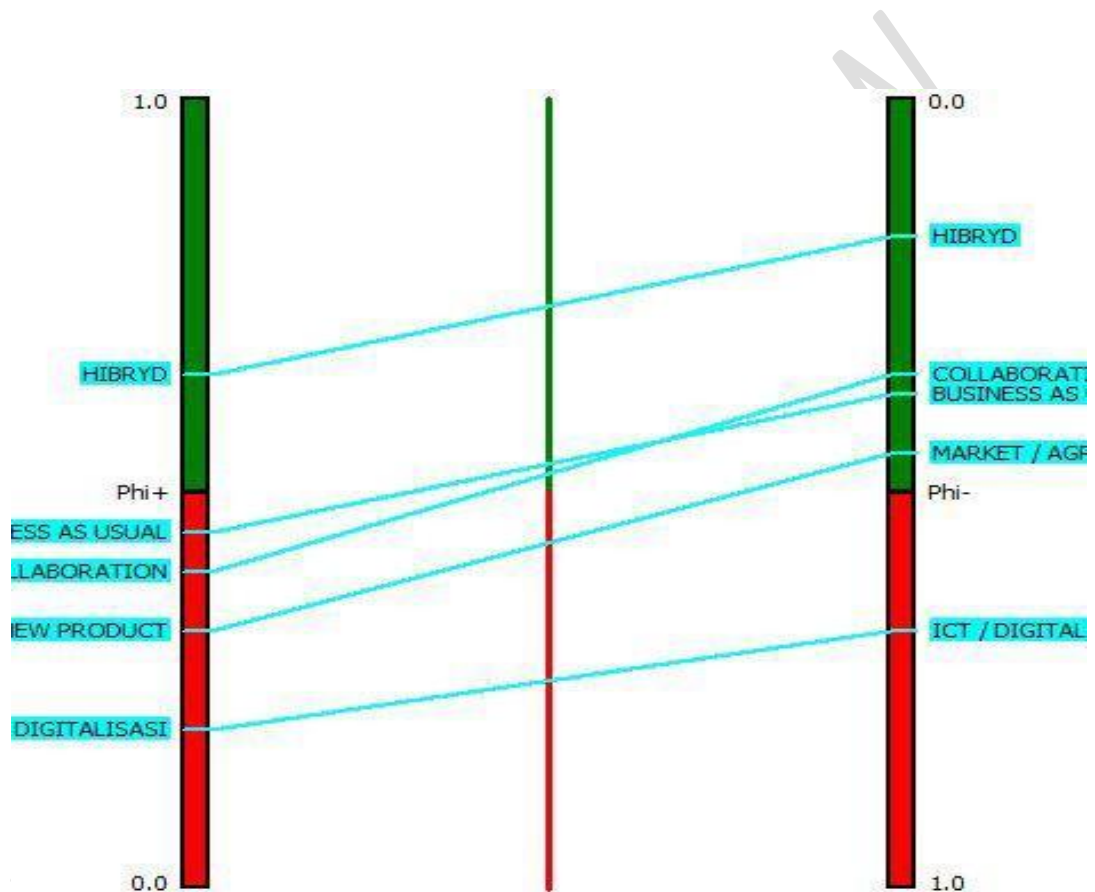
Table 8 Option and Criteria *PROMETHEE*

OPSI	C1	C2	C3	C4	C5	C6	C7	C8	C9	C10
A: Business As Usual	3	3	3	4	5	5	4	3	4	5
B: ICT/ Digitalisasi	3	5	4	5	2	2	1	2	1	2
C: Collaboration/ Co- Exist	4	4	4	4	4	4	3	4	4	4
D: Market/ Agresif/ New Product/	4	5	5	4	4	4	1	2	2	3
E: HyBrid	5	4	5	3	5	5	5	4	4	5

Source: Processed by Promethee Vision from FGD results (2020)

When finished providing a number for each criterion, it is followed by the process of entering the data into the computer to be processed by the PROMETHEE software. The results can be read in the following figures:

Figure 5 PROMETHEE Report – PR1



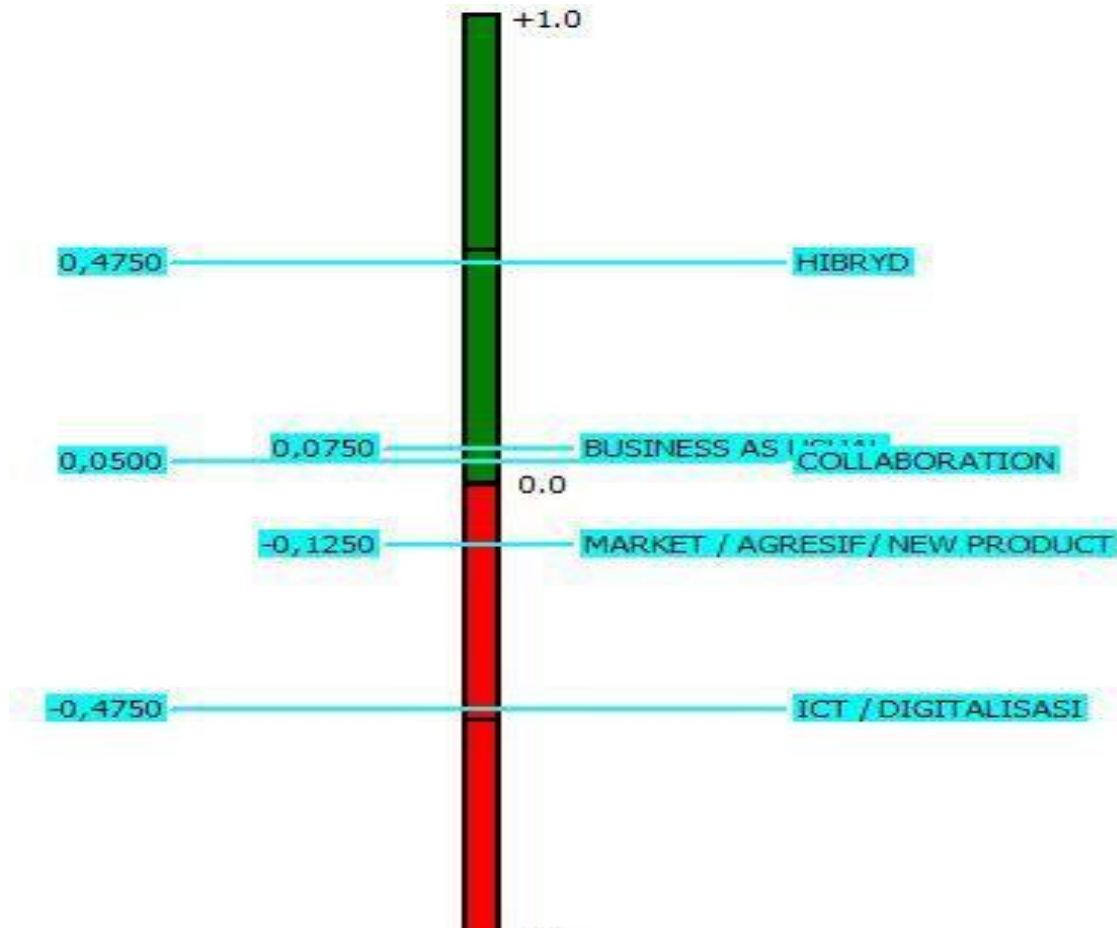
Source: Processed by Promethee software from FGD results (2020)

Figure 5 shows the results of the comparison between scenarios in the PROMETHEE

analysis placing:

1. Hybrid model as the superior option compared to other options. Hybrid is a combination of business as usual with ICT. Business as usual is running an inbound tour operator, business as usual which is being carried out conventionally with the addition of tools and knowledge of information, communication and digital technology in globalization era. He is superior to the other 4 defense action options.
2. Business as usual is the second action option. Even though it is in the red zone on the left side, this option managed to reach the green zone although it is still very far from the hybrid action option.
3. Collaboration is the third action option, which is also in the red zone on the left side, finally making it into the green zone on the right. The intended collaboration is to combine fellow conventional inbound tour operators.
4. New product/market aggressive is the fourth action option which is also in the red zone on the left side and managed to reach the green zone on the right. By creating new travel products, then aggressively increasing marketing, in fact they are in the red zone on the left and only slightly lifted on the right side in the green zone.
5. ICT/ digital, this option was not able to help because it slumped in the red zone. This is due to intense competition with other ICT/digital players who have already dominated the market or faced ICT/digital companies that control large capital.

Figure 6 PROMETHEE REPORT – PR 2



Source: Processed by Promethee software from FGD results (2020)

Figure 6 shows the ranking along with the net flow score, from 5 (five) choices. The highest result remains on the Hybrid Model with a score of 0.4750. Then followed by

business as usual with a value of 0.0750. Then 3 collaboration remains in a safe position with a value of 0.0500. Others are on the red line.

4.5 Research Findings

Based on the results of the analysis found several findings in this study as follows:

1. The results of the MICMAC analysis show that the factors that cause many inbound tour operators members of ASITA Bali to become inactive are disclosed through interviews with resource persons and further discussed through group discussion forums, that the most influential factors are motivation, innovation, regulation, access and ICT.
2. The role of the government to maintain inbound tour operator member of ASITA Bali through MACTOR analysis shows that the presence of the government (a1) has a small influence on the sustainability of inbound tour operators member of ASITA Bali. The results of the interview also acknowledged that the government carried out more supervision on hotels and restaurants compared to the supervision carried out on inbound tour operators.
3. Based on the results of PROMETHEE analysis, the strategy of maintaining the inbound tour operator member of ASITA Bali in this online travel business era is through: (a) a hybrid model; (b) business as usual (status quo); and (c) collaboration.

4.6 Novelty (Novelty)

Based on the results of the analysis, the new findings of this study as novelty are: 1) Hybrid model. The Hybrid Model is inbound tour operators defense strategy in the online travel business era which is a combination of business as usual with ICT. Business as usual is the choice of running a regular and ongoing inbound tour operator business, which includes all operational activities in handling tourists entrusted by tour wholesalers, tour operators and tourists who directly communicate with inbound tour operator from the tourists' origin countries. ICT (Information and Communication Technology) is knowledge and tools to increase mastery of knowledge and tools to be useful for personal and business progress in the current era of globalization and disruption. Therefore, to maintain inbound tour operator in the business era in this network, an inbound tour operator must be able to combine conventional activities with equipment and knowledge of information, communication and technology in this digitalization era. 2) Business as usual, namely doing business as it has been done so far. The inbound tour operator maintains and continues B2B activities by maintaining professional service to existing partners. In addition, increasing the number of wholesalers and tour operators to further increase the number of tourists that can be served. 3) Collaboration, which is meant to do a combination between fellow conventional travel bureaus. This is left to the owners of the inbound tour operator to find similarities and matches the company's vision and mission, then carry out a merger.

6. Conclusions and Suggestions

Based on all the results and discussions through the previous chapters, this chapter presents conclusions and suggestions.

5.1 Conclusion

Based on the results of the analysis and discussion in the previous chapter, below are the conclusions of this study:

1. The most influential factors that cause many inbound tour operator member of ASITA Bali to become inactive are motivation, innovation, regulation, access, and ICT. These factors are caused by: (a) The management and employees of the company lack or do not have the motivation to maintain their business; (b) The company does not have the innovation to create new programs; (c) The government that issues regulations does not provide protection for the continuity of the life of the inbound tour operators; (d) Inbound tour operators entrepreneurs do not understand access so that they can continue to strive to maintain their existence; and (e) It is suspected that there is no willingness to learn and or utilize ICT as a modern tool in order to keep the company present in tourism activities.
2. The role of the government to maintain inbound tour operator member of ASITA Bali shows that the presence of the government (A1) has a small influence on the sustainability of inbound tour operator member of ASITA Bali. The government does not give any effort on how to maintain inbound tour operator in competition with online travel agents.

3. The strategy of maintaining the inbound tour operator member of ASITA Bali in this online travel business era is through: (a) a hybrid model; (b) business as usual (status quo); and (c) collaboration. Of the three strategies, the hybrid model tends to be stable

in changing weights, both from the professional and socio-cultural aspects. This shows that the hybrid model will remain the best strategy choice for the case of inbound tour operators.

5.2 Suggestions

In connection with the description of the research results, the following suggestions can be given:

1. ASITA members can use the results of this research as a guideline for running their business, especially to face the competition.
2. The government should provide protection to inbound tour operators because this type of service business is under the authority of the government tourism office, both at the district and city levels and at the provincial level.

COMPETING INTERESTS DISCLAIMER:

Authors have declared that no competing interests exist. The products used for this research are commonly and predominantly use products in our area of research and country. There is absolutely no conflict of interest between the authors and producers of the products because we do not intend to use these products as an avenue for any litigation but for the advancement of knowledge. Also, the research was not funded by the producing company rather it was funded by personal efforts of the authors.

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