

Chapter II

Strategy Ranca Upas Management to Increase Visitors

To support this research, several relevant theories are used, which are expected to support the findings in the field so as to strengthen the theory and the accuracy of the data. These theories are management strategy, tour object, tour industry and types of tourism.

1.1 Marketing Strategy

Marketing strategy according to (Kotler and Armstrong, 2012: 72) is a marketing logic in which companies hope to create value for customers and can achieve profitable relationships with customers. A marketing strategy is a plan that outlines a company's expectations of the impact of various marketing activities or programs on the demand for its product or product line in a particular target market. Companies can use two or more marketing programs simultaneously because each type of program such as advertising, sales promotion, personal selling, customer service, or product development has a different effect on demand. Therefore, a mechanism is needed that can coordinate marketing programs so that these programs are aligned and synergistically integrated. This mechanism is referred to as a marketing strategy.

According to Kurtz (2008: 42), marketing strategy is the company's overall program in determining target markets and satisfying consumers by building a combination of elements from the marketing mix, product, distribution, and price.

2.1.1. Marketing Strategy Objectives

In general, there are at least 4 marketing strategy objectives, including:

- To improve the quality of coordination between individuals in the marketing team

- As a measuring tool for marketing results based on predetermined performance standards
- As a logical basis for making marketing decisions
- To increase the ability to adapt when changes occur in marketing

2.1.2. Marketing Strategy Concept

Many marketing experts say that customer satisfaction is the main key to the marketing concept and marketing strategy. In other words, every company has its way of carrying out the marketing process, according to the characteristics and capabilities of each.

Basically, the ultimate goal of marketing will still lead to the achievement of customer satisfaction. The following are 5 Marketing Strategy Concepts:

1. Market Segmentation

Every consumer has different needs and habits. Companies must classify heterogeneous markets into homogeneous market units.

2. Market Positioning

No company can control the entire market. That is the reason why companies must have a specific pattern to gain a strong position in the market, namely choosing the most profitable segment.

3. Market Entry Strategy

This is the company's strategy to enter a certain market segment. Some of the ways that are often done are:

- Purchasing Another Company
- Internal Development
- Cooperation with Other Companies

4. Marketing Mix Strategy

Marketing Mix is a collection of several variables that have been used by companies to influence consumer response. Some of these variables include ;

- Product
- Price
- place
- Promotions
- Participant
- Process
- People Physical Evidence

5. Timing Strategy

The timing of marketing is also very important be considered. Companies need to make good preparations in field of production, and determine the right time to distribute

6. product to market.

1.2 Management Strategy

According to Susanto (2014: 4) strategic management is the process of ensuring the direction and goals of the organization in the long term and selecting methods to achieve these goals through the development of strategy formulation and planned and systematic implementation. Of course, this process involves members of management and management in the sense of managing an organization as well.

According to Krisnandi et al (2019: 109) strategic planning or strategic management is a series of processes for setting organizational goals, strategies, policies, and various programs to achieve the intended goals, as well as determining methods that guarantee the implementation of strategies and policies properly. That is, strategic management is nothing but a collection of various strategies that are planned in various aspects of management to maximize various implementations.

It can be concluded that strategic management is a series of processes of determining or determining the formulation of directions, methods, policies, objectives, and various other aspects in organizational management to ensure that the implementation and actualization of management and the organization can be carried out properly and in accordance with the desired needs.

Using strategic management, companies can finally understand competitive strengths and develop sustainable competitive advantages in a systematic and consistent manner. In general, the scope of strategic management studies is very broad, both internally and externally, but in general, the scope of management studies is based on the following understanding:

- Able to assess and analyze the impact of implementing strategic management for the internal company, especially maintenance
- Sustainability of the bay is based on the development of the company's strategic management making every decision, all this is related to the company's profits and expansion. Means focus Realizing the work of both parties means building strategic management.
- Making strategic management science as a base thinking in building various plans including production plans etc.

2.2.1 Strategy Definition

Tjiptono (2006:3), the term strategy comes from the Greek, namely strategic which means art or science to become a general. Strategy can also be interpreted as a plan for the distribution and use of military forces in certain areas to achieve certain goals.

Gerry Johnson and Kevan Scholes (Jemsly Hutabarat and Martani Huseini 2006:18) suggest strategy as the long-term direction and scope of an organization to gain profits through a changing configuration of environmental resources to meet market needs and meet the expectations of various parties.

Hamel and Prahalad (1995:31) "that strategy is an action that is incremental (always increasing) and continuous, and is carried out based on the point of view of what is expected by customers in the future". Thus, strategy almost always starts from what can happen and not from what happened. For example, the strategy might direct the organization toward reducing costs, improving quality, and expanding markets. The

occurrence of new market innovation speeds and changes in consumer patterns requires core competencies. Companies need to look for core competencies in the business they do.

Stoner, Freeman, and Gilbert. Jr (2015:178), the concept of strategy can be defined based on two different perspectives, namely: (1) from the perspective of what an organization wants to do (intense to do), and (2) from the perspective of what the organization ultimately does (eventually does).

David (2011:18-19) Strategy is a common means with long-term goals to be achieved. Business strategies include geographic expansion, diversification, acquisition, product development, market penetration, tightening, divestment, liquidation, and joint ventures. Strategy is an action potential that requires top management decisions and a large number of company resources. So a strategy is an action or activity carried out by a person or company to achieve the goals or objectives that have been set.

Husein Umar (1999:86) Strategic management is an art and science in terms of making (formulating), application (application), and evaluation (evaluation) of strategic decisions between functions that enable organizations to achieve goals in the future.

Bryson (2001:189-190), explains that strategy can be viewed as a pattern of goals, policies, courses of action, decisions, or allocation of resources that define how the organization is, what is done, and why the organization is doing it.

2.3 Tourism Object Existed in Ranca Upas

2.3.1 Ranca Upas Smart Camp Adventure

Facilities that can be accessed are Smart Camp Adventure. This is a very large field which can accommodate a lot of people. Its capacity can reach 10,000 people, so it's no wonder this place is often used for various camp festivals involving thousands of people.

2.3.2 Swimming Pool

Apart from presenting natural scenery, there is also an artificial pond facility, namely the Waterboom which is a favorite of tourists. You can play water with your friends, family, or partner here. The price of the entry ticket is quite cheap, you only need to pay Rp. 15,000 to enjoy a water boom at Ranca Upas.

2.3.3 Deer Breeding

Deer breeding is also one of the favorite spots for visitors. Here you can directly interact with the deer without the barrier of the guardrail. You can also buy vegetables that have been provided as deer feed, and rent boots if the soil in captivity is muddy.

2.3.4 Fun Adventure, Games and Outbound

Here a large area is provided for playing games, equipped with many game facilities that you can access. Playing in this area will bond you with your friends, family, or partner.

The rides in the Fun Adventure, Games, and Outbound areas include:

- Flying fox
- Elvis Bridge Bridge
- Rocking Bridge
- Archery Wars
- Mountain bike
- Burmese V
- Boat Rides
- Paint Ball War

2.4 Tour Object

2.4.1 Definition of Tour Object

Ridwan (2012: 5) is everything that has uniqueness, beauty, and value in the form of a diversity of natural wealth, culture, and man-made products that become the target or destination of tourist visits. In addition, the definition of another tourist attraction is a place that is visited with a variety of beauty that is obtained, a place to carry out tourism activities, a place to have fun with a long enough time to get satisfaction, good service, and beautiful memories at tourist attractions.

SK Menparpostel No. Km 98 PW. 102 MPPT-87, the definition of a tourist object is a place or natural condition that has natural resources that are built and developed so that it has an attraction that is cultivated as a place visited by tourists. In addition, quoting from one of the uny.ac.id studies, another definition of tourist attraction is everything that is in a tourist destination which is a tourist attraction according to Law No. 10 on tourism.

2.4.2 Type of Tour

The classification of types of tourist objects will be based on the characteristics that are highlighted by each tourist attraction. According to Mappi (2001:30-31) tourist objects are grouped into three types, namely:

- a. Natural attractions, for example, seas, beaches, mountains (volcanoes), lakes, rivers, fauna (rare), protected areas, nature reserves, natural landscapes, and others.
- b. Cultural tourism objects, for example birth ceremonies, dances (traditional), music (traditional), traditional clothes, traditional marriages, ceremonies down to the

fields, harvest ceremonies, cultural heritage, buildings historical heritage, traditional heritage, cultural festivals, woven fabrics (traditional), local textiles, performances (traditional), local customs, museums, and others.

- c. Artificial tourism objects, for example, organizational facilities and facilities, games (kites), entertainment (comedy or acrobatics, magic), dexterity (riding horses), recreational parks, national parks, shopping centers, and others.

2.5 Types of Tourism

In tourism development, there are several things to check for the potential that needs to be developed as a tourist destination. The potential impact of this on tourists who conduct activities on several tourist objects they visit. In addition, some people travel to a certain area in the form of business activities. As for the different types of tourism, according to Ismayanti (2010), they are based on tourism motivation. That is:

1. Sports Tourism

This tour sport activities. Activities in this tour can be in the form of active sport activities that require tourist to do movement directly.

2. Culinary Tour

This tour not only to fill and pamper the stomach with a variety of foods typical tourist destination, but an interesting experience as a destination.

3. Religious Tourism

This tour carried out for activities that are religious and divine.

4. Agro Tourism

This tour to take advantage of agro business as a tourist attraction with the aim of expanding knowledge, experience, and recreation.

5. Cave Tourism

Cave tourism is an activity to explore the cave and enjoy the view in the cave.

6. Shopping Tour

This tour makes shopping as its main attractiveness.

7. Ecological Tourism

This type of tour is a form of tourism that attract tourist to care about the natural and social ecology.

However according to Yoeti (1996:120-124), in economics, the classification of tourism types is considered important, because then we can determine how much foreign exchange earnings can be obtained for a type of tourism operating in a place being exploited. Well-known tour types such as:

1. Based on Location

a. Local Tourism

Local tourism is place which has a small space and is limited only in certain places.

b. Regional Tourism

Regional tourism is a activities of tourism business which is developed in a place area and has a bigger space than local tourism.

c. National

National tourism has a meaning which is the activities of tourism which is developed in a region of the country. This meaning has synonym 5 with “Domestic Tourism”, where the people do a journey in their country.

d. Regional-International

Regional-International tourism is the activities of tourism which is developed in a limited international region, but passed by more that two countries in the region.

e. International Tourism

International Tourism is similar to World Tourism Business. It mean that tourism business which is developed in the whole country in the world. It include “Regional-International Tourism” and “National Tourism”.

2. Based on the Balance of Payment

a. In Going Tourism

In Going Tourism is the activity of tourism business which is marked by the arrival of the foreign tourists to one state. It can take a foreign exchange for state visited by tourist. It is supporting the position of balance of the state.

b. Out-Going Tourism

Out-Going Tourism is the activity of tourism which is marked by the influence of out-going foreign tourists to another country.

3. Based on Reason or Purpose the Tour

a. Business Tourism

Business Tourism is one kind of tourism in which the tourist comes to work, trade, convention, seminar, and other.

b. Vocation Tourism

Vocational Tourism is a kind of tourism where people do the journey for vacation, recreation, or holiday.

c. Educational Tourism

Educational tourism is a kind of tourism where the people do or visitor do the journey for the purpose of study or learn something in the field of education. Included in the 15 inside is *Dharmawisata* (study tour).

4. Based on the Visit Time

a. Seasonal Tourism

Seasonal tourism is one kind of tourism which depends on the season, such as Summer or Winter.

b. Occasional Tourism

Occasional Tourism is one kind of tourism in which the tourist do journey connected with occasion or event.

5. Based on the Object

a. Cultural Tourism

Cultural Tourism is a kind of tourism in which the motivation people to do the journey is caused by the fascination of cultural in that area.

b. Commercial Tourism

Commercial Tourism is also called trade tourism because journey is related to the national or international commercial activities like Expo, Fair, Exhibition, and the others.

c. Recuperational Tourism

Recuperational Tourism is usually referred to as Health Tourism. The purpose of this journey is to cure a disease.

d. Sport Tourism

Sport Tourism is a journey where people aim at seeing or witnessing the sport fair in an area, such as Olympiad.

e. Political Tourism

Political Tourism is a journey in which the aims of people who do this journey are to see or to witness an event or occurrence which is connected with the activity of a state.

f. Social Tourism

Social Tourism is a kind of journey, representing one kind of tourism which do not emphasize to get an advantage, like study tour.

g. Religion Tourism

Religion Tourism is a kind of tourism where the purpose of this journey is to witness the religious activities, such as visits to Hajj and Umrah for Muslims or Balinese Hindu religious ceremonies in Sekenan.

Based on the description of the experts above, it can be concluded that there are various types of tourism. Various types of tourism can develop in the future, as changing desire and interest of tourist. This thing certainly can open a tourism business that must consider the desires and need of interest by tourist. The more creative and many ideas that have, then more form and type of tourism can be created for the progress of the tourism industry (Pratiwi, 2015)

2.6 Developing Opportunities

To develop a tourist destination, of course, proper observation of a destination or area to be developed is needed. According to Sutiarto, M. A. (2018) Sustainable tourism development through eco tourism. Of course, the developer sees the suitability of eco tourism that will be sustainable, especially in the Ranca Upas tourist park, in other words, eco tourism is one of the environmentally friendly tourism activities by

prioritizing aspects of nature conservation, aspects of socio-cultural, economic empowerment of local communities, and aspects of learning and education. The developers modify or add an idea which will develop aspects of tourist attractions which of course have eco tourism aspects are rancard from there the developers have real ideas that will be taken into consideration as the next tourist attraction in order to increase tourist attraction by using SWOT analysis as a measurement tool for success to be sustainable

SWOT according to Philip Kotler and Gary Armstrong (2008:64) is a comprehensive assessment of strengths, weaknesses, opportunities, and threats. SWOT analysis is used to see the strengths, weaknesses, opportunities and threats that will be faced by the company. Based on the analysis obtained by the developer to develop a destination that aims to increase visits based on the SWOT analysis, which will focus on the opportunity of the development objectives, the developers aim to create a new tourist attraction because of the opportunity to develop an unused area and also aim to present a new atmosphere, therefore the developer needs a proper analysis to determine what destinations and rides will be created.

The SWOT itself consists of :

S = Strength

W= Weaknesses

O = Opportunity

T = Threats

Based on the analysis obtained by the developer to develop a tourist destination by presenting new destinations and rides, developers have the idea to build a

destination, namely a traditional massage place with nature (Relaxing massage) and roller coaster rides that cross the outdoors (The Great Roller Coster).

Based on the above theory presented by Philip Kotler and Gerry Armstrong, the following results were obtained :

1. Relaxing massage

has a concept with a relaxing massage atmosphere that is pampered with the outdoors and with solitude so that visitors get a different massage experience and also with suggestions provided such as a sauna and a pool soaked in calm warm water with a beautiful view of nature.

SWOT analysis obtained :

- S (Strength)

Has a concept that not many tourist attractions present, so it is expected to be one of the tourist attractions that are quite popular, with a natural atmosphere that supports being the main strength factor and also the human resources that will be provided are professionals.

- W (Weaknesses)

The distance that is a little far from the destination of lodging and also the additional cost that is quite high to enjoy this destination may be a weakness of this destination.

- O (Opportunity)

Developers look at the upper middle market because with the target market of workers who want to get the pleasure of nature with perfect relaxation to relieve fatigue and fatigue, this idea arose due to complaints

from Some sources who want a massage place or a place of relaxation that blends with nature with a different concept, Where no longer massage in an air-conditioned room but with open nature and fresh air.

- T (Threats)

The number of competitors that exist today is only lodging places that provide massage places that are included with the room price so that customers no longer have to pay doubles.

2. The Great Roller Coster

This roller coaster ride that presents an exciting atmosphere in the outdoors will become one of the most popular rides in Indonesia because there is no ride destination that presents extreme games with beautiful outdoors so that tourists get an experience that has never been obtained, especially lovers of extreme rides.

SWOT analysis obtained :

- S (Strength)

The strength of this ride destination itself is integrated with the existing game rides so that visitors do not need to walk far anymore to enjoy this ride, and will also be the first ride to be present in Indonesia, especially in the Bandung Tourism area, West Java.

- W (Weaknesses)

The game of this ride destination has a considerable risk, and also not all can ride this ride because it is limited by age, this is a factor in the weakness of this one tourist destination.

- O (Opportunity)

The opportunities that exist are quite large and also become the first rides in Indonesia, with many lovers of extreme games like this with the target market puffing up and above with vulnerable ages 17 and above, especially with the rise of social media can become direct marketing.

- T (Threats)

This destination ride is far from the surrounding competitors who provide roller coaster games like this, as for the game being indoors and also not presenting what Ranca Upas can present.

With the analysis above, development can determine which next destination can certainly be developed and can be sustainable and can also increase tourist visits in Ranca Upas, and can increase the brand itself in the eyes of the public.

Based on the analysis above, it can also be determined that a marketing strategy can be determined that will stimulate the market itself and have an impact on the progress of the tourism sector and can also empower local human resources so that residents feel the positive impact.

2.7 Strategic Management

Strategic management In increasing visits to Ranca Upas Tourism destinations is quite good, including by advertising rides through social media, banners that are displayed around the road and through the website and also through improving the facilities provided, here is one example of management In increasing visits through advertisements on social media.

Based on the result of strategic management from social media, you can find a variety of attractive promos and also several events held, with expected to attract more tourist to visit.