Explorative study on management model of tourism business zone at Kuta, Bali

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Abstract. Business activities through asset management of indigenous village of Kuta provide an opportunity for the community to participate in improving their welfare. This study aims to analyze the management model of Kuta's tourism business zone, the involvement of stakeholders in the management of Kuta's tourism business zone in indigenous village of Kuta and the implications of each business tourism zone in indigenous village of Kuta in the level of community welfare in each zone. Data collection was done by observation, interview, questionnaire, and documentation. The main instrument of this study is the researchers themselves assisted with interview guideline. The results showed that the management model has been arranged in 5 tourism business zones in indigenous village of Kuta. The involvement of all stakeholders in the management of the tourism business zone follows the procedure of execution of duties and provides security, comfort and certainty of doing business activities at each zone. The implications of the tourism business in the level of community welfare in each zone in indigenous village of Kuta have been able to bring happiness in business and all community are satisfied with the income they earned from work in each business zone.

1. Introduction

Kuta is a pioneer of Bali tourism, even since the beginning of the 20th century when Bali was only discovered as a tourist destination. In addition to having a natural attraction of the beach with sunset and nightlife, Kuta is currently equipped by various series of tourism industry that positioned it as a major tourist destination in Bali.

Visiting Bali will not be complete without visiting Kuta tourist destination which is the tourism icon of Badung regency. Kuta village is one of 122 villages in Badung [1]. Kuta is an international village, known as one of the most famous tourist destination in the world with its white sandy beaches, good sea waves and beautiful sunset has attracted tourists to come to Kuta repeatedly.

The hustle and bustle of tourism kuta certainly provide business opportunities for the community. Business activities through asset management of Kuta village provide wide opportunities for the community to participate in efforts to improve their welfare. This condition is consistent with Bunten [2], Ali Selcuk Can [3] and Tonsun [4] findings that tourism planning responsibilities should be developed to local authorities. Based on the presentation of head of Kuta village, to improve human resources can be done by utilizing the potential of existing villages. Village assets are managed into five zones with modern management, namely: Kuta Beach along 4.5 km, Kuta Art Market, Krama’s (citizens of Kuta village) participation, Krama Tamiu (immigrant and foreigner) participation and LPD (Micro Finance Institution).
The existence and sustainability of the management of business activities are integrated into the populist economic zone. This characteristic of village asset management is unique, managed by modern management and utilizing information technology. Therefore, it is necessary to study and in-depth research on the model of asset management of indigenous village which accumulated into the tourism business zone in Kuta. Astawa [5] found that in short period, Kuta tourism area is still interesting for revisiting tourists.

The community involvement is essential as stated by Vincent and Thompson [6] that ecotourism sustainability is more likely to occur when the community is actively involved in the design. Tosun [7] noted that community participation in the tourism development process has emerged and been refined in the context of developed countries. The success of participatory tourism development will depend upon many factors including relationships among interest’s groups and levels, types, scales, directions and stages of tourism development.

The result of previous research is comparative study of Intaran village and Kuta conducted by Gede et al [8], discussed about model of village empowerment in two villages tourist destination in Bali, found: 1) The model of empowerment of villages in Intaran and in Kuta can be done through the stages of identification and needs analysis, 2) Analysis Needs aim to overcome problems in the empowerment of villages both in Intaran and in Kuta which aim for the welfare of krama and overcome unemployment and 3) There is a differentiation of empowerment done by these two potential villages that has been worked on in Kuta but not yet done professionally. Leadership always proactive to explore new potential. While in Intaran many potentials that have not been worked on. Leadership is done very democratic and careful in decision making.

The role of Kuta village in improving the quality of human resources, among others, by holding the village cultural art festival and the management of village assets so as to provide material benefits that can be used in improving the quality of human resources and village development.

Previous research with this research differs from the model of management of the tourism business zone and supported by the theoretical foundation which discusses important concepts related to research titles consisting of tourism business management, entrepreneurship, theory of practice and the model of tourism business management. Tourism business management theory in this case is an implementation of modern management that is top-down where decision making is more dominant from management level at top level (managerial level) then implementation at operational level. Entrepreneurship theory emphasizes community participation and is an implementation of bottom-up management. To bridge the implementation of top-down and bottom-up approaches, here is included the practice theory of Pierre Bourdieu by promoting the concept of habitus, field, champ, and capital [9].

Tourism management should refer to the management principles that define the values of environmental sustainability, community, and social values that enable tourists to enjoy their tourism activities and benefit the welfare of local communities. According to Fennel & Dowling [10], tourism management should pay attention to the following principles: 1) development of tourism should be based on local wisdom and special local sense that reflects the uniqueness of cultural heritage and the uniqueness of the environment, 2) preservation, protection, and improvement of the quality of resources that become the basis for the development of tourism areas, 3) development of additional attractions that are rooted in the local cultural treasures, 4) service to tourists based on the uniqueness of local culture and environment, and 5) provide support and legitimacy to the development of tourism if proven to provide positive benefits, but instead control and/or stop the tourism activity if it exceeds the threshold (carrying capacity) of the natural environment or social acceptability although on the other hand can increase community income.

According to Pekerti [11], entrepreneurship always involves two main elements, namely the matter of opportunity and the ability to reach opportunities. Vesper [12] views entrepreneurial behavior as work. He concludes that the success of an entrepreneur depends on his/her choice of place of work before beginning as an entrepreneur, choice of business field, cooperation with others and expertise in applying the right management.

Someone who does business should know the management and how to practice it. Entrepreneurship management prioritizes four things: basic focus, anticipating financial needs, preparing and organizing
Entrepreneurial strategies needed to put themselves in the market include the dominant leader in the market, creative, monopoly with a very specialized product or service and creating new customers by creating new products and services.

Practice theory is a theory of how social beings, with their diverse motives and their diverse intentions, make and transform the world in which they live. It is a dialectic between social structure and human agency working back and forth in a dynamic relationship. Through the concept of habitus, field, and capital, Bourdieu integrated objectivism (which emphasizes the role of objective structure in social practice) and subjectivism (which emphasizes the role of agent in social practice). Bourdieu formulated the theory of social practice with the equation \((\text{Habitus} \times \text{Capital}) + \text{Field} = \text{Practice}\). Practice, in Bourdieu's mind, is the product of the relationship between habitus and field, wherein within field itself there are powers at stake, especially between people with capital and people without capital.

An objective culture that emphasizes the role of objective structures in social practice through top-down management and subjective culture that emphasizes the role of agents in social practice through entrepreneurship that promotes bottom-up participation in Bourdieu's theory of practice combined in such a way through power is at stake, especially between people with capital and people without capital.

2. Methodology

The research is located in Kuta village, Kuta district, Badung regency, Bali province. The research period is from April to September 2017. The subjects of this research are the managers and the businessmen under the auspices of Kuta village. Managers and business people as an informant for researchers. Informant determination technique is done by purposive where the informant is determined by the researcher by looking at the characteristic of the population, the capacity and how big the relation of the informant with the required data. In the preliminary study, the selected informants were the head of Kuta village, the manager of each business zone, and the chairman of micro finance institution Kuta village.

The object of this research is the model of management of tourism business zone in Kuta, Bali. Management model means system; how to work, the process of doing certain activities by mobilizing the power of others (www.KamusBahasaIndonesia.org). In this case, a management model that implements professional business practices to improve service to the community in order to improve their welfare.

Data collection was done by observation, interview, questionnaire and documentation. The data are classified by type and source of data, where the data type is classified into 4 that is based on data form that is the type of qualitative data (in the form of interview result, video recording, sound and picture) and quantitative data (in the form of data showing numbers such as tables, graphs and etc.). In addition, the type of data is also distinguished on its virtue as a reference in research. The types of data are primary data (data obtained directly from interviews and field observations) and secondary data (data obtained from books, journals, internet sites and literature documents related to research conducted by researchers).

The main instrument in this study is the researchers themselves assisted with interview guidelines. Researchers went straight to the field to do field observations and interviews with informants. Previously, researchers have been prepared to bring equipment such as recording equipment, interview notes, and cameras. Recording devices are used to record the course of interviews, and notebooks are used to record activities on observations made directly in the field. The camera is used to photograph the observation objects that are considered important and relevant to the data required.

This research is included in qualitative descriptive research which summarizes and describes the reality of the management model of asset of Kuta indigenous village. After all data obtained then analyzed by data analysis technique consisting of data reduction (searching, selecting and summarizing important data and then searched the model), presentation of data (exposure of data that have been summarized and reduced) and conclusion [13].

3
The research model is like Figure 1.

![Research Model Diagram]

Figure 1. Research model

3. Result and discussion
Data validation and results of research model through Focus Group Discussion (FGD) with the head of Kuta village and heads of business zone management units such as Figure 2.

Kuta village consists of 13 banjars has 5 business zones, namely: Kuta beach management agency (managing beach traders), asset management agency (managing art market, night market and shops), management board of krama tamiu (managing migrant residents), business management agency (managing migrant residents and customary residents as entrepreneur) and micro finance institution (managing savings and loan community).

The five business zones reported the contribution of each zone to the Kuta Finance Agency (KFA). Furthermore, KFA made a report of contribution to be submitted to Kuta village through Kelian (head) of Kuta village. The result of this contribution in accordance with the results of the consultation of the village of Kuta can be used to support the customary activities of the gods yadnya, manusa yadnya, pitra yadnya, butha yadnya and Rsi yadnya. This finding is consistent with Darmadi’s finding [14].

The activities are: the ceremony of the dewa yadnya in the temple which is the responsibility of the Kuta village, the ceremony of the dewa yadnya at the temple at 13 Banjars, renovation of the temple, the series of nyepi ceremony, coaching for youth representative of 13 Banjars Kuta indigenous village in the form of Jegeg Bungan Desa Kuta, making ogoh-ogoh by 13 Sekaa Teruna Banjar (youth), ceremony of pengabenan (cremation) and nyekah masal activity at Kuta indigenous village. The result is in line with the finding of Angeloni [15] shows that a better understanding of local government’s role in enhancing cultural and sustainable tourism is necessary. A tourist area able to manage its
resources efficiently and effectively is also a territory able to meet the well-being of the local population. The destination management, that is a cultural of tourism, is a prerequisite to join common goals.

Figure 2. Model of research result

4. Conclusion
Management model has already been arranged at 5 tourism business zones, the involvement of each stakeholder in the management of the tourism business zone follows the procedure of execution of duties and provides security, comfort and certainty of conducting business activities at each tourism business zone and the implications of the business zones of tourism on the level of community welfare in each zone have been able to provide happiness in business and are satisfied with the income earned from work in each business zone.

Based on the conclusion, it can be suggested several things, among others: Supervision by management needs to be intensified and re-fostering of traders especially in Kuta beach tourism zone. Business training should be provided on business ethics. Stores need to be renovated, updated parking lay-out, lighting enhancements, nameplates clarified position and cleanliness of toilets kept together. For business development in the future, consideration should be given to add business types such as: money changer, hospital, mini market and charging (ticket) entering Kuta beach for tourists.

5. Acknowledgments
I would like to express my gratitude to the director of Politeknik Negeri Bali, the head of Center of Research and Community Service, Politeknik Negeri Bali, the head of Kuta indigenous village and all management unit head of the business zone who are willing to take the time to be interviewed and
provide the necessary data. This research is funded by DIPA Funds Research Number: SP Dipa-042.01.2.4010006/2017, dated 7 December 2016.

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