

Tourism Services Marketing Strategy In The Tourism Industry (Case Study On Kusuma Agro Tourism In Batu City)

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Abstract

Background: The development of the Indonesian tourism sector can affect the dependence that comes from the oil and gas sector. Tourism has a strong reason to be developed as one of the drivers of economic growth and diversification (Mangkudilaga, 2001). One way to increase the distribution of the tourism sector towards national development is to improve the performance of tourism production units, such as Kusuma Agrowisata. This study aims to formulate a marketing strategy based on the internal and external factors that surround it. The tourist city of Batu is the most visited tourist destination for both domestic and international tourists, because of the cool air and very charming natural panorama, therefore many tourism service companies are growing and developing in this field, one of which is Kusuma Agro Wisata. The research location was determined intentionally, namely Kusuma Agrowisata Batu city.

Materials and Methods: The research sample was determined by accidental sampling as many as 90 respondents. Research data were collected using questionnaires and in-depth interviews with managers. The data were analyzed descriptively using the help of matrix analysis, matrix strategy formulation, external strategy matrix factors, first knowing the external strategic factor (EFAS).

Results : Based on the Internal Strategy Factor Matrix and External Strategy Factor Matrix, it is found that the total value of the strengths and weaknesses in the internal strategy factor matrix is 2.65. While the total value of opportunities and threats in the external strategy factor matrix is 2.35.

Conclusion: The marketing strategy used is based on a SWOT analysis of the internal-external is to use the SO strategy by expanding market share maintain product quality improve promotion with information technology.

Key Word: Marketing Strategy; Marketing Mix

Date of Submission: 04-12-2022

Date of Acceptance: 16-12-2022

I. Introduction

The development of the Indonesian tourism sector can affect the dependence that comes from the oil and gas sector. Tourism has a strong reason to be developed as one of the drivers of economic growth and diversification (Mangkudilaga, 2001).

One way to increase the distribution of the tourism sector to national development is to improve the performance of tourism production units, such as Kusuma Agrowisata. This study aims to formulate a marketing strategy based on the internal and external factors that surround it.

II. Material And Methods

Marketing Strategy

Understanding Strategy

Strategy is important for the survival of a company in achieving its goals effectively and efficiently, besides that the company is required to be able to overcome and deal with any problems or obstacles that come from within the company or from outside the company.

Definition of Marketing Strategy

Marketing strategy has an important role in which there are segmenting, targeting, and positioning which determine the success of a company in carrying out its business in the marketing sector. The following is the definition of marketing strategy according to experts: Marketing strategy is marketing logic used by companies with the hope that business units can achieve company goals (Kotler, 2001: 76).

Marketing Mix Strategy (Marketing Mix)

Definition of Marketing Mix Strategy

In marketing there is a marketing strategy which is commonly referred to as the marketing mix (marketing mix) which has an important role in influencing consumers to be able to buy a product or service offered by the company. The marketing mix consists of all the elements that exist in a controlled company in order to satisfy consumers.

In the marketing mix strategy there is a set of marketing tools known as the 4P marketing mix, namely product, price, place, promotion, while marketing in the service sector has several additional marketing tools, namely people, process, and physical evidence. Based on the definition above, it can be interpreted that the marketing mix consists of controlled aspects, aiming to get the expected response from the target market.

Definition of SWOT Analysis

According to Robinson and Pearce (1997) SWOT analysis is an important component in strategic management. This SWOT analysis includes the company's internal factors, which will later produce a company profile as well as understand and identify the weaknesses and strengths of the organization. These weaknesses and strengths will then be compared with external threats and opportunities as a basis for generating other options or alternative strategies.

Another opinion was put forward by Rangkuti (1997) who stated that the meaning of swot is the process of identifying various factors which are carried out systematically in order to be able to formulate an appropriate organizational strategy. The analysis is carried out based on logic that can optimize Strengths and Opportunities. But in tandem, this analysis must also be able to minimize threats and weaknesses. It is known that the process of making strategic decisions is always directly related to company policies, strategies, objectives and mission development. That is, strategic planners must analyze various strategic factors of an organization or company starting from strengths, opportunities, threats and weaknesses. It is not surprising that SWOT analysis is also known as Situation Analysis.

Purpose and Benefits of SWOT Analysis

The purpose and benefits of a SWOT analysis are to combine the 4 factors or compositions correctly on how to prepare strengths, overcome weaknesses, find opportunities and strategies to deal with various threats. When this technique can be implemented properly by combining the four elements, perfection in achieving the vision and mission of the planned program will certainly run better with optimal results.

SWOT Analysis Components

Strength

Namely analysis of strengths, situations or conditions that are the strengths of an organization or company at this time. What needs to be done in this analysis is that every company or organization needs to assess its strengths and weaknesses compared to its competitors. For example, if the company's strength is superior in its technology, then that advantage can be used to fill a market segment that requires a more advanced level of technology and quality.

Weaknesses

Namely analysis of weaknesses, situations or conditions that are weaknesses of an organization or company at this time. Is a way of analyzing weaknesses in a company or organization that are a serious obstacle in the progress of a company or organization.

Opportunities

Namely analysis of opportunities, situations or conditions that are opportunities outside an organization or company and provide opportunities for growth for the organization in the future. This method is to look for opportunities or breakthroughs that allow a company or organization to develop in the future or in the future.

Threats

Namely threat analysis, how to analyze challenges or threats that must be faced by a company or organization to deal with various kinds of unfavorable environmental factors in a company or organization that cause setbacks. If not addressed immediately, this threat will become a barrier for the business in question, both now and in the future.

Procedure methodology

The research location was determined intentionally, namely Kusuma Agrowisata Batu city. The research sample was determined by accidental sampling as many as 90 respondents. Research data were collected using questionnaires and in-depth interviews with managers.

The data were analyzed descriptively using the help of matrix analysis, matrix strategy formulation, external strategy matrix factors, first knowing the external strategic factor (EFAS). As for how to determine the external strategy factors as follows: Arrange column 1 (5 to 10 opportunities and threats). Give weight to each factor and column 2 starting from 1.0 (very important) to 0.0 (not important). These factors give the possibility to have an impact on strategic factors.

Calculate the rating (in column 3) for each factor by giving a scale ranging from 4 (Outstanding) to 1 (Poor) based on the influence it has on the condition of the company concerned. The rating for the opportunity factor is positive (the greater the opportunity is given a +4 rating. But the threat rating is the opposite. For example, if the threat is very large, the rating is 1. Conversely, if the threat is small, the rating is 4.

Multiply the weight in column 2 by the rating in column 3, to obtain the weighting factor in column 4. The result is how many weights for each factor whose values vary from 4.0 (outstanding) to 1 (poor). Use in column 5 to provide comments or notes why certain factors were chosen and how their weighting scores were calculated.

Total weighting score (in column 4), to obtain the total weighting score for the company concerned. The total value of this score shows how a particular company reacts to its external factors. This total score can be used to compare this company with other companies in the same industry group.

Internal strategy factor matrix, after the internal strategy factors are identified, an IFAS table is compiled to formulate the internal strategy factors in terms of strengths and weaknesses. The stages are as follows: Arrange column1 (5 to 10 strengths and weaknesses). Give weight to each factor and column 2, starting from 1.0 (not important) these factors give the possibility of having an impact on strategic factors.

Calculate the rating (in column 3) for each factor by giving a scale ranging from 4 (outstanding) to 1 (poor) based on the influence it has on the condition of the company concerned. The rating value for the strength factor is positive (the greater the strength is given a +4 branch, but if the strength is small, it is given a +1 rating). Weakness rating is the opposite. For example, if the weakness is very large, the rating is 1, otherwise if the weakness is small the rating is 4.

Multiply the weight in column 2 by the rating in column 3, to obtain the weighting factor in column 4. The result is a weighting score for each factor whose value varies from 4 (outstanding) to 1 (poor).

Add up the weighting scores (in column 4) to obtain a weighting score for the company concerned. This total value shows how a particular company reacts to its internal strategic factors. This total score can be used to compare this company with other companies in the same industry group according to the arrangement of gardens (X₁), arrangement of supporting facilities (X₂), Ease of using supporting facilities (X₃), friendliness of the guide (X₄), cleanliness (X₅), beauty (X₆), price (X₇), safety (X₈), comfort (X₉), and public transportation (X₁₁). For road facilities (X₁₀) It is no longer used in the next process, because the existing value is less than 0.5.

III. Result

1. Internal Factors Based on Visitor Rating

By using factor analysis, several internal company factors were obtained, namely garden arrangement, arrangement of supporting facilities, ease of use of supporting facilities, friendliness of the guide, cleanliness, beauty, price, security, comfort and public transportation.

Table 1: Components considered by visitors to Kusuma Agrowisata.

	Component			
	1	2	3	4
Security (X ₈)	.731	.525	-.125	-.262
Comfort (X ₉)	.676	.578	-0.068	.311
Price (X ₇)	.583	-.242	-0.022	-.152
Transportation (X ₁₁)	.529	-.235	0.069	-.220
Cleanliness (X ₅)	-.279	.628	.461	-.166
Beauty (X ₆)	.495	.557	.422	-0.033
Hospitality (X ₄)	.293	-.168	.571	-.259
Facility layout (X ₂)	-0.012	-.24	.550	.495
Convenience (X ₃)	.321	-.155	.507	-.430
Gardening (X ₁)	.132	-.294	.540	.604
Road Facilities (X ₁₀)	.296	.257	.188	-.404

Source: Processed data for 2022

From the table above, it is known that the appropriate matrix components are garden arrangement (X₁), arrangement of supporting facilities (X₂), ease of use of supporting facilities (X₃), friendliness of the guide (X₄), cleanliness (X₅), beauty (X₆), price (X₇), security (X₈), Convenience (X₉), and public transportation (X₁₁). For road facilities (X₁₀) It is no longer used in the next process, because the existing value is less than 0.5.

After that, the factors were ranked based on the percentage of respondents choosing the Likert scale. The goal is to make it easier to score on the Internal Matrix as shown in table 2.

Table 2: The percentage of internal factors based on the consideration of visitors to Kusuma Agro tourism.

Factors that visitors consider	Very good (%)	Good (%)	Don't know (%)	Not good (%)	Very bad (%)
Garden arrangement	82.2	17.8	0	0	0
Beauty	66.7	33.3	0	0	0
Friendliness	52.2	47.8	0	0	0
Cleanliness	47.8	52.2	0	0	0
Security	45.6	54.4	0	0	0
Convenience	43.3	56.7	0	0	0
Facility	43.3	56.7	0	0	0
Convenience	15.6	84.4	0	0	0
Transportation	0	0	0	71.1	28.9
Price	17.8	57.8	0	24.4	0

Source: 2022 data processing results

2. Internal factors based on management's assessment

Based on the results of research on the management of Kusuma Agro tourism, obtained and the weaknesses of the company. Its strengths and weaknesses include:

Strength

- 1) Apple picking area. characteristics that distinguish Kusuma Agro tourism from its competitors. This factor was supported by respondents' answers to open-ended questions about their motivation or reasons for visiting, 31.1% answered because they wanted to pick apples themselves, directly from the garden.
- 2) Prioritizing Sapta Pesona (safe, clean, orderly, beautiful, comfortable, welcoming, and memorable).
- 3) Strategic location. the location is located to make the air cool and fresh, beautiful scenery free of pollution suitable for visitors who want a mountain tour. This factor is supported by answers to open-ended questions, 16.7% cool air, 8.9% mountainous areas, and 5.6% beautiful scenery.
- 4) Already known to the public. This factor is the success of agro-tourism in promotion and already has a good brand image. Matched results from open-ended questions to respondents. Around 73.3% stated that they knew Kusuma Agrowisata from brochures 57.8%, billboards 13.3% and internet 2.2%. Meanwhile, for 26.7% others stated that they did not know about agro-tourism only from advertisements or promotions issued directly by the company, but they knew about it from 10% friends, 11% relatives, and 5.6% travel agencies.

Weakness

- 1) Too much product differentiation. the more tour packages offered make the product less concentrated and less efficient.
- 2) No public transportation
- 3) Price
- 4) Human Resources. This factor is supported by the education level of Kusuma Agrowisata employees. of the 95 employees, only about 11 people graduated from a bachelor's degree or about 11.6%.

3. Internal Strategy Factor

From the results of table 2, it is known that the value of the weight is multiplied by the rating between strengths and weaknesses, the value of strength is greater than weakness. The number of strengths is 2.30 while the number of weaknesses is about 0.35. So strengths are more dominant than weaknesses so that the products offered by Kusuma Agrowisata can be accepted by visitors. While the cumulative number of strengths and weaknesses is 2.65. This cumulative amount will be used in matrix analysis to determine the company's current position based on the company's internal and external environment.

The complete formulation of this internal strategy can be seen in table 3.

Table 3: Matrix of Internal Strategy Factors

Internal Strategy Factors	Weight	Rating	W x R
Strength :			
Sapta charm	0.20	4	0.80
Apple picking area	0.15	4	0.60
Garden arrangement	0.10	4	0.40
Facility arrangement	0.05	2	0.10
Ease of facilities	0.05	2	0.10
Strategic location	0.05	3	0.15
Known	0.05	3	0.15
Sub total			2.30
Weakness :			
Public transportation	0.15	1	0.15
Product differentiation	0.10	1	0.10

Price	0.05	1	0.05
Human Resources	0.05	2	0.05
Sub total			0.35
Total	1.00		2.65

Source: 2022 data processing results

4. Company External Factors

The company's external factors were obtained from interviews with the management of Kusuma Agrowisata which were then adjusted to the company's external situation, both national and international situations. It is very necessary to know the opportunities of Kusuma Agrotourism. Changes in the external environment that tend to change rapidly make management must always be careful in making decisions, especially in determining the right marketing strategy that is right to run.

Opportunity

Taking into account several external factors of the company, obtained several factors that become opportunities for Kusuma Agrowisata, including:

- 1) Population growth. Based on the population census conducted in 2020, the population of Indonesia is 270.20 million people. While the rate of population growth per year during the 2020 period is around 1.25%. Population growth is a market opportunity for Kusuma Agrowisata.
- 2) Ecotourism tourism trends. One form of tourism that is suitable for now is ecotourism which is an alternative tourism by creating a concept that responds to various negative impacts due to commercial tourism activities. Ecotourism is a new thought that is expected to give birth to a form of natural and sincere relationship, based on mutual understanding and respect for the new culture, namely a harmonious relationship between humans and their environment. Ecotourism is a tourism activity that is recreational, educational and conservation.
- 3) Edutainment activities The increasing number of seminars, workshops, meetings of both government and private institutions, study tours, field work practices, and others are opportunities for Kusuma Agrowisata to be taken into consideration in determining marketing strategies.
- 4) Weekend and holiday culture. This factor is supported by the statement of respondents about 45.6% of respondents stated about the habit of taking their time for recreation. Based on table 26, it can be seen that the respondents' habits in taking their time to do recreation can be taken into consideration by the management as a business opportunity.

In table 3, a combination of SWOT factors is obtained which results in four alternative strategies, including:

1. SO strategy, is a combination of strengths and opportunities. The company uses its strengths to seize the opportunities that exist. This strategy is taken if the company has great strengths and opportunities. In this SO strategy, several factors are obtained that are part of the SO strategy, including:

- 1) Conduct market expansion. This is done considering the existing opportunities are quite large and very supportive in gaining market share.
- 2) Maintaining product quality. Kusuma Agrotourism as a market leader in providing recreational services with the characteristic of picking fruit directly from the garden should maintain the quality of its products.
- 3) Increase promotion by using information technology. The development of information technology can be used as a medium for promotion, one of which is by creating a website on the internet that can be accessed by the whole world.

2. ST strategy, is a combination of strengths and threats. Companies use strength to address threats. In this case, Kusuma Agrowisata can carry out the following efforts:

- 1) Improve product quality. With the presence of competitors, the quality of the product is improved, especially in service to visitors because the products offered by Kusuma Agrowisata are services.
- 2) Increase Brand Value. Kusuma Agrotourism has been known to the public so that the image that has been attached needs to be improved to increase the trust of visitors. As for ways to increase brand value, among others, by creating visitor satisfaction, increasing attractiveness, good promotion services, conducting humanitarian charity activities, and all activities that have a good influence on the Kusuma Agrowisata brand value.
- 3) Cooperation with government or private agencies. The aim is to carry out promotions in disseminating information about Kusuma Agrowisata. This collaboration can be carried out with the Regional Tourism Office, the Indonesian Promotion Organizing Agency (BPPI), the Ministry of Tourism, airlines, travel agencies and others.

3. WO strategy, is a combination of weaknesses and opportunities. In this case the company takes advantage of existing opportunities by overcoming the weaknesses of the WO strategy, obtained several factors that are part of the WO strategy, including:

- 1) Procurement of public transportation points, the management of Kusuma Agrowisata can cooperate with government and private agencies to procure public transportation routes to the location of Kusuma Agrowisata. considering that it is very important to make it easier for visitors who do not have private vehicles so that they can increase the sales volume of recreational services at Kusuma Agrowisata.
- 2) Improving human resources in this case can be done through trainings, courses, delegation of employees to attend regional and national seminars, even providing scholarships for employees who excel to continue their education to a higher level.
- 3) Organize special events. The habits of visitors who often go on recreation or on vacation can be taken into consideration for holding these events, especially on sacred or historic days such as Eid al-Fitr, Christmas, New Year, Chinese New Year, Valentine's Day, Independence day and others.

4. WT strategy, is a combination of weaknesses and threats point in this strategy the company tends to be defensive by minimizing existing weaknesses and overcoming threats. The efforts in the WT strategy include:

- 1) Horizontal concentration of products. This is done by cutting the tour packages offered by Kusuma Agrowisata. There are 15 tour packages, namely: apple I, apple II, apple III, apple IV, flower package, strawberry I, strawberry II, strawberry III, strawberry IV, special packages , educational packages, cheerful tour I, cheerful tour II, picking and karaoke I, and finally picking and karaoke II. Whereas based on the research results, the most preferred tour package is Apple I. Thus, the management can consider whether the tour package is efficient or not.
- 2) Deregulation of pricing policies. The management can review the price policy for types of tour packages with the aim of providing opportunities for the lower middle class to be able to enjoy garden tourism at Kusuma Agrowisata. In addition to expanding the marketing segmentation, an increase in sales volume can be achieved so that the company can benefit from the deregulation of the pricing policy.
- 3) Discounts are given to provide a stimulus to consumers to visit Kusuma Agrowisata. The amount of this discount is determined by the management of Kusuma Agrowisata.

Table 4: Matrix of External Strategy Factors

External Strategy Factors	Weight	Rating	W x R
Opportunity:			
Population growth	0.05	3	0.15
Ecotourism tourism trend	0.10	4	0.40
Edutainment activities	0.10	4	0.40
Weekend and Holiday Culture	0.10	4	0.40
Development of transportation and communication	0.10	3	0.30
Discount Air Lines 25-75%	0.05	3	0.15
Sub total			1.80
Threat:			
Competitor	0.15	1	0.15
Political situation	0.10	1	0.10
Economy Crysis	0.10	1	0.10
Security	0.10	1	0.10
Increase in fuel urif, TDL, electricity	0.05	2	0.10
Sub total			0.55
Total	1.00		2.35

Source: Processed data for 2022

In table 4 it can be seen that the value for opportunities based on multiplication of weights with a rating is greater than that of threats, which is 1.80. While the value for the threat is 0.55. Thus opportunities are more dominant than threats so that existing opportunities must be utilized as well as possible to increase the number of visits and repeat visits to Kusuma Agrowisata.

Based on the internal strategy factor matrix and the external strategy factor matrix, it is found that the total value of the strengths and weaknesses in the internal strategy factor matrix is 2.65. While the total value of opportunities and threats in the external strategy factor matrix is 2.35.

After that, these values are entered into the analysis of the internal-external strategic factor matrix to determine the current state of the company.

Factor Internal	Strengths: <ul style="list-style-type: none"> •Sapta charms •Apple picking area •Gardening •Facility arrangement •Ease of using the facilities •Strategic location •Already known to the public 	Weaknesses: <ul style="list-style-type: none"> •Public transportation •Product differentiation •Price •Human Resources
Factor External	Strategi SO : <ul style="list-style-type: none"> •Expansion of market share •Maintain product quality •Increase promotion with Information Technology 	Strategi WO: <ul style="list-style-type: none"> •Procurement of transportation general •Increase HR quality of employees •Organize special occasions (new year, holidays, Christmas, Valentine, etc.)
	Threats: <ul style="list-style-type: none"> •Competitor •Political situation •Economy Crysis •Security •Increase in fuel, TDL and telephone rates 	Strategi ST: <ul style="list-style-type: none"> •Improve product quality •Increase brand value •Cooperation with related parties
		Strategi WT : <ul style="list-style-type: none"> •Horizontal concentration of products •Policy deregulation price •Giving discount

Source: Processed data for 2022

IV. Discussion

1. Internal Factors Based on Visitor Rating

By using factor analysis, several internal company factors were obtained, namely garden arrangement, arrangement of supporting facilities, ease of use of supporting facilities, friendliness of the guide, cleanliness, beauty, price, security, comfort and public transportation.

2. Internal factors based on management's assessment

Based on the results of research on the management of Kusuma Agrowisata, obtained and the weaknesses of the company. Internal Strategy Factor, it is known that the value of the weight is multiplied by the rating between strengths and weaknesses, the value of strength is greater than weakness. The number of strengths is 2.30 while the number of weaknesses is about 0.35. So strengths are more dominant than weaknesses so that the products offered by Kusuma Agrowisata can be accepted by visitors. While the cumulative number of strengths and weaknesses is 2.65. This cumulative amount will be used in matrix analysis to determine the company's current position based on the company's internal and external environment.

3. Company External Factors

The company's external factors were obtained from interviews with the management of Kusuma Agrowisata which were then adjusted to the company's external situation, both national and international situations. it is very necessary to know the opportunities of Kusuma Agrotourism. Changes in the external environment that tend to change rapidly make management must always be careful in making decisions, especially in determining the right marketing strategy that is right to run.

Based on the internal strategy factor matrix and the external strategy factor matrix, it is found that the total value of the strengths and weaknesses in the internal strategy factor matrix is 2.65. While the total value of opportunities and threats in the external strategy factor matrix is 2.35.

V. Conclusion

Based on the results of research and discussion, the following conclusions can be drawn:

1) The types of strategies used by the management of Kusuma Agrowisata include: Integrated on Marketing Strategy, Sequential Strategy, Alliance Strategy, Counter Face Strategy and Counter Value Strategy. However, in its implementation, Kusuma Agrowisata tends to use Integrated on Marketing Strategy while others are used to complement each other.

- 2) The strengths of Kusuma Agrotourism are Sapta Pesona, apple picking area, garden arrangement, facility arrangement, ease of use of facilities, strategic location, and well-known to the public. While the weaknesses are the absence of public transportation, product differentiation, prices, and human resources.
- 3) Kusuma Agrotourism is population growth, ecotourism tourism trends, weekend and holiday culture, edutainment activities, transportation and communication developments and the provision of 25-75% Air Lines discounts for foreign tourists. while threats come from competitors, political situation, economic crisis, security, and increases in fuel, electricity and telephone.
- 4) The marketing strategy used is based on the SWOT analysis, the internal external strategy is to use the SO strategy by expanding market share, maintaining product quality, increasing promotions with information technology.

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Ismunawan. "Tourism Services Marketing Strategy In The Tourism Industry (Case Study On Kusuma Agro Tourism In Batu City)." *IOSR Journal of Business and Management (IOSR-JBM)*, 24(12), 2022, pp. 63-70.